



# **BOARD OF REGENTS**

**Tuesday, August 4, 2020**  
**12 noon**

*Teleconference Meeting*

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# Agenda





**Board of Regents Meeting  
Teleconference  
Tuesday, August 4, 2020  
12 Noon**

Agenda

Public Session

- |      |  |                       |
|------|--|-----------------------|
| I.   | Meeting Called to Order                            | Chairman Kweisi Mfume |
| II.  | Opening Remarks                                    | Chairman Mfume        |
| III. | Approval of Minutes of May 5, 2020                 | Chairman Mfume        |
| IV.  | Board Appointments for the 2020-2021 Academic Year | Chairman Mfume        |
| V.   | Report from the University President               | Dr. David Wilson      |
| VI.  | Report of the Executive Committee                  | Chairman Mfume        |
| VII. | Reports of Standing Committees                     |                       |
| A.   | Academic and Student Affairs Committee             | Regent Linda Gilliam  |
- Items for Action
1. Morgan/Purdue University Dual Degree Program
  2. Proposed PhD in Secure Embedded Systems
  3. Performance Accountability Report
- Items for Information
1. Fall 2020 Mode of Instruction
  2. Enrollment Management
  3. Athletic Program
  4. Student Affairs
    - a. Residence Life
    - b. Schematic Design for New Student Housing
    - c. Student Government Association

B. Finance and Facilities Committee Regent Shirley Malcom

Items for Information

1. Facilities, Design and Construction Management Update
2. Division of Research and Economic Development Update
3. Division of Institutional Advancement Update
4. Division of Enrollment Management and Student Success Update
5. Student Housing Update
6. FY 2020 Operating Closing Summary and Financial Statements
7. FY 2021 Operating Budget Overview and FY 2022 Preliminary Budget
8. FY 2022 Capital Budget Request Update
9. Standard & Poor's Credit Review

Items for Action

1. Amended Maryland Clean Energy Center MOU
2. Northwood Development Agreement

C. Audit and Institutional Assessment Committee Regent Larry Ellis

VIII. New Business

IX. Adjournment of Public Session to Closed Session Chairman Mfume

X. Closed Session

- |  |                       |
|--|-----------------------|
| A. Litigation Update/EEO Report          | Mr. Faulk/Ms. Berrien |
| B. Campus Reopening Plan                 | Dr. David Wilson      |
| C. New Student Housing Capital Structure | Dr. Wilson/Mr. Evans  |

# Public Session

### Public Session Minutes

The meeting of the Morgan State University Board of Regents was called to order by Vice Chairman Larry Ellis at 12:05 p.m.

**Present:** General (Ret.) Larry Ellis, Vice Chair, Regent; Hon. Tracey Parker-Warren, Secretary, Regent; Rev. Dr. Harold Carter, Jr., Regent; Dr. Linda Gilliam, Regent; Mr. Wayne Resnick, Regent; Ms. Shelonda Stokes, Regent; Mr. Jeffon Stubbs, Student Regent; Mrs. Penelope Taylor, Regent; Dr. Marquis Walker, Regent; Mr. Winston Wilkinson, Regent; Dr. David Wilson, University President; Mr. Thomas Faulk, Principal Counsel for Morgan State University, Office of the Attorney General

**Absent:** Mr. Kweisi Mfume, Chairman, Regent; Rev. Dr. Frances Draper, Regent; Dr. Shirley Malcom, Regent

#### Vice Chairman's Remarks

The Vice Chairman opened the meeting by welcoming the Regents, University administration, and members of the public. He noted that Chairman Mfume would not be joining us today as he is being sworn in as a member of Congress.

#### Nominating Committee Report and Election of Officers

Regent Wilkinson reported that the call for nominations went out in March. Based on feedback received, it is recommended that the slate of officers remain in place for the upcoming fiscal year.

Regent Resnick asked whether Regent Mfume would be able to serve as Chair now that he is a member of Congress. Mr. Faulk stated that the Chairman expressed his desire to continue serving as Chairman of the Morgan State University Board of Regents.

Regent Wilkinson MOVED to approve the recommended slate of officers for the 2021 fiscal year – Mr. Kweisi Mfume as Chair, General Larry Ellis as Vice Chair, and the Honorable Tracey Parker-Warren as Secretary. It was SECONDED by Regent Stokes. The MOTION CARRIED unanimously.

Regent Wilkinson MOVED to confirm the slate of officers for FY 2021 as submitted – Regent Mfume as Chair, Regent Ellis as Vice Chair, and Regent Parker-Warren as Secretary. It was SECONDED by Regent Resnick. The MOTION CARRIED unanimously.

#### Approval of Minutes

The Vice Chairman called for a motion to jointly adopt the minutes from the March 20, 2020 Emergency Board meeting and the minutes of the Special Board meeting from April 6, 2020. It was MOVED by Regents Wilkinson and Stokes and SECONDED by Regent Taylor to approve the minutes of March 20, 2020 and April 6, 2020. The MOTION CARRIED unanimously.

#### Report of the President

The President reported that the University had to make a series of quick decisions resulting from the novel coronavirus, to include: suspending classes leading up to Spring Break; moving classes to online or remote modality; closing the campus and not allowing students to return based on the Governor's Executive Order; implementing restricted guidelines for faculty and staff to come to the campus; refunding meal plan costs, housing costs, athletic fees, and parking and facility fees to students. We had to invest in additional platforms for remote instruction and supply many of our students with laptops to enable them to access online classes. We also instituted cost containment strategies, which include a

freeze on travel and hiring, and strict controls on spending. As a result of additional refined information, the projected deficit has been adjusted downward to approximately \$16 million. We anticipate receipt of approximately \$23.6M from the CARES Act to assist us in addressing the projected shortfall. Finally, work began over a month ago to put in place a planning strategy for FY 2021, taking into consideration several assumptions and scenarios.

### **Report of the Executive Committee**

The Vice Chairman provided an update from the May 1, 2020 Executive Committee meeting. He stated that the meeting was informational in nature to shape the agenda for today's Board meeting.

### **Report of the Standing Committees**

#### **Academic and Student Affairs Committee**

Regent Gilliam stated that there are five items for action.

- **Change of Degree Program Names**
  - **MA in Journalism to MA in Global Multimedia Journalism and Communication** – The Academic and Student Affairs Committee recommends approval. It was MOVED by Regent Gilliam and SECONDED by Regent Walker. The MOTION CARRIED unanimously.
  - **MS in Science to MS in Integrated Science** – The Academic and Student Affairs Committee recommends approval. It was MOVED by Regent Gilliam and SECONDED by Regent Taylor. The MOTION CARRIED unanimously.

Regent Gilliam noted these changes would then go to MHEC where it should be protected against duplication by other universities.
- **Morgan and Carnegie Mellon Dual Degree Program** – The Department of Civil Engineering of Morgan State University (MSU) and the Department of Civil and Environmental Engineering of Carnegie Mellon University (CMU) propose to initiate a CMU/MSU dual degree doctoral program in Civil Engineering. The Academic and Student Affairs Committee recommends approval. It was MOVED by Regent Gilliam and SECONDED by Regent Carter. The MOTION CARRIED unanimously.
- **Outstanding Faculty Awards Policy** – The revision to the original policy dated March 5, 1981 expands the categories of Outstanding Faculty Awards to be given annually and provides the opportunity to recognize the outstanding work of more Morgan faculty. The Academic and Student Affairs Committee recommends approval. Regent Gilliam highlighted two major differences with the updated policy – committee terms from one year to three years and the award amount from \$1,000 to a maximum of \$5,000. It was MOVED by Regent Gilliam and SECONDED by Regent Taylor. The MOTION CARRIED unanimously.
- **Interim Guidance for Extending the Tenure and Promotion Timeline of FY 2021 in Response to COVID-19** – The University recognizes the impact the COVID-19 pandemic has had on all of us, and the great concern it causes for faculty members working toward promotion and/or tenure. The interim guidance offers an extension of time to apply for promotion and/or tenure and second-third year reviews for all eligible faculty members who request it due to the effects of the pandemic on their ability to work. The Academic and Student Affairs Committee recommends approval. It was MOVED by Regent Gilliam and SECONDED by Regent Taylor. The MOTION CARRIED unanimously.
- **Animals on Campus Policy** – The implementation of this Policy will position the University to implement best practices in supporting students and their mental health needs. The Academic and Student Affairs Committee recommends approval. It was MOVED by Regent Gilliam and SECONDED by Regent Walker. The MOTION CARRIED unanimously.

Dr. Turner reported that there will likely be a slight decline in enrollment depending on whether the University will open in the fall or continue with remote instruction. The other major factor is the ability of parents to pay. We remain optimistic based on a number of recent accommodations made and new initiatives instituted.

Regent Gilliam congratulated Dean Wickham on the accreditation of the School of Global Journalism and Communication. Dr. Wilson applauded the leadership of Dean Wickham and faculty in the school.

Dr. Banks introduced the elected Student Government Association (SGA) representatives for the upcoming 2020-2021 academic year – Alexander Freeman, President, and Simone Lonas, Vice President. He thanked outgoing SGA President, Keyon Grayson, for all of his hard work.

Regent Gilliam expressed her pleasure of working with Student Regent Stubbs over the past year. Vice Chairman Ellis, along with members of the Board and President Wilson, thanked him for serving with honor and distinction and wished him the best in his future endeavors.

Regent Stubbs was presented with a gift on behalf of the full Board. After opening the package, Regent Stubbs shared prepared remarks, which will be included as part of the official minutes.

### **Finance and Facilities Committee**

Regent Stokes stated that there are four items for action.

- **Memorandum of Understanding between Morgan and Tertiary Education Trust Fund (TETFUND)**– The purpose of this agreement is to establish a mutually beneficial education and research relationship between Morgan and the TETFUND to provide an opportunity for eligible faculty and staff of public tertiary institutions in Nigeria to pursue doctoral degrees and post-doctoral research at Morgan in all fields and disciplines offered at Morgan relevant to the developmental needs of Nigeria and funded by TETFUND grants and scholarships. The Finance and Facilities Committee recommends approval. It was MOVED by Regent Stokes and SECONDED by Regent Gilliam. The MOTION CARRIED unanimously.
- **Amendment to Policy on Student Residency** – In order to remain competitive for students, the University wishes to amend the Policy on Student Residency Classification for Admission and Tuition Purposes to align some of its provisions with some of the recent changes made by other state institutions in April 2019. The Finance and Facilities Committee recommends approval. It was MOVED by Regent Stokes and SECONDED by Regent Carter. The MOTION CARRIED unanimously.
- **Dual Enrollment Tuition** – Morgan State University wants to establish tuition guidelines for participating in dual enrollment programs with high schools. Dual enrollment allows eligible high school students to take college classes and receive both high school and college credit for the classes. The Finance and Facilities Committee recommends approval. It was MOVED by Regent Stokes and SECONDED by Regent Carter. The MOTION CARRIED unanimously.
- **FY 2022 Capital Budget Request** – The University's FY 2022 Five-Year Capital Budget Request is due to the Department of Budget and Management on June 30, 2020. Based on preliminary estimates, the five-year request totals \$518.8M, of which \$51.1M is for FY 2022. The Finance and Facilities Committee recommends approval. It was MOVED by Regent Stokes and SECONDED by Regent Walker. The MOTION CARRIED unanimously.

Mr. Evans reported that the New Student Housing Project is still on target to open in August 2022. He indicated that the refined projected fiscal impact of COVID-19 is \$15.8M. Morgan expects to receive approximately \$23.6M from the CARES Act, of which \$4.6M will be distributed to students. In addition, the FY 2021 operating budget has been reduced by \$11.3M. This is a permanent reduction so the University will need to make adjustments to state and federal appropriations moving forward.

### **Audit and Institutional Assessment Committee**

Vice Chairman Ellis stated that the Committee had no action items. Our new audit partner, Clifton Larson Allen (CLA), was introduced. In closed session, the Committee received an update from Internal Audit.

### **Report of the Evaluation Committee**

Regent Walker reported that the Evaluation Committee met earlier this year, in mid-January, to review the 2018-2019 key performance evaluation indicators and made necessary updates to remove completed goals and ensure that the evaluation is aligned with the strategic plan. The Committee agreed on a set of

evaluation measures for 2019-2020, and made a request to the Chairman to keep the same committee composition for an additional year.

### **New Business**

Regent Gilliam commented that having remote standing committee meetings prior to the day of the full Board was a good idea, and suggested that it be considered for all committee meetings moving forward. President Wilson indicated that this would be relatively easy to implement and would also cut costs.

Regent Walker added that the Board has been reviewing some board portal options that should be considered, which would aid in getting out Board materials and enhance communication between committees.

Mr. Faulk indicated that the format and times of meetings are matters under current consideration by the Chairman. Therefore, the legal team suggested the matter be discussed with the Chairman. Vice Chairman Ellis stated that these matters will be kept visible, but were tabled for now.

The Vice Chairman announced that the Board of Regents would reconvene in Closed Session to consider items specifically exempted from public consideration under § 3-305(b)(1)(7)(8) of the Open Meetings Act. In Closed Session, the Board will consult with counsel to receive a Litigation Update, an EEO Report, and discuss the New Student Regent Recommendation. The Board may reconvene in Public Session at the conclusion of the Closed Session, if necessary.

After reading the citation into the record, Vice Chairman Ellis called for a motion to adjourn the PUBLIC SESSION to move into CLOSED SESSION. It was MOVED by Regent Stokes and SECONDED by Regent Carter to adjourn the PUBLIC SESSION. The MOTION CARRIED UNANIMOUSLY.

The PUBLIC SESSION adjourned at 1:50 p.m.

# Jeffon F. Stubbs

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May 5<sup>th</sup>, 2020

To: Morgan State University Board of Regents

CC: Dr. David Wilson, President  
Mrs. Kassandra Grogan, Executive Administrator

I write this message with a heavy heart, but a heart filled with gratitude nonetheless. Today marks the 4<sup>th</sup> and final quarterly meeting of my appointed term as Student Regent. As I reflect on my experience at this distinguished table, I considered it fitting to formally address you as I make way for my successor—similar to how I was formally welcomed back in August.

It has been a wonderful journey. Having the opportunity to interact with you all has changed my life in ways that I never could have fathomed. Just as I anticipated during my selection process, you are a collective fountain of knowledge, experience, and proficient insight. I truly consider it an honor to have worked alongside you all.

I would like to commend our collective department as the governing body of Maryland's gem in higher education. Professionalism, prudence, persistence, and passion are but a few of the tenets that I have seen exemplified and maintained by the Board. Chairman Mfume, I thank you for overseeing our functionality with a steady hand. Your stellar leadership is reflected in our consistent efficiency.

To the committees on which I have served—namely the committees for Academic & Student Affairs and the President's evaluation—thank you for valuing my input and teaching me so much about the operations of our beloved Morgan. I will cherish the work we have done and the results we have achieved.

My dreamful senior year and surreal experience on the Board was unexpectedly interrupted by a global crisis. Amidst coping with an abruptly ended senior year, however, I was fortunate enough to experience the swift and decisive action of the Board, Dr. Wilson, and senior University leadership as we responded to the impact that COVID-19 had and continues to have on our goal to *Grow the Future & Lead the World*. Trust me when I say that I dreamt about making remarks like this as I prepared for a May graduation, but I never would have imagined that my words (or even physical presence) would have been subjected to such harsh circumstances. I end my tenure as Student Regent somewhat disappointed, but forever grateful and indebted to you all—and to **fair Morgan!**

I could never, not even in a million years, end this letter without acknowledging, highlighting, and praising the efforts and contributions of our backbone—Mrs. Kassandra Grogan. If I did not gain anything else from this past year as a Regent...I would be content knowing that I have gained a mentor and friend in Mrs. Grogan. She is, by far, the most efficient and consistent person/professional that I have ever witnessed. I could not have made it through my term without her. She is a gem to the Board, and she should always be recognized and remembered as such!

In closing, I thank you all once again for this opportunity. You have all touched my life in a special way. I will go forward always mindful and always thankful for the time I have spent on the Morgan State University Board of Regents.

Yours with Morgan Pride,



Jeffon Stubbs  
*Student Regent*  
*Morgan State University*



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

Date: Tuesday, May 5, 2020

Time: 12:00 p.m.

Location: Teleconference

Motion to close meeting made by: Regent Stokes

Seconded by: Regent Carter

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Draper, Regent Malcom, Regent Mfume

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

**General Provisions Article, § 3-305 (b)(1)(7)(8):**

**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;

\_\_\_\_ (5) To consider the investment of public funds;

\_\_\_\_ (6) To consider the marketing of public securities;

**X** (7) To consult with counsel to obtain legal advice on a legal matter;

**X** (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.

**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.

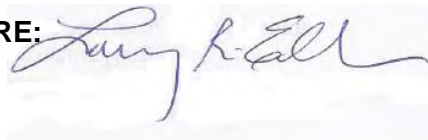
**FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:**

1. To receive an EEO Report/Litigation Update.
2. To discuss the New Student Regent Recommendation (FY 2021).

**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  
Vice Chairman of the Board of Regents

**SIGNATURE:**

 5 MAY 2020

\*\*\*\*\* 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**  
**Virtual**  
**Monday, August 3, 2020 ▪ 1 – 4 p.m.**

**AGENDA**

- |                                 |  |                                    |
|---------------------------------|--|------------------------------------|
| I.                              | Remarks by the Chairperson                   | Regent Linda J. Gilliam            |
| II.                             | General Remarks                              | Dr. David Wilson/Dr. Lesia Young   |
| <b><u>Action Items</u></b>      |  |                                    |
| III.                            | Approval of Committee Minutes of May 4, 2020 | Regent Linda J. Gilliam            |
| IV.                             | Morgan/Purdue University Dual Degree Program | Dr. Hongtao Yu/Dr. Oscar Barton    |
| V.                              | Proposed PhD in Secure Embedded Systems      | Dr. Craig Scott/Dr. Kevin Kornegay |
| VI.                             | Performance Accountability Report            | Dr. Solomon Alao                   |
| <b><u>Brief Updates</u></b>     |  |                                    |
| VII.                            | Fall 2020 Mode of Instruction                | Dr. Lesia Young                    |
| VIII.                           | Enrollment Management (see Finance section)  | Dr. Kara Turner                    |
| IX.                             | Athletic Program                             | Dr. Edward Scott                   |
| <b><u>Information Items</u></b> |  |                                    |
| X.                              | Student Affairs                              | Dr. Kevin Banks                    |
|                                 | ▪ Residence Life                             |                                    |
|                                 | ▪ Schematic Design for New Student Housing   | Dr. Banks/Ms. McCalla/Dr. Gwynn    |
|                                 | ▪ Student Government Association             |                                    |
| XI.                             | New Business                                 |                                    |
| XII.                            | Meeting Adjourned                            | Regent Linda J. Gilliam            |



**Board of Regents  
Academic and Student Affairs Committee  
Virtual (Zoom) Meeting  
Monday, May 4, 2020  
1:00 p.m.**

The regular meeting of the Board of Regents: Academic and Student Affairs Committee was called to order at 1:05 pm.

**Board Members Present:** Dr. Linda J. Gilliam, Regent/Committee Chair;  
Mrs. Penelope Taylor, Regent; General (Ret.) Larry Ellis, Regent;  
Mr. Jeffon Stubbs, Student Regent; Dr. Marquis Walker, Regent

**Staff Present:** Dr. David Wilson, Dr. Lesia Crumpton-Young, Dr. Anna McPhatter,  
Dr. Kevin M. Banks, Dr. Solomon Alao, Dr. Mark Garrison,  
Dr. Glenda Prime, Dr. M'bare N'gom, Dr. Craig Scott,  
Dr. Yacob Astatke, Dr. Cheryl Rollins, Dr. Maurice Taylor,  
Ms. Sherita Harrison, Dr. Linda Mehlinger, Dr. Edward Scott,  
Ms. Cynthia Brown-LaVeist, Ms. Ardenia Myrick,  
Dr. Patricia Williams Lessane, Ms. Jordyn Richardson,  
Dr. Farzad Moazzami, Dean DeWayne Wickham, Dr. Yacob Astatke,  
Dr. Hongtao Yu, Dr. Kara Turner, Ms. Kassandra Grogan,  
Ms. Sharon Oliver-Whitehurst, Mr. Sidney Evans, Mr. Justin Hall,  
Dr. Cheryl Rollins, Ms. Nina Hopkins, Dr. Don-Terry Veal, Dr. Uttam Gaulee,  
Dr. Fikru Boghossian, Mr. Thomas Faulk, Mr. Reginald Thomas, Dr. Edward Scott,  
Dr. Mary Anne Akers, Mr. Oludare Owolabi, Mr. Alan Small, Ms. Robin Gray,  
Ms. Deborah Flavin, Mr. Seymour Chambers, Dr. Willie May, Dr. Cynthia  
Mendoza-Robinson, Dr. Mildred Ofosu, Mr. Nicholas Kovach, Ms. Kate Weeks,  
Mr. Abe Mauer, Ms. Pam Fraling, Ms. Shirley Marcus Allen, Mr. Keyon Grayson  
Mr. Alexander Freeman, Ms. Simone Wallace

**I. Opening Remarks**

**Regent Linda J. Gilliam**

Regent Gilliam welcomed and thanked everyone for attending the first Board of Regents Academic and Student Affairs Committee (Committee) virtual meeting during the novel coronavirus

(COVID-19) pandemic. She wished all of the attendees and their families wellness and safety during this time.

## **II. General Remarks**

**President David Wilson  
Provost Lesia Young**

President Wilson welcomed everyone to the Committee meeting. President Wilson emphasized the importance of receiving feedback from the students, and introduced seven (7) MSU Spokesman videos highlighting students' reactions and adjustment to the COVID-19 pandemic and the transition to remote learning. Due to technical difficulties during the meeting, he encouraged the Committee to watch the videos after the meeting.

Ms. Shydira Lazenby, a student in the Family and Consumer Sciences department expressed her concerns and experience during the COVID-19 pandemic and Morgan's decision to move to remote learning. Ms. Lazenby shared that she was not adequately prepared or provided with all of the resources needed as a graduating senior. She expressed particular difficulty in receiving responses and help from faculty and staff. Regent Gilliam and President Wilson suggested that Ms. Lazenby provide the information and her concerns in an email to aid in resolving her issues and keep the President abreast of her challenges and progress in resolving these matters.

President Wilson asked Regent Jeffon Stubbs to share his experience as a student during the COVID-19 pandemic and Morgan's transition to remote learning. Regent Stubbs indicated he was very fortunate to have the opportunity to stay on campus as a Resident Assistant to close out his senior year. Also, being a Resident Assistant gave him a sense of stability and routine and did not think he would have coped as well had he returned home.

President Wilson stated that Morgan is in the process of planning for operations post COVID-19, and for the Fall 2020 and Spring 2021 semesters. He informed the Committee that there are several updates from the Office for Academic Affairs (OAA) and thanked Provost Young and her colleagues for their hard work and devotion in navigating these unprecedented challenges.

## **III. Academic Affairs Updates**

**Provost Lesia Young**

Provost Young greeted the Committee. She began by stating that the COVID-19 pandemic has been extremely disruptive but Morgan has responded very well. Provost Young shared the following Academic Affairs updates:

- In May 2020, we will confer more than 1000 degrees for graduates.
- This is a record year in terms of accreditation as Morgan. We have a one-hundred percent (100%) success rate for national accreditations, including accreditations in the School of Engineering and all of its programs, the School of Business and Management program in Project Management, and the School of Education and Urban Studies Family and Consumer Sciences program.
- The School of Global Journalism and Communication had a successful inaugural accreditation visit.

- Morgan has launched the Global Campus Initiative with a plan to launch Morgan programs in Ghana in Fall 2020.
- Efforts are ongoing to improve and update Morgan policies.
- Faculty members and administrators are very active in developing new student programs and ensuring students have the necessary skill sets to be successful.
- Morgan has entered a Memorandum of Understanding (MOU) with the TETFUND to increase the number of Doctoral Students at Morgan.
- Morgan attracted several new faculty members that will begin in Fall 2020.

Provost Young shared that Morgan is a leader among universities, as far as managing through the COVID-19 pandemic. She expressed her gratitude for the support of the Chair of the Committee and the Regents during her first year at Morgan. She emphasized that Morgan is focused on innovation and transformation and believes that the 2019/2020 academic year was a success. Regent Gilliam agreed that a lot was achieved in a year and expressed her appreciation to Provost Young.

#### **IV. Approval of Committee Minutes**

**Regent Linda J. Gilliam**

Regent Gilliam called for the approval of the minutes. Regent Taylor indicated that the Committee requested to see student demographics for the enrollment report, and that those were missing from the minutes. In addition, Regent Gilliam stated that more comments and contributions from the Regents should be captured in the minutes. President Wilson suggested having a discussion with the Committee and legal team regarding the level of detail in the minutes, a standard format and what should be included.

Regent Walker made a motion to approve the minutes to reflect contributions from both the Regents and Morgan. Regent Stubbs seconded that motion. The minutes passed unanimously.

#### **V. Change of Degree Program Names**

**Provost Lesia Young  
Dr. Farzad Moazzami**

##### **Master of Arts in Global Media Journalism and Communication**

Provost Young shared that to ensure students have career vitality, the Office for Academic Affairs (OAA) is working on revising degree program names/titles to reflect the innovation within the curriculum and industry areas of specialization. The Board previously approved Morgan's pilot program in Ghana, which includes the Master of Arts in Global Media Journalism and Communication. The OAA requested the Committee's approval of a title change for the current program, Master of Arts in Journalism, to reflect the approved pilot program name for the Ghana site, the Master of Arts in Global Media Journalism and Communication.

Regent Stubbs commended the program name change. Regent Taylor asked Provost Young if there were, or will be, any restrictions with faculty traveling back and forth to Ghana due to the COVID-19 pandemic. Provost Young shared that Morgan is watching the global spread of the pandemic and preparing a strategy that would begin with the program utilizing remote instruction, if needed. Faculty are eager to start the program as planned. Provost Young indicated that the program has seen an increase of student interest, and the preliminary survey reflected that over seventy (70) students are interested in applying.



**Action:**

Regent Taylor made a motion to approve. Regent Stubbs seconded the motion, and all committee members unanimously approved the change of degree program name from the Master of Arts in Journalism to the Master of Arts in Global Multimedia Journalism and Communication.

**Master of Science in Integrated Science**

Provost Young presented the program name change for the Master of Science in Science, to the proposed name, the Master of Science in Integrated Science. The program is heavily concentrated on preparing students for careers in various science disciplines and that the title did not reflect the integrated nature of the program. Regent Gilliam asked Provost Young whether the degree program name changes needed to be approved by the Maryland Higher Education Commission (MHEC). Provost Young informed the Committee that degree program name changes are submitted to MHEC upon Board approval.

**Action:**

Regent Taylor made a motion to approve. Regent Ellis seconded the motion, and all committee members unanimously approved the change of degree program name from the Master of Science in Science to the Master of Science in Integrated Science.

**VI. Morgan and Carnegie Mellon  
Dual Degree Program**

**Provost Lesia Young  
Dr. Craig Scott**

Provost Young introduced the Morgan and Carnegie Mellon Dual Doctorate Degree Program. Students would receive a doctorate degree from both Morgan and Carnegie Mellon through Morgan. She introduced Dean Craig Scott, School of Engineering, to present the information to the committee.

Dean Scott indicated that Carnegie Mellon University (CMU) representatives visited Morgan and were impressed with Morgan's tools and resources, including access to sixteen (16) state-of-the-art Civil Engineering Laboratories at MSU, Six (6) Degree of Freedom Shake Table, and a First Class Remote Sensing Lab. The motivation for Morgan and its students is the opportunity to earn a PhD from one of the best engineering schools (CMU Best Graduate School Ranking US News #6 in Engineering Schools, #4 in Computer Engineering, #8 in Electrical Engineering, #8 in Environmental, and #10 in Civil Engineering). Dean Scott also indicated that this program supports Goal Two (2) of the MSU Strategic Plan: Enhancing Morgan's status as a Doctoral Research University, as it could increase enrollment, retention and graduation rate of Doctoral Students.

The program structure for the Carnegie Mellon Dual Degree Program is as follows:

- Program awards a Doctorate/PhD degree from both universities.
- To qualify for this dual-degree program, students must apply and be admitted to engineering programs at both institutions.
- Students will spend balanced time at each institution, including at least four academic semesters at each location.
- Students will have an advisor from each program who will collaborate with them on research and selection of relevant coursework that satisfies program requirements at both schools.
- Candidates may transfer courses between the programs and will submit and defend a single dissertation.
- In addition to having two academic advisors, students will benefit from having access to a greater number of courses, a larger set of research facilities and a wider research community.

Dean Scott also included the financial obligations and requirements for the program. They are as follows:

- Study duration: 4 years (2 on MSU campus and 2 on CMU campus).
- Course Work at MSU: The minimum requirement for a Doctoral Degree is 30 graduate course credit hours at the 500-600 level and above, of which a minimum of 18 credits are at the 600 level and above. Up to 6 graduate credits at the 500-600 equivalent level may be transferred from MSU.
- Course Work at CMU: Most Ph.D. students take some courses to prepare for the candidacy exam and/or provide additional background for their chosen research area.
- One dissertation.
- Comprehensive Exam
- One committee with members from both sides.

President Wilson shared that a member of the University Foundation Board, who is also a graduate of Carnegie Mellon University and a lifetime trustee, is absolutely thrilled that Morgan is moving forward with the collaboration. Regent Walker indicated that while he likes the idea, he hopes it is a true partnership and that Morgan has a say in projects developed by students. Regent Walker also indicated that Morgan should ensure students are protected and have an introduction to the CMU culture before starting classes there. He emphasized that there needs to be a clear understanding due to students reporting to two (2) different institutions.

Regent Gilliam asked Dean Scott how the program will be monitored. Dean Scott responded that it will be monitored by advisors from both schools, and that students from both universities will have input.

### **Action:**

Regent Walker made a motion to approve the action item. Regent Taylor seconded the motion and all Committee members unanimously approved the Morgan State University and Carnegie Mellon Dual Degree Program.

## **VII. Outstanding Faculty Awards Policy**

**Provost Lesia Young  
Dr. Williams-Lessane**

Provost Young indicated that Academic Affairs had the opportunity to update Faculty Awards Policy, last revised in 1981. She stated that they made sure the revisions were well aligned with other institutions in the State. Regent Gilliam asked for clarification as to why the policy was an action item, as it was presented at the previous committee meeting as an information item, and the committee requested an approval checklist. Provost Young stated that the policy was still going through the shared governance approval, and that the hard copy of the approval checklist sign-off sheet was provided in the February 4, 2020 Committee meeting. Furthermore, the current approval sign-off sheet was signed by all relevant parties and completed utilizing the DocuSign process. Regent Gilliam requested that the policy approval sign-off sheets be presented with the policies at future meetings.

Dr. Williams-Lessane, Associate Vice President for Academic Affairs, shared that the updates and revisions for the policy, which reflect acknowledgement of the Faculty's work in research, teaching, service, and now, scholarship creativity. The highest potential award amount has increased to a range of \$1,000 to \$5,000, depending on the recommendation from the Board. She explained that in previous years, faculty were awarded \$1,000. In addition, the committee member service term is increased to three (3) years to keep in line with sister institutions.

President Wilson clarified that it is not Morgan's intent to give a plethora of awards, and that the increase of awards does not mean Morgan will water down teaching and excellence. He assured the Committee that Morgan is still going to hold faculty to the highest standard.

Regent Taylor asked if this new award was a peer award and if faculty are assessed by their peers. Dr. Williams-Lessane stated that the reviews will be conducted by a committee that includes three (3) members of the University Council and their peers.

Regent Ellis inquired as to how Morgan will update and review policies regularly. President Wilson stated that a committee is in place to review all of Morgan's policies. The intent of the committee is to review all of the policies and to periodically bring the Committee those policies that may need updating to be more aligned with the current mission.

### **Action:**

Regent Walker made a motion to approve the action item. Regent Taylor seconded the motion and all Committee members unanimously approved the Outstanding Faculty Awards Policy.

## **VIII. Interim Guidance for Extending the Tenure and Promotion Timeline of FY 2021 in Response to COVID-19**

**Provost Lesia Young  
Dr. Williams-Lessane**

Provost Young began by emphasizing that this school year has been extremely disruptive. There was a significant change in faculty workload, since faculty switched to remote instruction during the semester due to the COVID-19 pandemic. Also, Morgan buildings were forced to close due to the

pandemic, many faculty have not been able to complete or conduct their research. Provost Young indicated the importance of research when assessing tenure and promotion applications. The AA team began brainstorming how to show faculty that the administration understands that due to the pandemic, faculty may not have had the opportunity to successfully complete tasks and research for promotion and tenure. Provost Young stated that they are essentially asking for an extension of time for dossier submissions and asked Dr. Williams Lessane to provide more details.

Dr. Williams Lessane reiterated the importance of promotion and tenure in a faculty person's career. She stated that the interim guidance will cover those faculty who would be submitting dossiers under the approved 2004 policy, and under the approved 2017 policy. Under the Interim Guidance, each cohort would have the opportunity to submit a request for a year-long extension to submit their dossier. The OAA is proposing that faculty who would be applying for second (2<sup>nd</sup>) and third (3<sup>rd</sup>) year contracts be moved to the third week in January, instead of the third Monday in September. Dr. Williams-Lessane indicated that faculty would be required to submit a request for review. She shared with the Committee that this Interim Guidance is reflective of what institutions are doing across the nation.

Regent Gilliam inquired as to whether there is any fiscal impact for implementing the Interim Guidance. Dr. Williams Lessane shared that if faculty choose to take the extension of time, they would not be awarded an increase that they would normally receive with promotion and tenure. Thus, there would be no additional fiscal impact.

Regent Taylor requested clarification regarding the two different policies. Ms. Sherita Harrison, Interim General Counsel, shared that President Wilson will be removing discretion under the 2004 policy. If faculty are applying for that extension under the 2004 policy, he is going to approve under the COVID-19 pandemic. For the 2017 policy, the guidance defines COVID-19 as a factor for approval for the extension.

#### **Action:**

Regent Stubbs made a motion to approve the action item. Regent Walker seconded the motion, and all Committee members unanimously approved the Interim Guidance for Extending the Tenure and Promotion Timeline of FY 2021 in Response to COVID-19.

### **IX. Animals on Campus Policy**

**Dr. Kevin Banks**

Dr. Banks, Vice President of Student Affairs, shared that he was pleased to present the Animals on Campus Policy in support of students, which will position Morgan to support best practices for students with mental health needs. The proposed policy is in alignment with the American Disabilities Act (ADA) and Fair Housing Act. Dr. Banks reminded the Committee that the policy was discussed and all questions and issues that were presented were addressed in the Academic and Student Affairs Committee Deep Dive meeting held on October 31, 2019. He informed the committee that the policy has gone through shared governance and the Office of General Counsel (OGC) for approval. Ms. Sherita Harrison confirmed the OGC's approval and record of the approvals from the other relevant stakeholders.

Dr. Banks shared highlights of the policy including defining service animals versus support animals, how animals will access university facilities, the individuals' and University's responsibilities, how the University will respond if there were a violation of the policy, how to remove an animal from campus, and an appeal policy for students, faculty, and staff. Dr. Banks also highlighted that the policy included grounds for denial, due to breed or other reasons, and terms on situations regarding students being allergic to animals. He then shared that there is a fiscal impact of \$69-\$220 for waste stations to be installed on campus for students to clean up after their animals. The summary of the policy can be found on page 41 in the Board book.

Regent Taylor requested clarification on a section in the first page of the policy that had different stipulations on the animals being allowed on campus grounds. Ms. Sherita Harrison clarified that the section she was referring to was only for general animals on campus. She informed the Committee that certain sections apply to service animals, support animals, and general. Regent Taylor inquired on the section on service animals being allowed access to the University and the University not being able to require documentation for vaccinations or training. Ms. Harrison responded by stating service animals typically have an identifying tag or label and that not requiring documentation is under the law. However, Ms. Kate Weeks, Director of Student Disability and Support Services, informed the Committee that under the ADA, the emotional support animals are not required to wear anything identifying them and that the questions that can be asked regarding the animal are very limited under the Act.

Dr. Banks assured the Committee that students will still need to register their animals through the University's process. Regent Stubbs asked if Morgan would need documentation for emotional support animals. Ms. Weeks stated that emotional support animals will reside in dorms and will not go into academic settings or dining halls. The students will have to register with Student Disability Services and the animals' specific tasks will be provided. Regent Gilliam asked Dr. Banks how they would know that students are safe from emotional support animals. Dr. Banks responded that they didn't really know, since there is no test to determine if an animal will attack, but the owner of the animal will have to provide a list of shots, certifications, and vaccinations. Ms. Weeks also stated that their office ultimately approves whether or not the emotional support animal is an accommodation for that student and that they will need to go through the registration and an intake process.

Regent Taylor requested clarification on if Morgan will have adequate housing to support students with service animals. She provided an example of a student being put in a room with another student and their service animal, and how Morgan will address the situation if that student does not want to live with a service animal. Dr. Banks stated that provisions have been made in the past to place students with support animals in a single room, and that this can be a method. He also stated that accommodations can be made to carefully select students who do not mind living with animals. He informed the Committee that they expect an increase in service animal requests due to the emotional impact of the COVID-19 pandemic and that the policy is needed.

Regent Gilliam recommended that a survey be created for students during the housing application process to inquire if they would live with a service animal or not. She informed Dr. Banks that by doing this, it would be extremely effective in being proactive by not placing students with animals if they do not desire to.

### **Action Item:**

Regent Stubbs motioned for approval. Regent Taylor seconded the motion and all committee members unanimously approved the Animals on Campus Policy.

#### **X. Memorandum of Understanding Between Morgan and Tertiary Education Trust Fund (TET) President David Wilson**

President Wilson shared that the Memorandum of Understanding between Morgan and the Tertiary Education Trust Fund (TET Fund) resulted from a relationship being developed with Nigeria. The individual's responsibility in Nigeria is to seek out opportunities for Morgan to expand globally. President Wilson stated that the TET Fund is a five billion-dollar (\$5B) fund for African students seeking degrees in the United States. Once admitted, the TET Fund would provide funding for students to come to Morgan. He shared that this was an action item for the Finance Committee meeting and was approved earlier in the day.

#### **XI. Morgan and Purdue University Provost Lesia Young/Dr. Craig Scott Dual Degree Program Dr. Hongtao Yu**

Provost Young introduced Dean Scott, School of Engineering and Dean Yu, School of Computer, Mathematical and Natural Sciences, to share the presentation. Dean Scott began by sharing that the Morgan Rocketry Program and Purdue University Dual Degree Program was initiated by a \$1.6 million-dollar grant from the Base 11 Foundation. He stated that the goal is to launch a liquid fuel rocket to 150,000 feet by 2022 and assist Purdue University in launching 330,000 feet by 2022. This partnership will introduce new undergraduate and graduate degree programs in Aerospace Engineering.

Dean Scott shared that during a recent visit with Morgan, Purdue was extremely impressed by Morgan's work with this grant. He provided an outline of the Memorandum of Cooperation with Purdue University's School of Aeronautics and Astronautics and Morgan that describes the collaborative learning activities that are aimed at developing a combined Bachelor of Science (B.S) and Master of Science (MS) program for both universities. Dean Scott presented the proposed curriculum for the Dual (3+2) Bachelor of Science Degree in Civil Engineering and Aeronautics and Astronautics Engineering and the Dual (3+2) Bachelor of Science Degree in Engineering Physics and Aeronautics and Astronautics Engineering.

Dean Scott informed the committee that he and Dean Yu collaborated on this project for two (2) years and are excited to share the program's expected outcomes. They are as follows:

- Students will earn a Bachelor of Science (BS) Civil Engineering degree with an Aeronautics and Astronautics track or a Bachelor of Science (BS) Engineering Physics Degree at Morgan and a Bachelor of Science (BS) Aeronautics and Astronautics degree from Purdue.
- Integrated academic and research experience for students.

- Crucial step toward developing a standalone Aerospace Science and Engineering program at Morgan.
- Ideal recruiting tool.
- Provides an effective conduit into the graduate studies program at Purdue.
- Method to champion increased diversity and inclusion in Aerospace engineering discipline.
- Source for future aerospace faculty.

Regent Gilliam thanked Dean Scott and Dean Yu for the excellent presentation. Regent Gilliam asked Dean Scott when the committee can expect the program to come before the Board for approval. Dean Scott anticipates that the program will be presented at the next Committee meeting.

**XII. Administrative Conference:  
Precursor to Strategic Plan**

**Regent Larry Ellis  
President David Wilson**

This item was moved to a future committee meeting due to Regent Ellis's technical difficulties.

**XIII. Remote Instruction Update**

**President David Wilson  
Provost Lesia Young**

President Wilson informed the Committee that Provost Young will be presenting this update since he appointed her as chair of the Special Committee on Remote Instruction. Provost Young stated that the committee moved quickly in response to the COVID-19 pandemic to develop recommendations to support and sustain quality course delivery at Morgan. She shared that the committee is composed of thirty (30) faculty, students, and staff, meets weekly and anticipates that they will complete their work by the end of May. Ten (10) sub-committees have been created to cover information that range from focus on instructional strategies, training, development needs, resource needs, and courses that have special needs for remote instruction (labs, engineering, music, etc.). She shared that additional plans have been created for the Summer Sessions, and the Fall Semester if needed. President Wilson indicated that three (3) planning models, created by the committee, will be presented at the full Board of Regents meeting.

Provost Young shared that the University Office for Assessment added specific questions to the course evaluations to capture students' concerns and feedback in response to remote instruction. The committee is also capturing the same information from faculty and staff. As part of the committee, Provost Young appointed a group of student leaders, including Regent Jeffon Stubbs, to brainstorm on how to address student concerns. The student committee led a meeting where the students independently developed a survey instrument that was distributed to Morgan students.

Regent Gilliam asked the committee what is being done for students who do not have tools or resources needed to continue their learning. Dr. Kara Turner, Vice President for Enrollment Management and Student Success, shared that Morgan submitted a request to find a funder/company that will provide all incoming freshmen with laptops. She added that through Starfish, beginning in the Fall, they will be surveying students and asking questions to determine their technology needs. Provost Young shared that student concerns regarding instructors and the instructor's availability can be submitted through the Office of the Provost page on the Morgan website.

Dr. Cynthia Mendoza - Robinson, Vice President of Institutional Planning and Information Technology, shared that the Information Technology (IT) department has a 24 hour hotline, with the CANVAS platform for students and faculty. She indicated that the sites and resources that students are using have a large amount of resources and Ms. Karen Rubenstein, Director of Academic Technology Services, sends daily updates and resources.

#### **XIV. Enrollment Update**

**Dr. Kara Turner**

Dr. Turner shared a presentation with the Committee that outlines Morgan's projected Fall 2020 enrollment with consideration of the impact of COVID-19. Dr. Turner indicated that the COVID-19 pandemic will likely negatively impact Fall 2020 enrollment. She stated that it is too early to tell just how drastically enrollment will be impacted. A few factors impacting enrollment include how Morgan will reopen in the Fall (fully remote; on-time opening, late opening), the impact of social distancing on housing capacity, family confidence that students will be safe (from the disease) on campus, and family willingness and ability to invest in higher education in the midst of severe economic recession/depression.

Dr. Turner highlighted the positive signs for Fall 2020 enrollment, which include the following:

- Number of new freshmen admitted is up from 4822 to 5551 (+15%).
- Paid confirmations for CASA Academy are up from 81 at the same point in time last year to 87 this year (+7%).
- Access Orientation confirmations are up from 209 on 4/30/19 to 364 on 4/26/20 (+74%)
- Number of new transfer students registered for Fall is up from 21 at the same point in time last year to 24 this year (+14%).
- Number of students registered for Fall at the same point in the registration cycle (11 days from the start of Fall registration period) is up from 2085 to 2411 (+15%).

Dr. Turner also shared the causes for concern regarding enrollment:

- Until mid-March we had consistently been trending significantly up in new undergraduate confirmations for fall (+25% as late as 3/13/20). As of 4/24/20, we are now down 179 students (-23%).
- Transfer applications, admits, and confirms are down.
- International enrollment will likely be down.
- Out-of-state enrollment will likely be down (though this may be balanced by Maryland students who may be more likely to remain in-state)
- Continued uncertainty regarding when the state may be ready to reopen, and economic upheaval caused by severe unemployment.

Dr. Turner shared a data table displaying the admissions difference report, as of April 24, 2020. This data table can be found in the Board book. She also shared that her office is working diligently to deploy strategies to ensure strong enrollment for the Fall 2020 semester. Some of these strategies include virtual tours that are available on demand, virtual live admission information sessions, virtual college fairs, accepting unofficial transcripts, and waiving application fees for new students. For



returning students, re-enrollment and re-registration campaigns have been created to encourage students to return to Morgan.

## **XV. Student Affairs Concerns/Challenges**

**Dr. Kevin Banks**

Dr. Banks introduced Ms. Nina Hopkins, Counseling Services Director, to provide an update regarding the demand on counseling services during the COVID-19 pandemic. Ms. Hopkins stated that there is a one (1) counselor to sixteen hundred (1600) students ratio currently at Morgan. The suggested ratio for counselor to student is one (1) counselor to fifteen hundred (1500) students. She informed the Committee that the office is working diligently to train Residence Assistants and staff to enhance outreach on campus.

Ms. Hopkins informed the Committee that the average grade point average (GPA) for students seeking counseling is a 3.0. She explained that the shortage of counselors is mostly due to salary issues. She shared that most counselors have left Morgan due to non-competitive salaries. She shared a presentation with the Committee that expressed the value of the counseling center and how it prevents students from dropping out of school.

Regent Gilliam inquired on the feedback from students and how the services for the counseling center are being utilized during the pandemic. Ms. Hopkins shared that students are feeling anxious, frustrated, and are “zoom depleted”. The Counseling Center created a CANVAS page to help provide resources for the students. The CANVAS site provides resources for mental health, group therapy, and couples therapy. They are conducting remote therapy via phone or computer. She shared that faculty and staff are also reaching out, especially with concerns regarding their students. The Counseling Center is hoping to conduct a group therapy session with the Center for Academic Success and Achievement (CASA) for students, especially since students may present post-traumatic stress disorder (PTSD) after the pandemic. In addition to these initiatives, the Counseling Center is training faculty to support the Lesbian, Gay, Bisexual, and Transgender (LGBT) community, continuing with therapeutic services, and have received approval service students outside of Maryland, Previously restricted by Maryland licensure. Regent Gilliam thanked Ms. Hopkins for her presentation and stated that she hopes Morgan will still offer virtual support even when things go back to “normal”.

Dr. Banks requested for the information regarding the impact on student conduct to be pushed to another date. He informed the Committee that a Student Rights and Responsibilities Report will be presented in August at the next Committee meeting.

## **XVI. Student Government Association**

**Mr. Keyon Grayson**

Mr. Grayson expressed his gratitude and appreciation for the opportunity to serve as the 2019-2020 Student Government Association (SGA) President. The experience was a true partnership as he worked with many members of the Committee to make changes at Morgan. After expressing his gratitude to all of the members, Mr. Grayson excitedly introduced the incoming leadership for the SGA, Mr. Alexander Freeman, President, and Ms. Simone Willis, Vice President.

Mr. Freeman and Ms. Willis made introductions to the Committee and expressed their excitement and eagerness to serve their peers and Morgan. Regent Gilliam welcomed the new leadership team and thanked Mr. Grayson for his commitment and outstanding work while serving as the SGA President. President Wilson added that Mr. Grayson represented Morgan extraordinarily well during his term and he was proud of the entire SGA organization.

## **XVII. Athletics Update**

**Dr. Edward Scott**

Dr. Scott provided updates to the committee regarding the National Collegiate Athletic Association (NCAA) that included the following:

- NCAA APR Public Release will come out on Tuesday, May 19, 2020.
- All teams are in very good shape with all team scores being above a 930 and ten (10) out of the twelve (12) teams are above a 950 score.
- The AASP Grant is ending this Spring with the NCAA. All of the benchmarks were successfully met that were laid out and Morgan is now labeled the National Model of Excellence for Limited Resource Institutions based on performance on this grant for the past three (3) years. Dr. Scott thanked President Wilson and Mr. Sidney Evans, Vice President for Finance and Management, for working with him on the budget. The budget is included in the Morgan budget, in perpetuity, moving forward without any additional costs when the grant moves away.
- Morgan's probation period will end December 18, 2021. The reports to the NCAA have had no corrections or edits, and were accepted as is, which reflects well on Morgan.
- Dr. Scott met with all coaches to establish Spring Eligibility Extensions for student athletes that were not able to participate previously. He stated with the existing budget, and even with potential budget cuts, that they will be able to accommodate most student athletes wanting to return, as the number of student athletes needing extensions is not excessive.

Dr. Scott shared important updates regarding the Mid-Eastern Athletic Conference (MEAC). He is a member of the MEAC Forecasting Committee for when/if sports do open after the COVID-19 pandemic. He wanted to make sure Morgan had a voice in the decisions being made. He shared that they are looking at potential models and important aspects such as cost reductions, health and safety, limiting flights, and how to accommodate the social distancing aspect if sports return in the fall.

Dr. Scott introduced the MSU Teamworks Tool, a communication tool used in the Athletics Department, that assists in creating quantifiable data for Morgan Athletics. As of April 20, 2020, over twenty-six thousand (26,000) messages sent, held twenty-eight thousand (28,000) sessions with student athletes, and completed over one hundred and forty-eight (148) forms with this platform. Dr. Scott also

shared that all of the technology needs requested by student athletes have been met. The department had laptops and WIFI spots available to accommodate the student athletes and their requests.

Dr. Scott shared “positive highlights” with the committee to illustrate more of Morgan Athletics’ accomplishments. These highlights included:

- Wide Receiver Manasseh Bailey was picked as an undrafted free agent for the Philadelphia Eagles in this year’s National Football League (NFL) Draft.
- The men’s basketball team continues to recruit successfully; Morgan has signed the highest ranked student athlete in the history of its Division 1 tenure, Naseem Khaalid. Mr. Khaalid is in the top twenty (20) point guards coming in as a freshman and retracted his commitment to Florida State to commit to Morgan.

Dr. Scott expressed gratitude to Provost Young and the faculty for accommodating students, and specifically for recording lectures, as it helps those students that are abroad or in other time zones. He stated that student athletes have been very pleased with the remote learning transition.

Regent Gilliam asked Dr. Scott how the student athletes were practicing and keeping up with their training during the COVID-19 pandemic, which requires social distancing. Dr. Scott informed the Committee that the biggest concern right now for the students is their mental health, as they are trained to compete and do not have that ability to do so at this time. He shared that he has been working with Ms. Hopkins to send out mental health awareness information for the student athletes. Dr. Scott indicated that they hope students are maintaining their training at home, and that they do not see a dramatic increase in poor diets. Dr. Scott concluded his presentation by informing the Committee that the Athletics Department is “ready to go” and prepared for whenever sports resume after the COVID-19 pandemic.

#### **XVIII. New Business**

There is no new business.

#### **XIX. Meeting Adjourned**

Regent Taylor made a motion to go into closed session. Regent Walker seconded the motion, and all Regents approved.

Regent Gilliam thanked all attendees for their patience and expressed appreciation for a successful first-time virtual meeting. The meeting was adjourned at 4:23pm.

#### **Meeting Adjourned**

Respectfully submitted by,

Ms. Jordyn Richardson  
Office for Academic Affairs

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

Date: Monday, May 4, 2020

Time: 1:00 p.m.

Location: Teleconference

Motion to close meeting made by: Regent Taylor

Seconded by: Regent Walker

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent:

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

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

**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;

\_\_\_\_ (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.

**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.

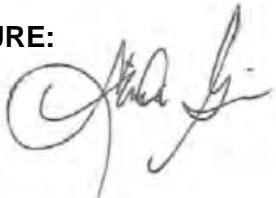
**FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:**

1. To discuss the New Student Regent Recommendation (FY 2021).

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

This statement is made by Linda J. Gilliam  
Chair of the Academic and Student Affairs Committee

**SIGNATURE:**



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

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

**BOARD OF REGENTS**  
**MORGAN STATE UNIVERSITY**  
**SUMMARY OF ITEM FOR ACTION**

**TOPIC:** Proposed Academic Degree Program Collaboration with Purdue University

**DATE OF MEETING:** August 3, 2020

**BRIEF EXPLANATION:**

Morgan State University's School of Engineering and School of Computer, Mathematical and Natural Sciences are committed to begin the build-out of an Aerospace Science and Engineering Program. The aeronautics program will memorialize and amplify Base 11's initial \$1.6M investment to launch a liquid-fueled rocket to 150,000 feet by 2022. To this end, Morgan has established a four article Memorandum of Cooperation with Purdue University's School of Aeronautics and Astronautics to support us in accomplishing our Base11 launch commitments as well as working with us to infuse an aerospace curriculum into our Engineering and Engineering Physics programs.

Specifically, we are developing an academic degree program collaboration with Purdue University's Bachelor of Science Degree which will complement Morgan's Civil Engineering and Engineering Physics programs. Specifically, students will earn a Bachelor of Science Civil Engineering degree with an Aeronautics and Astronautics track or a Bachelor of Science Engineering Physics degree from Morgan mirrored by a BS Aeronautics and Astronautics degree from Purdue. The student candidate will be awarded both degrees by spending three years at Morgan and two years at Purdue.

This program is a crucial step toward developing a standalone Morgan aerospace science and engineering programs. An important outcome of this program is to provide a promising option for Morgan students wishing to earn a degree in aeronautics and astronautics. It will also provide an effective conduit into the graduate studies program at Purdue and a way to champion increased diversity and inclusion in the aerospace engineering discipline.

**FISCAL IMPACT:** There is no additional fiscal impact.

**PRESIDENT'S RECOMMENDATION:**

**COMMITTEE  
ACTION:**

**DATE:**

**BOARD ACTION:**

**DATE:**



# Proposed Academic Degree Program Collaboration between Morgan State University and Purdue University





# MSU Rocketry Program

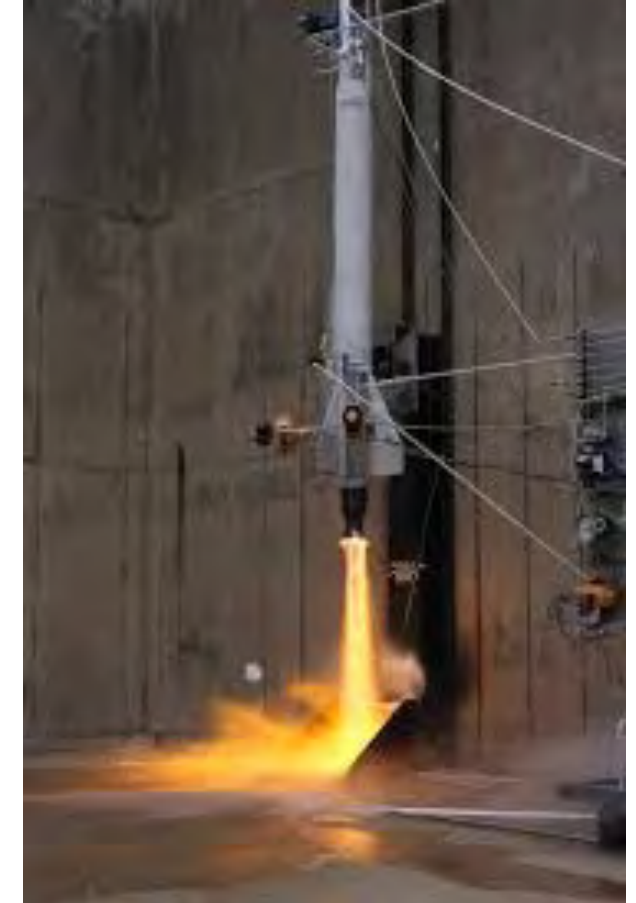
Initiated by \$1.6 M grant from  
Base 11 Foundation

Goal to launch liquid fuel  
rocket to 150,000 feet by 2022;  
assist Purdue University in  
launching to 330,000 feet by  
2022

New undergraduate and  
graduate degree programs in  
Aerospace Engineering/Science  
being initiated in partnership  
with Purdue University.

# Memorandum of Cooperation with Purdue University's School of Aeronautics and Astronautics

- Collaborative Learning, Teaching and Research activities themed around Base11 Space Challenge and Rocketry program.
- Collaborative activities aimed at developing a dual BS degree program between Morgan State and Purdue University's School of Aeronautics and Astronautics.
- Collaborative activities aimed at developing a combined BS/MS program between Morgan State and Purdue University.
- Other mutually agreed educational or research programs, which may include but not be limited to Undergraduate and Graduate Student Exchange and Faculty Exchange.



# Expected Outcomes

- **Student will earn a BS Civil Engineering degree with an Aeronautics and Astronautics track or a BS Engineering Physics degree at Morgan and a BS Aeronautics and Astronautics degree from Purdue**
- Integrated academic and research experience for students
- Crucial step toward developing a standalone Aerospace Science and Engineering programs at Morgan
- Ideal recruiting tool
- Provides an effective conduit into the graduate studies program at Purdue
- Method to champion increased diversity and inclusion in Aerospace engineering discipline
- Source for future aerospace faculty





**MSU had three students serving as Interns at the Purdue Zucrow Labs, one of the Nation's premier academic rocketry facilities, during the 2019 Summer**



**BOARD OF REGENTS**  
**MORGAN STATE UNIVERSITY**  
**SUMMARY OF ITEM FOR ACTION**

**TOPIC:** Ph.D. Program in Secure Embedded Systems

**DATE OF MEETING:** August 3, 2020

**BRIEF EXPLANATION:**

Morgan State University(Morgan) proposes a new academic graduate degree program, Doctor of Philosophy in Secure embedded Systems (hereafter the "Ph.D. in Secure Embedded Systems" or the "Program"). The Department of Electrical and Computer Engineering proposes the Program that includes faculty affiliates from the School of Business and Management (Information Sciences & Systems) and the School of Computer, Mathematical, and Natural Sciences (Computer Science). Faculty affiliates also serve as committee chairs so long as they are members of the Graduate Faculty. The Internet of Things (IoT) is an excellent opportunity for the progression of embedded systems. IoT mobile devices like smartphones, tablets, and wearables are already ubiquitous. As the IoT market is expanding, we expect that non-mobile IoT systems will outnumber the current IoT-enabled mobile devices that we know. With each passing day, embedded systems are getting smaller and smarter, enabling us to get more things done than before. As we embed more functionality in smaller device footprints, there is an upsurge in the security concerns as well. To address the security concerns, we present the Ph.D. in Secure Embedded Systems. The proposed Program targets highly motivated students who have already obtained a bachelor's or master's degree and desire to pursue career opportunities in academia, commercial industry, defense, government laboratories, federal agencies, consulting, military, or research.

The National Security Agency (NSA) recently elevated Morgan as one of its priority academic partners. NSA recognizes that Morgan has a well-established IoT Center for Reverse Engineering and Assured Microelectronics (CREAM) laboratory which would provide unique hardware reverse engineering expertise for NSA. Additionally, through this partnership with Morgan, NSA could enhance and expand the pipeline of science, technology, engineering, and mathematics (STEM) and cyber talent for the Agency, through awareness of NSA mission, and working on challenging problems that require innovative solutions. In July 2020, NSA's Research Directorate committed \$400,000 to fund a joint one-year NSA/Morgan cybersecurity research project to support the Agency's STEM pipeline activities. On June 18, 2020, NSA hosted its first Quarterly Meeting with Morgan executive leaders, senior researchers, and administrators. Of the Agency's hundreds of university and college partners, Morgan is one of only three universities—and the only HBCU—that have Quarterly Meetings with NSA. The purpose of the Quarterly Meetings is to synchronize NSA research and outreach coordination with its most important academic partners. The June meeting resulted from the overwhelming success of the October 1, 2019 "NSA Day" event held at Morgan—the first-ever (and only, to date) Agency event of its kind held on a university campus. Nearly 200 Morgan students filled the campus center to explore job opportunities at NSA and meet NSA recruiters, analysts, polygraphers, security personnel, and administrators.

The Ph.D. in Secure Embedded Systems Program supports Morgan's goal in leading the State of Maryland in graduating women and underrepresented minority students in STEM disciplines by offering challenging and relevant academic curricula. The Program enhances Morgan's instructional capacity to prepare cybersecurity professionals to serve the City of Baltimore, the State of Maryland, the region, and the nation. This Program also contributes to the Strategic

Initiatives of the Cybersecurity Assurance & Policy (CAP) Center to expand academic program offerings, including new online degree programs, contemporary curricula, as well as, grow and enhance our research and scholarly activities.

As a Carnegie high research activity (R2) university, the Program will help us maintain and improve our research stature by increasing Ph.D. production, the number of publications, and sponsored research funding. Conceivably, incoming students with a Bachelor's degree can obtain a Ph.D. in a minimum of four years, while Master's degree students can earn a Ph.D. in a minimum of two years of enrollment. Lastly, the Program will also have a profound effect regarding diversity and inclusion while meeting the soaring workforce demand in cybersecurity.

#### **FISCAL IMPACT:**

The Program will have a positive fiscal impact on the university with an annual net profit of at least \$1,500,000 annually.

<b>Description</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Expenses	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Revenue	\$1,608,840	\$1,858,056	\$2,289,300	\$2,373,440	\$2,553,520
Net Profit	\$1,528,840	\$1,778,056	\$2,209,300	\$2,293,440	\$2,473,520

#### **PRESIDENT'S RECOMMENDATION:**

**COMMITTEE  
ACTION:**

DATE: \_\_\_\_\_

**BOARD ACTION:**

DATE: \_\_\_\_\_



# Ph.D. Program in Secure Embedded Systems





# Program Rationale for Morgan State University

- Need for streamlined Ph.D. program
- Aligns with President strategic plan
- Aligns with Provost's call for new, innovation, disruptive, and transformative programs
- Supports CAP Center research agenda
- Catalyst for collaboration (e.g. NSA, MITRE, NIST, NASA-JPL, etc.)
- Helps Morgan meet State of MD cybersecurity workforce demand
- Creates new opportunities such as research sponsorship and NSA CAE-R designation

# Program Elements

- Program awards a Ph.D. in less time than DENG
- Experiential and research-oriented degree
- Enhances research stature by increasing Ph.D. production, the number of publications, and sponsored research funding
- Affiliate faculty from SOB and SCMNS can serve as dissertation committee chairs
- Students in the Bachelors to Ph.D. track receive an *en passant*, or “along-the-way,” Master of Science in Secure Embedded Systems after completing 30 credits of program coursework
- Program of study is flexible and agile to track with rapidly changing embedded systems technology trends

**BOARD OF REGENTS**

**MORGAN STATE UNIVERSITY**

**SUMMARY OF ITEM FOR ACTION**

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

**TOPIC:** Board Approval of the Performance Accountability Report

**COMMITTEE:** Academic and Student Affairs

**DATE OF MEETING:** August 3, 2020

**BRIEF EXPLANATION:** The Maryland Higher Education Commission (MHEC) requires that the Performance Accountability Report (PAR) be officially approved by the Board. In accordance with MHEC requirements, the PAR for 2020 consists of the following: (1) the narrative aligned with our strategic plan and goals; and (2) actual and estimated data for the objectives. In addition, we created a summary page to illustrate the one-year change in data (2019 and 2020).

**FISCAL IMPACT:** None

**PRESIDENT'S RECOMMENDATION:** Approval

**COMMITTEE'S ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**BOARD ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

## **Performance Accountability Report**

**August 2020**

**Morgan State University**

### **Mission**

Morgan State University serves the community, region, state, nation, and world as an intellectual and creative resource by supporting, empowering and preparing high-quality, diverse graduates to lead the world. The University offers innovative, inclusive, and distinctive educational experiences to a broad cross section of the population in a comprehensive range of disciplines at the baccalaureate, master's, doctoral, and professional degree levels. Through collaborative pursuits, scholarly research, creative endeavors, and dedicated public service, the University gives significant priority to addressing societal problems, particularly those prevalent in urban communities.

Morgan State University is, by legislative statute, Maryland's Preeminent Public Urban Research University. The goals and objectives in this Performance Accountability Report reflect the legislatively mandated mission as well as the five goals of the University's ten-year strategic plan entitled, *Growing the Future, Leading the World: The Strategic Plan for Morgan State University, 2011– 2021*, including:

1. Enhancing Student Success;
2. Enhancing Morgan's Status as a Doctoral Research University;
3. Improving and Sustaining Morgan's Infrastructure and Operational Processes;
4. Growing Morgan's Resources; and
5. Engaging with the Community.

## Institutional Assessment Results

### Goal 1: Enhancing Student Success

*Morgan State University will create an educational environment that enhances student success by hiring and retaining well qualified, experienced, and dedicated faculty and staff, by offering challenging, internationally relevant academic curricula, and by welcoming and supporting a diverse and inclusive campus community.*

In the most recent year, Morgan State University graduated 42% of its entering freshmen within six years. For African American freshmen, the six-year graduation rate is 44%. The graduation rate of the university is higher than would be predicted based on national data (i.e., UCLA Higher Education Research Institute); however, the university's goal is to increase graduation rate to 50% by 2025.

Second-year retention rates have been above 70% for the past ten years, increasing from 68% for the 2009 cohort. Second year retention rates have averaged around 72% for all students. Second-year retention rates for African American students have averaged around 72%.

Morgan State University has a well-established approach to enhancing student success, including: a six-week summer bridge program for students with demonstrated potential but whose SAT scores and/or GPA do not meet the University's criteria for admission (CASA Academy); a summer bridge program for incoming freshmen majoring in Engineering (PACE) designed to increase their likelihood of successful and timely degree completion; an early alert and response system for faculty to alert students and advisors to students showing signs of being in jeopardy (Starfish); Degree Works, the University's degree auditing system; a Tutoring Center that offers one-on-one peer tutoring; a mandatory four day summer freshman orientation experience (Access Orientation).

The Enrollment Management and Student Success division has officially launched EAB Metrics Mapping. EAB Metrics Mapping utilizes the Advanced Search Filter, Saved Searches, Watch Lists, and Messaging in EAB Navigate (formally known as the EAB Student Success Collaborative) to identify, contact, and monitor students in specific subgroups such as students with low first semester GPAs, low cumulative GPAs, Pell-eligible students, students who earn fewer than 15 credits per semester, students who have not enrolled for the upcoming term, and students who are eligible for specific scholarship opportunities. The first round of interventions began after Spring 2019 mid-terms; EAB metrics mapping interventions are ongoing throughout the academic year. One of our signature innovations is the Reclamation Project, in which we invite students back who left the University in good academic standing (2.0 GPA or better) and earned at least 90 credits to return in their 5<sup>th</sup> or 6<sup>th</sup> academic year to finish Morgan "on-time" in six

consecutive years or less. These initiatives are aligned with the State higher education goals of ensuring equitable access and promoting student success.

Morgan State University continues to provide higher education access to a segment of the population which faces financial constraints and challenges which impact our retention and graduation rates. Fifty-three percent of our undergraduates are Pell recipients. However, Pell grants only cover about a third of the cost of attendance for an in-state student. The six-year graduation rate for Pell recipients has increased from 32% in 2017 to 38% in 2020. The University has begun new initiatives to increase the success of our Pell recipients. Special campaigns are undertaken to identify Pell recipients who have not completed their financial aid applications, or registered early for the next term, or have not registered for 15 credits. These targeted initiatives should continue to have a positive effect on Pell recipients' success.

The University is facing increasing competition nationally for high-ability students as the number of high school graduates' transition from an era of growth to one of modest decline. This trend, coupled with tightening amounts of institutional funding allocated to high-ability students at Morgan State University, has led to our inability to provide scholarships for all potential honors students. Despite these demographic and fiscal realities, honors freshmen comprised 21% of the incoming freshmen in fall 2019. Another component of our goal of Student Success is to add to the racial and ethnic diversity of the student body. Currently, 12.6% of our student body are members of other racial/ethnic groups or are international.

Morgan State University continues to expand its cooperative agreements with Maryland community colleges and other educational organizations. The percentage of transfer students from Maryland community colleges, however, has declined from 3.3% in 2017 to 2.1% in 2020. The University is working with the Thurgood Marshall Fund and McKinsey and Company to develop initiatives to increase our percentage of transfer students.

The Office of Undergraduate Admission and Recruitment (OUAR) has expanded its recruitment efforts in out-of-state territories and modified its in-state recruitment philosophy to position the University to continue its enrollment growth. The percentage of applicants from urban districts has averaged 34% for the past four years.

Morgan State University continues to generate strategies to increase student enrollment and retention in the STEM fields. The number of bachelor's recipients in the STEM fields has steadily increased from 210 in 2017 to 359 in 2020. Two initiatives with Google and Intel will provide our STEM students with opportunities to work with these leading innovators in technology.

For the past, several years, Morgan State University has continued to rate well in relation to its outcome quality indicators. The ability of graduates to gain employment in fields related to their majors is comparable to the statewide average. For the 2017 to 2020 period, survey results indicate that on average 62% of our alumni were employed in Maryland one year after graduation. Morgan State University's undergraduate alumni continue to express their satisfaction with the way in which the University has prepared them for

advanced degree programs. Undergraduate students at Morgan State University have continued their studies in graduate school or first professional degree programs. Based on survey results, graduate or professional school going rate is about 43% during the 2017-2020 period.

## **Goal 2: Enhancing Morgan's Status as a Doctoral Research University**

*Morgan State University will enhance its status as a Doctoral Research University through its success in securing grants and contracts and its faculty's achievements in basic and applied research, professional expression, artistic creation, and creative inquiry. Additionally, initiatives will be designed to enhance doctoral achievement in both STEM and non-STEM disciplines.*

The University awarded 78 doctoral degrees during Academic Year 2019-2020, a historic high and in keeping with the University's new Carnegie designation as an R2. This number reflects the quality and expansion of the University's inventory of doctoral programs, which has also made the university one of the state's primary sources of doctoral degrees granted to African Americans in critical fields, such as engineering and public health.

The research enterprise at the university enjoyed another phenomenal year, garnering \$35M in awarded grants and contracts for FY20. Morgan State University is a partner with the University Space Research Association (USRA) to provide scientists and engineers, primarily in Earth System Sciences to NASA's. The Goddard Earth Sciences Technology and Research (GESTAR) initiative is a 5-year Cooperative Agreement with a potential value of \$20.8M. The program continues to receive accolades from NASA for its research output and future efforts entail increasing the involvement of Morgan students and faculty in research being conducted by the twenty (Morgan) GESTAR scientists working on the NASA Goddard campus.

ASCEND is a National Institutes of Health Funded Student-Centered Entrepreneurship Development Training Model to Increase Diversity in the Biomedical Research Workforce that is novel, sustainable, flexible, and has measurable outcomes. The Program recently has been highly successful, and its funding has been extended from 5 to 8-years. ASCEND is also tasked with enhancing the research capacity at Morgan State University, particularly by providing research support to faculty members, such as funding for pilot research projects, research equipment and supplies, and release time. One measure of research success is publication. To date, ASCEND support has resulted in 50 peer-reviewed publications. These publications include a wide range of research topics, including biomedical bench research, mathematical methods used for biomedical research, and community-based participatory research projects. Morgan State University faculty members, postdoctoral fellows, graduate students, and undergraduate students have contributed to these publications and are listed as coauthors.

### **Goal 3: Improving and Sustaining Morgan's Infrastructure and Operational Processes**

*Morgan State University will enhance its infrastructure and processes by improving the efficiency and efficacy of its operating procedures, focusing on the environmental sustainability of its facilities, and by meeting the technological customer service needs of its students, faculty, staff and community.*

The campus also has made progress in reducing energy consumption. Although the campus square footage has increased in recent years, electricity consumption has been declining. Additionally, the University has formed the Bears Energy Savings Team, a group of faculty, staff, and students, who work with the Director of Energy Management and Sustainability on energy saving initiatives throughout the campus.

In fall 2019, the university successfully changed its Learning Management System (LMS) from Blackboard to Canvas. The decision to switch LMS platforms was a collaborative effort that included support and participation from faculty, staff, and students.

Work is currently underway to virtualize popular software applications allowing faculty, staff, and students to access these resources for teaching, learning, and research from any location by the end of summer 2020. Also underway is a project to address the disparities in audio/visual classroom equipment across campus to ensure these spaces all have a standard set of equipment. The proposed upgrades, which are scheduled to start in mid-July and conclude in the fall, will provide a more robust in-person experience, while enhancing remote instruction capabilities.

### **Goal 4: Growing Morgan's Resources**

*Morgan State University will expand its human capital as well as its financial resources by investing in the professional development of faculty, staff, and students, by seeking greater financial support from the alumni, the State and federal governments, private and philanthropic sources, and by establishing collaborative relationships with private as well as public entities.*

The Division of Institutional Advancement engages and solicits an institutional portfolio of 160 corporations and foundations; a major gifts portfolio of 3,000 plus alumni and friends who have capacity to make gifts at the \$10,000 plus giving level; an annual fund portfolio of 26,000 plus alumni and friends who make gifts in the range of \$1-9,999; a planned giving portfolio of 5,644 mature alumni; and a 6,000 plus young-future alumni portfolio of students and recent graduates. Cumulative private and philanthropic



donations during the period FY'11 to FY'20 increased to \$73.5M. Often potential donors use alumni participation as one of the criteria in the decision to make a gift to an institution. The percentage of alumni who contribute to the University ending FY'20 is 14%.

### **Goal 5: Engaging with the Community**

*Morgan State University will engage with community residents and officials in the use of knowledge derived from faculty and student research, the sharing of mutually beneficial resources, and in the appropriate and timely dispatch of University experts and professionals to collaborate in addressing community concerns.*

Morgan State University has a strong commitment to serve the residents of Baltimore City, Maryland, and the nation as evidenced by its numerous partnerships with local school, government agencies, businesses and industries, and community organizations. Overall, Morgan has 175 partnerships with Baltimore City Public Schools, 40 partnerships with other state public school systems, and 378 partnerships with other government agencies, businesses, industries, non-profit, and community organizations. Morgan's signature community service program is the Morgan Community Mile which serves neighborhoods in Northeast Baltimore that are within a 1-mile radius of the campus. This area includes nine communities encompassing 56 community associations.

Morgan State University's students also play an active role in the local area. Annually, approximately 2,000 students participate in University sponsored community service. A recent economic impact study found that Morgan students provide over 20,000 hours of community service annually.

## DATA FOR THE PERFORMANCE ACCOUNTABILITY REPORT FOR 2020

### Goal 1: Enhancing Student Success:

*Morgan will create an educational environment that enhances student success.*

#### Objective 1.1. Increase the graduation rate of Morgan undergraduates to 45% by 2023. Rollins (MHEC Data) -----Mfume/Turner (Estimates)

<u>Outputs:</u>	2017 Act	2018 Act	2019 Act	2020 Act		Estimated 2021	Estimated 2022
Six-year graduation rate <sup>1</sup>	32%	37%	38%	42%		43%	45%
Six-year graduation rate of African Americans	31%	37%	39%	44%		44%	45%

<sup>1</sup> Actual graduation rates are based on the fall 2006, 2007, 2008, and 2009 freshman cohorts from MHEC, respectively. Rates also include students beginning at Morgan but graduating from other institutions.

#### Objective 1.2. Increase the graduation rate of Pell recipients to 40% by 2023 Rollins (IR-Data) -----Mfume/Turner (Estimates)

<u>Outputs:</u>	2017 Act	2018 Act	2019 Act	2020 Act		Estimated 2021	Estimated 2022
Six-year graduation rate of Pell recipients	32%	32%	36%	38%		38%	40%

#### Objective 1.3. Increase the second year retention rate of Morgan undergraduates to 80% by 2023 Data/IR/MHEC data-----Hicks/Turner/Mfume (Estimates)

<u>Inputs:</u>	2017 Act	2018 Act	2019 Act	2020 Act		Estimated 2021	Estimated 2022
FTE student-authorized faculty ratio	22.4:1	18.4:1	18.1:1	17.9:1		18.5:1	18.5:1
Average class size of first year course offering	31	25	25	26		25	25

Percent of authorized faculty in first year of study	28%	32%	30%	34%		32%	32%
<b>Outputs:</b>							
Second-year retention rate <sup>2</sup>	70%	75%	75%	70%		74%	75%
Second-year retention rate of African Americans	71%	73%	73%	70%		74%	75%
<sup>2</sup> Actual second-year retention rates are based on the fall 2011, 2012, 2013 and 2014 entering freshman cohorts from MHEC, respectively. The 2012 goal is based on the 2009 entering class.							
Objective 1.4. Increase the percent of high ability freshmen to 27% by 2023 Rollins (MHEC Data) -----Peterkin/Turner (Estimates)							
<b>Inputs:</b>	<b>2017 Act</b>	<b>2018 Act</b>	<b>2019 Act</b>	<b>2020 Act</b>		<b>Estimated 2021</b>	<b>Estimated 2022</b>
Number of high ability freshmen enrolled <sup>3</sup>	217	188	228	282		282	282
Percent of high ability freshmen enrolled	19%	16%	14%	21%		15%	15%
<sup>3</sup> Objective 1.4: High ability students are considered those with combined SAT scores of 1,000 or higher or ACT scores of 22 or higher.							
Objective 1.5. Increase the diversity of undergraduate students to 18% by 2023. Rollins (MHEC Data) -----Turner (Estimates)							
<b>Inputs:</b>	<b>2017 Act</b>	<b>2018 Act</b>	<b>2019 Act</b>	<b>2020 Act</b>		<b>Estimated 2021</b>	<b>Estimated 2022</b>
Total Percent of Diverse Students	18.0%	18.4%	15.4%	12.6%		18.50%	18.50%
Percent of Asian or Native Hawaiian students enrolled	1.0%	1.0%	0.7%	0.9%		1.00%	1.00%
Percent of Native American students enrolled	.02%	.01%	.02%	.01%		.02%	.02%
Percent of Caucasian students enrolled	1.9%	1.9%	1.8%	1.7%		2.00%	2.00%
Percent of Hispanic students enrolled	3.5%	3.3%	3.4%	3.9%		3.90%	3.90%
Percent of international students enrolled	11.4%	12.1%	9.3%	6.0%		11.40%	12.00%

**Objective 1.6. Increase the percentage of Maryland community college transfer students as a percent of undergraduate enrollment to 10% through 2023. Rollins (MHEC Data) -----Karasik/Turner (Estimates)**

<b><u>Inputs:</u></b>	<b>2017 Act</b>	<b>2018 Act</b>	<b>2019 Act</b>	<b>2020 Act</b>		<b>Estimated 2021</b>	<b>Estimated 2022</b>
Percent of Maryland community college transfer students	3.3%	2.2%	2.4%	2.1%		2.8%	2.9%

**Objective 1.7. Maintain the pool of college applicants to Morgan from urban school districts in Maryland<sup>4</sup> at 40% in 2023. Rollins (MHEC Data -----  
----- Gray-Cain/Turner (Estimates)**

<b><u>Inputs:</u></b>	<b>2017 Act</b>	<b>2018 Act</b>	<b>2019 Act</b>	<b>2020 Act</b>		<b>Estimated 2021</b>	<b>Estimated 2022</b>
Percent of freshman applicants from urban districts	29.6%	35.0%	36.0%	36.5%		37%	38%
Percent of students accepted from urban districts	61.1%	65.0%	66.0%	69.6%		67%	68%
Percent of students enrolled from urban districts	48.1%	38.0%	38.0%	33.9%		40%	42%

**Objective 1.8 Increase the number of bachelor's degree recipients in the STEM fields to 240 by 2023. Rollins (MHEC Data) -----Yu, Scott and Boghossian/Bapna (Estimates)**

<b><u>Outputs:</u></b>	<b>2017 Act</b>	<b>2018 Act</b>	<b>2019 Act</b>	<b>2020 Act</b>		<b>Estimated 2021</b>	<b>Estimated 2022</b>
Total number of STEM bachelor recipients <sup>5</sup>							
ENGR	119	137	190	223		158	163
SCMNS	61	71	95	105		100	110
SBM	30	22	42	31		42	47

TOTAL	210	230	327	359		300	320
[Number of underrepresented minority STEM] Bachelor's recipients <sup>6</sup>							
ENGR	97	95	78	84		90	93
SCMNS	45	58	79	85		75	85
SBM	28	19	34	24		35	44
TOTAL	170	172	191	193		200	222
Number of women STEM bachelor's recipients							
ENGR	35	22	27	37		28	29
SCMNS	39	45	52	66		60	70
SBM	11	7	9	8		16	15
TOTAL	85	74	88	111		104	114
5 STEM fields include the following programs: Actuarial Science, Biology, Chemistry, Computer Science, Information Systems, Civil Engineering, Electrical Engineering, Industrial Engineering, Mathematics, Physics, Engineering Physics, and Transportation Systems. 6 Underrepresented minorities include Hispanics, Native Americans, Native Hawaiians/Pacific Islanders, and African Americans.							
Objective 1.9 Increase the number of bachelor's degrees awarded in teacher education to 70 in 2023. Rollins (MHEC Data) -----Bridges/Prime (Estimates)							
	2017 Act	2018 Act	2019 Act	2020 Act		Estimated 2021	Estimated 2022
Outputs:							
Number of baccalaureates awarded in teacher education	90	87	75	50		70	75
Praxis pass rate	100%	100%	100%	100%		100%	100%
Number of new hires teaching in Maryland schools	27	26	23	15		22	20

**Objective 1.10. Increase the percentage of bachelor's recipients satisfied with education received in preparation for graduate/professional study to 98% by 2023. Rollins/Alao/-----Turner (Estimates)**

<b>Inputs:</b>	<b>2017 Act</b>	<b>2018 Act</b>	<b>2019 Act</b>	<b>2020 Act</b>		<b>Estimated 2021</b>	<b>Estimated 2022</b>
Percent of students who attend graduate/professional Schools	21%	48%	44%	45%		45%	45%
<b>Outcomes:</b>							
Percent of students rating preparation for grad. /prof. school as (excellent, good or fair)	<b>2017 N = 21</b>	<b>2018 N = 16</b>	<b>2019 N = 14</b>	<b>2020 N = 19</b>		<b>2021</b>	<b>2022</b>
Excellent	48%	12%	36%	42%		45%	50%
Good	43%	69%	43%	42%		50%	45%
Fair	9%	6%	21%	11%		5%	5%
Poor	0%	13%	0%	5%		0%	0%
Total Excellent, Good, Fair	100%	87%	100%	100%		100%	100%

**Objective 1.11. Increase the percentage of bachelor's recipients satisfied with education received in preparation for the workforce to 98% by 2023. Rollins/Alao/-----Turner (Estimates)**

<b>Inputs:</b>	<b>2017 Act</b>	<b>2018 Act</b>	<b>2019 Act</b>	<b>2020 Act</b>		<b>Estimated 2021</b>	<b>Estimated 2022</b>
Percent of bachelor's recipients employed one year after graduation	87%	81%	69%	74%		75%	76%
Percent of bachelor's recipients employed in Maryland one year after graduation <sup>7</sup>	70%	76%	50%	50%		60%	62%

[illegible]

**Goal 2: Enhancing Morgan's Status as a Doctoral Research University***Morgan will enhance its status as a Doctoral Research University.***Objective 2.1. Increase research grants and contract awards to \$38 million by 2023. May/Isuk (data)..... All Estimates**

<b><u>Inputs:</u></b>	<b>2017 Act</b>	<b>2018 Act</b>	<b>2019 Act</b>	<b>2020 Act</b>		<b>Estimated 2021</b>	<b>Estimated 2022</b>
Number of faculty engaged as Principal Investigators in funded research or contracts	70	70	84	89		85	88
<b><u>Outcomes:</u></b>							
Value of grants and contracts (\$M)	31M	34M	31.3M	35M		35M	38M
Summarize and/or list activities that contributed to the Attainment of this objective:	1. Delivering technical assistance workshops presented by Program Officers from major funding agencies. 2. Providing Individualized assistance to faculty on refining project ideas and developing responsive and more competitive proposal. 3. Providing individualized assistance to prospective Principal Investigators so they better analyze programmatic and eligibility requirements on specific funding opportunity.						
Please describe additional resources required to attain this objective:	1. Qualified grant writers in Science, Engineering, and Humanities, respectively to work with prospective PIs. 2. A Federal Relations officer to provide early intelligence on new or emerging funding opportunities from the major government sponsors and US Congress.						



Objective 2.2. Increase scholarly publications and activities per full-time tenured/tenure track faculty to 3.5 by 2023. Alao/ Data and estimates							
<u>Outputs:</u>	2017 Act	2018 Act	2019 Act	2020 Act		Estimated 2021	Estimated 2022
Number of scholarly publications and activities per full-time tenured/tenure track faculty	3.1	3.2	3.4	3.0		3.3	3.3
Summarize and/or list activities that contributed to the Attainment of this objective:							
Objective 2.3. Increase the number of doctoral degrees awarded to 55 by 2023. Rollins/Alao/----- Garrison (Estimates)							
<u>Outputs:</u>	2017 Act	2018 Act	2019 Act	2020 Act		Estimated 2021	Estimated 2022
Total Doctoral degree recipients	53	54	71	78		60	60
Doctoral degree recipients in STEM	9	9	12	17		10	10
Doctoral degree recipients in Non-STEM	44	45	59	61		50	50

**Goal 3: Improving and Sustaining Morgan's Infrastructure and Operational Processes***Morgan will enhance its infrastructure and processes.***Objective 3.1. Reduce campus electricity usage by 7% to by 2023 through effective conservation measures, persistent curtailment, and enhanced efficiency services for the expanding number of facilities on its campus. Premdat (Actual and Estimates)**

<b><u>Output:</u></b>	<b>2017 Act</b>	<b>2018 Act</b>	<b>2019 Act</b>	<b>2020 Act</b>		<b>Estimated 2021</b>	<b>Estimated 2022</b>
Reduced Electricity Usage <sup>8</sup> <b><i>New objective</i></b>	2.00%	-2.00%	-2%	-2%		-2%	-2%
Summarize and/or list activities that contributed to the Attainment of this objective:	Normalizing for degree days and using FY18 as the base year, per the Governor's executive order 01.01.2019.08, the University curtailed 6.2 % of electricity in FY2019. Lighting upgrades, HVAC improvements, and managing usage via the Building Automation Systems (BASs) account for the savings.						
Please describe additional resources required to attain this objective:	The University will soon award an Energy Performance Contract (EPC) to upgrade the obsolete controls and equipment of several buildings, upgrade campus-wide inefficient lights with energy efficient fixtures and install energy submeters to remotely monitor consumptions. Additionally, a comprehensive Energy Management Master Plan (EMMP) is being developed to enhance the University's savings, resiliency, sustainability, and infrastructure. These initiatives would certainly boost savings in the future.						

***Note: a negative number means that we saved energy and a positive number means we did not.***

Objective 3.2. Reduce campus natural gas usage by 7% to by 2023. Premdat (Actual and Estimates)							
<u>Outputs:</u>	2017 Act	2018 Act	2019 Act	2020 Act		Estimated 2021	Estimated 2022
Reduced Natural Gas Usage <sup>8</sup> <b>New objective</b>	2%	6%	6%	6%		2%	0.0%
Summarize and/or list activities that contributed to the Attainment of this objective:	Normalizing for degree days and using FY18 as the base year, per the Governor's executive order 01.01.2019.08, the University's consumption of Natural Gas increased by 6.4 % in FY2019. This is primarily due to a growing campus, program changes, and defective steam traps.						
Please describe additional resources required to attain this objective:	Replacing the defective steam traps (ongoing), awarding the EPC (mentioned above), and implementing the EMMP will certainly improve our Natural Gas efficiency; hence, significant savings should occur in subsequent years.						
<b>Note: a negative number means that we saved energy and a positive number means we did not.</b>							

**Goal 4: Growing Morgan's Resources***Morgan will expand its human capital as well as its financial resources.***Objective 4.1. Increase private and philanthropic donations to \$40 million by 2023. Howard (Actual and Estimates)**

<b><u>Output:</u></b>	<b>2017 Act</b>	<b>2018 Act</b>	<b>2019 Act</b>	<b>2020 Act</b>		<b>Estimated 2021</b>	<b>Estimated 2022</b>
Cumulative Private and philanthropic donations (\$M)	\$40M	\$51M	\$63M	\$73.5M		\$65M	\$67M

**Objective 4.2. Increase the alumni giving rate to 17% by 2023 Howard (Actual and Estimates)**

<b><u>Outputs:</u></b>	<b>2017 Act</b>	<b>2018 Act</b>	<b>2019 Act</b>	<b>2020 Act</b>		<b>Estimated 2021</b>	<b>Estimated 2022</b>
Calendar Year Alumni Giving Rate (%)	17%	17%	17%	14%		16%	18%

**Goal 5: Engaging with the Community**

*Morgan will engage with community residents and officials in the use of knowledge derived from faculty and student research.*

**Objective 5.1. Increase partnerships with Baltimore City public schools, government agencies, businesses and industries, non-profits and community organizations to 375 by 2023. McPhatter/Woodroffe**

<u>Outcomes:</u>	2017 Act	2018 Act	2019 Act	2020 Act		Estimated 2021	Estimated 2022
Number of partnerships with Baltimore City public schools	160	165	175	175		225	227
Number of partnerships with other state public schools	25	30	40	40		50	52
Number of partnerships with government agencies, businesses and industries, non-profits, and community organizations	375	377	378	378		382	382

**Objective 5.2. Increase the number of students participating in University sponsored community service to 630 by 2023. McPhatter/Woodroffe**

<u>Outputs:</u>	2017 Act	2018 Act	2019 Act	2020 Act		Estimated 2021	Estimated 2022
Number of students participating in University sponsored community service	650	2000	2000	2000		2000	2010



**Morgan State University**  
**Performance Accountability Report Fall 2020**

		<u><b>Year 2019</b></u>	<u><b>Year 2020</b></u>	<u><b>1-Year Summary/Change</b></u>	
<b>Goal 1: Enhancing Student Success.</b>					
Objective 1.1.	Increase the graduation rate of Morgan undergraduates to 45% by 2023	38%	42%	<b>+4%</b>	<b>3% from Target</b>
Objective 1.2.	Increase graduation rate of Pell recipients to 40% by 2023	36%	38%	<b>+2%</b>	<b>2% from Target</b>
Objective 1.3.	Increase the second-year retention rate of Morgan undergraduates to 80% by 2023	72%	70%	<b>-2%</b>	<b>10% from Target</b>
Objective 1.4.	Increase the percent of high ability freshmen to 27% by 2023	14%	21%	<b>+7%</b>	<b>6% from Target</b>
Objective 1.5.	Increase the diversity of undergraduate students to 18% by 2023	15%	13%	<b>-2%</b>	<b>5% from Target</b>
Objective 1.6.	Increase the % of MD-Comm. College Transfer enrollment to 10% through 2023	2.40%	2.1%	<b>No-Chg.</b>	<b>8% from Target</b>
Objective 1.7.	Maintain the pool of applicants from MD urban school districts at 40% in 2023	36%	36.5%	<b>+1%</b>	<b>4% from Target</b>
Objective 1.8	Increase the # of B.S. degree recipients in STEM fields to 240 by 2023	327	359	<b>+32</b>	<b>119 Above Target</b>
Objective 1.9	Increase the # of degree awarded in teacher education to 70 in 2023	75	50	<b>-25</b>	<b>20 from Target</b>
Objective 1.10.	Increase the % of students satisfied with their preparation for grad/prof. study to 98% by 2023	100%	95%	<b>-5%</b>	<b>3% from Target</b>
Objective 1.11.	Increase the % of students satisfied with their preparation for the workforce to 98% by 2023.	90%	84%	<b>-6%</b>	<b>14% from Target</b>
Objective 1.12.	Increase the % of employers satisfied with degree recipients from MSU to 95% by 2023.	95%	100%	<b>+5%</b>	<b>5% Above Target</b>
<b>Goal 2: Enhancing Morgan's Status as a Doctoral Research University</b>					
Objective 2.1.	Increase research grants and contract awards to \$38 million by 2023.	31.3M	35M	<b>+3.7M</b>	<b>3M from Target</b>
Objective 2.2.	Increase scholarly publications and activities per tenured/tenure track faculty to 3.5 by 2023.	3.4	3.0	<b>No-Chg.</b>	<b>.05 from Target</b>
Objective 2.3.	Increase the # of doctoral degrees awarded to 55 by 2023.	71	78	<b>+7</b>	<b>23 Above Target</b>
<b>Goal 3: Improving and Sustaining Morgan's Infrastructure and Operational Processes</b>					
Objective 3.1.	Reduce campus electricity usage by 7% by 2023 through effective conservation strategies.	-2%	-2%	<b>No-Chg.</b>	<b>5% from Target</b>
Objective 3.2.	Reduce campus natural gas usage by 7% by 2023.	6%	6%	<b>No-Chg.</b>	<b>13% from Target</b>
<b>Goal 4: Growing Morgan's Resources</b>					
Objective 4.1.	Increase private and philanthropic donations to \$40 million by 2023.	\$63M	73.5M	<b>+\$10.5M</b>	<b>34M Above Target</b>
Objective 4.2.	Increase the alumni giving rate to 17% by 2023.	17%	14%	<b>-3%</b>	<b>4% from Target</b>
<b>Goal 5: Engaging with the Community (Public Schools, Government Agencies, Businesses, Organizations)</b>					
Objective 5.1.	Increase partnerships with Baltimore City Community to 375 by 2023	378	378	<b>No-Chg.</b>	<b>Above Target</b>
Objective 5.2.	Increase the # of students participating in MSU sponsored comm.-service to 630 by 2023.	2000	2000	<b>No-Chg.</b>	<b>Above Target</b>
		<p align="right"><i>Up/No Change on 15 of the 21 PAR objectives [71%]  Down on 6 of the 21 objectives [29%]  Above/On Target on 6 of the 21 objectives [29%]</i></p>			

# PERFORMANCE ACCOUNTABILITY REPORT



**Monday, August 3, 2020**

# ACKNOWLEDGEMENTS

## TEAMWORK

We begin by thanking all of the Academic and non-academic divisions for improving the quality of the Performance Accountability Report with their reports, insights and feedbacks. We also like to thank the following stakeholders for their support and commitment to excellence:

- ☐ Board of Regents
- ☐ Office of the President
- ☐ Division of Academic and Student Affairs;
- ☐ Division of Finance & Management
- ☐ Division Academic Outreach & Engagement
- ☐ Division of Enrollment Management & Student Success
- ☐ Division of Institutional Advancement
- ☐ Division of Research & Economic Development
- ☐ Students
- ☐ Maryland Higher Education Commission (MHEC)





# PERFORMANCE ACCOUNTABILITY REPORT (PAR)

- The Performance Accountability Report (PAR) is an annual report submitted to the Maryland Higher Education Commission (MHEC). The report is aligned to our five Strategic Goals and the State's Post-Secondary Education Plan.
- In accordance with MHEC guidelines the PAR for 2020 is divided into 2 major parts:
  - (1) Narrative (sharing and telling our own story)
  - (2) Data and estimates (performance and progress on key indicators and benchmarks)

# HIGHLIGHTS ON SOME KEY INDICATORS

- **Graduation Rate** is up by **10%** since 2015: From 32% in 2015 to 42% in 2020
- **Second-year retention rate** is at or above **70%** for the past ten years (70% for 2020)
- **Nos. of B.S. degree in STEM fields** is up by **32** since last year: From 327 in 2019 to 359 in 2020
- **Total Nos. of Doctoral degrees** is up by **7** since last year: From 71 in 2019 to 78 in 2020
- **Number of faculty engaged as Principal Investigators** in funded research or contracts is on the rise: From 70 in 2016 to 89 in 2020 **(+19)** resulting in **\$35MILLION** in 2020

# SOME CONTINUOUS AREAS FOR IMPROVEMENT

## PERCENT OF MARYLAND COMMUNITY COLLEGE TRANSFER STUDENTS

The percentage of Maryland community college transfer students is 2.1% for 2020. This is 7.9% from our benchmark of 10% by 2023. The University is working with the Thurgood Marshall Fund and McKinsey and Company to develop initiatives to increase our percentage of transfer students.

## ALUMNI GIVING RATE

**Alumni Giving Rate** is down by **3%** since last year: From 17% in 2019 to 14% in 2020. The Division of Institutional Advancement will continue to model best practices and generate innovative strategies to improve Alumni Giving Rate at MSU.

**!!!!THANK YOU!!!!**







# #THE MORGAN WAY

**57%** OF TEAMS

W/ GPA **3.0** OR HIGHER



**18**

STUDENT-  
ATHLETES

ACHIEVED  
**4.0**  
GPA

**148**

**50%**

**AD HONOR ROLL**

NAMED TO

FALL 2019  
DEPARTMENT GPA:  
**2.85**

HIGHEST TEAM  
**GPA**



BOWLING  
**3.54**



MEN'S TENNIS  
**3.53**







# #THE MORGAN WAY

**100%** OF TEAMS

W/ GPA **3.0** OR HIGHER



STUDENT-ATHLETES

ACHIEVED  
**4.0**  
GPA

**187**

**77%**

**AD HONOR ROLL**

STUDENT-ATHLETES

NAMED TO

HIGHEST TEAM

**GPA**



MEN'S TENNIS

**3.60**



WOMEN'S TRACK

**3.80**

**SPRING 2020**

DEPARTMENT GPA:

**3.39**







# #THE MORGAN WAY

**64%** OF TEAMS

W/ GPA **3.0** OR HIGHER



**71**

STUDENT-ATHLETES

ACHIEVED  
**4.0**  
GPA

**335**

**62%**

STUDENT-ATHLETES

NAMED TO

**AD HONOR ROLL**

2019-2020  
DEPARTMENT GPA:  
**3.06**

HIGHEST TEAM

**GPA**



MEN'S TENNIS

**3.56**



WOMEN'S BOWLING

**3.63**





## **Morgan Athletic Academic Accolades 2019-2020**

**Men's Tennis:** ITA (Intercollegiate Tennis Association) All-Academic Team  
5 Individuals named ITA All-Academic Scholar-Athletes

**Women's Tennis:** ITA (Intercollegiate Tennis Association) All-Academic Team  
3 Individuals named ITA All-Academic Scholar-Athletes

**Volleyball:** AVCA (American Volleyball Coaches Association) Team Academic Award

**Men's Track:** USTFCCCA (United States Track & Field/Cross Country Coaches Association) All-Academic Team

**Women's Track:** USTFCCCA (United States Track & Field/Cross Country Coaches Association) All-Academic Team

**Women's Bowling:** NTCA (National TenPin Coaches Association) All-Academic Team

4 Individuals named NTCA All-Academic

**Ian McBorrough (Football) - MEAC Male Athlete of the Year**



# Student Affairs: Residence Life & Housing



# Residential Occupancy

## The Office of Residence Life & Housing

1

New Student Applications: 1,104  
Returning Student Applications: 755

2

Total On-Campus Spaces: 1,174  
Total Off-Campus Spaces: 1,805-  
(Includes Morgan View)

3

Residential Conversions (Singles):  
Blount Towers: 315  
O'Connell Hall: 102  
Thurgood Marshall Complex: 96

4

Isolation/Quarantine Space On-Campus: ~55  
Isolation/Quarantine Spaces Off-Campus:  
~32

5

Acquired Spaces:  
HH Midtown-102  
Sheraton Hotel-100

Social Distancing Models

Implementation	Hall Name	Hall Type	Traditional Assignment	Capacity	SD Single Spaces	Quarantine/Isolation Spaces
➤ Co-ed singles equal 31% of on-campus capacity.	O'Connell	Traditional	Male	205/102	102	0
➤ Singles represent 41% of full residential capacity. (Includes Morgan View)	Cummings	Single Style	Male	104	0	0
Additional spaces in HH Midtown Hotel spaces	Walden	Single Style	Male	84	0	0
	Rowledge	Traditional	Male	205	0	0
	Blount Towers	Traditional	Female	701/315	315	0
➤ Thurgood Marshall A-Building will serve as Quarantine/Isolation space for campus proper (On Campus)	Harper-Tobman	Single Style	Co-Ed	222	0	0
	Thurgood Marshall Apartment Complex	Apartment Style	Male/Female	284/142	142	48
	Marble Hall Gardens (Lease Agreement)	Apartment Style	Male/Female	710	0	20
	Kingsington (Lease Agreement)	Apartment Style	Male/Female	56	0	2
	HH Midtown	Apartment Style	Male/Female	102	82	12
	Sheraton Hotel (Lease Agreement)	Hotel	Male/Female	100	100	N/A
	Morgan View (Privatized Housing)	Apartment Style	Male/Female	714	712	N/A
Total University Housing: 2,471				3,666	1,508	82
SDV Capacity: 701						
N/A: Spaces Potential for conversion						

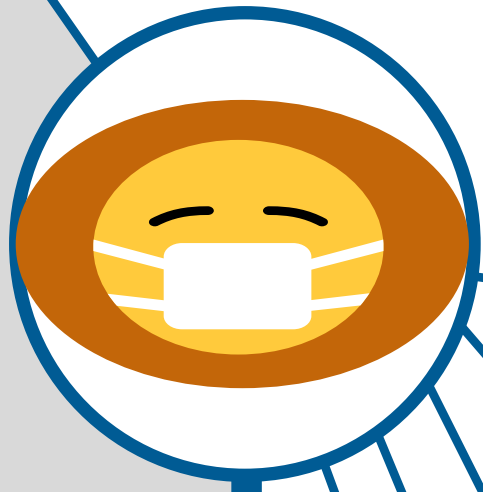
applicants with hometowns breakdown 7/13/20

New

United States

STUDENT CODE	AL	AS	AZ	CA	CT	DC	DE	FL	GA	IL	IN	KY	LA	MA	MD	ME	MI	MN	MO	MS	NC	NJ	NV	NY	OH	OR	PA	TN	TX	VA	WI	WA	Total
N	2		16	20	17	12	3	7	7			1	2	3	326	2	19	5	3	1	6	81	1	124	11	1	83		4	19		3	779
T		1	1	19	20	18	12	3	9	8	2	1	2	3	347	2	21	5	5	1	6	82	1	129	11	1	85		5	19		3	822
CASA			5	1	3	6	2						2	83		1				3	17	1	18	2		15			2	1		162	
NEXUS				1	2	2	1							20						1	6		3			2	1					39	
Total	2	1	1	40	42	40	32	8	17	15	2	2	4	8	776	4	40	11	8	2	16	186	3	274	24	2	185	1	9	40	1	6	1802

# Measured Mitigations



## Rules of Engagement:

- Wear A Mask
- Social Distancing
- Building Entry Requirement (Daily Survey App)
- Visitation
- Limited Social Gathering

1

2

Temperature Taking  
Testing

3

Enhanced Cleaning/Sanitation Protocol

4

Social Distancing Signage and Directional Information

5

MSU Campus Health Monitoring & Response Team  
Isolation/Quarantine Quarters and Protocol

# Opening



1

Staff Testing  
Student Testing

2

Staff New Protocols Training (COVID):

- Staff Wellness
- Measured Mitigations
- MSU Campus Health Monitoring & Response Team
- Student Wellness
- The New Residential Community
- Advance Student Engagement

3

Check-in:

- Financial and Registration Requirement
- Spread over five days by building, floor, date, time, and two hour window
- Temperature Checks/Safe Distancing
- No more than two individuals assisting with check-in
- Refresh Cleaning and Sanitations protocol between Check-in times
- Care Packets in Rooms

4

Programming:

- Virtual Residential Engagement
- Community Building
- Virtual Programming
- Wellness

5

Academic Enrichment Program (AEP)

- Virtual Tutoring and Academic Support Services
- Residential Virtual Instruction: Labs, SMART Suites, and Academic Support Centers (Safe Distancing)



# Residential Projects



1

Bathroom Renovations: Cummings Hall, Baldwin Hall, Harper/Tubman House

2

Residential Makeovers: Painting, Treads, Lighting, Community Upgrades (Furniture) Blount, Rawlings, Harper/Tubman

3

Boilers, A/C Units, and Domestic Hot Water upgrades

4

Security Gates and Surveillance: Marble Hall Gardens

5

Academic Support Centers







## Finance and Facilities Committee Meeting

Virtual

Monday, August 3, 2020

9 A.M. – 12 P.M.

- A. Remarks by the Chair . . . . . Dr. Shirley M. Malcom
- B. Remarks by the President . . . . . Dr. David Wilson

### ITEMS FOR INFORMATION

- Facilities, Design and Construction Management Update . . . . . Ms. Kim McCalla
  - Preparations for Campus Reopening (Classroom Technologies)
- Division of Research and Economic Development Update . . . . . Dr. Willie May
- Division of Institutional Advancement Update . . . . . Ms. Donna Howard
- Division of Enrollment Management and Student Success Update . . . . . Dr. Kara Turner

### ITEMS FOR ACTION

- Finance and Facilities Committee Minutes of May 4, 2020 . . . . . Chairwoman Malcom
- Amended Maryland Clean Energy Center MOU\* . . . . . Mr. Sidney Evans
- Northwood Development Agreement\* . . . . . Mr. Sidney Evans

### ITEMS FOR INFORMATION

- Student Housing Update . . . . . Mr. Evans/Ms. McCalla
  - Design and Development Plan / Capital Structure
- Budget Updates
  - FY 2020 Operating Closing Summary and Financial Statements . . . . . Mr. Sidney Evans
  - FY 2021 Operating Budget Overview and FY 2022 Preliminary Budget . . . Mr. Sidney Evans
  - FY 2022 Capital Budget Request Update . . . . . Ms. McCalla/Mrs. Wilder
  - Standard & Poor's Credit Review (Oral Report) . . . . . Mr. Sidney Evans

*\*The Committee **may** vote to reconvene in Closed Session to consult and obtain legal advice which is specifically exempted from public consideration under § 3-305b(7) of the Open Meetings Act.*

# **ITEMS FOR INFORMATION**





# CAPITAL PROJECTS UPDATE

May – July 2020

Planning, Physical Plant and Design & Construction Management

## A. PRELUDE

**COVID-19:** Like the rest of the University, the Physical Plant, Planning and Design and Construction are continuing to push through this epidemic with a variety of capital and deferred maintenance projects. In addition, the Physical Plant is preparing the campus for the return of staff, faculty and students. To date, all of the buildings have been sanitized by a third-party vendor, and staff has flushed the pipes and are flushing ventilation systems and working to have all of the air filters changed on the ventilation equipment. In addition, we will increase the air exchanges in various areas as necessary. A comprehensive signage plan was created and has begun to include ordering various types of social distancing screens for areas where appropriate distances cannot be maintained.

**Capital Projects FY 2022 – FY 2026:** The FY 2022 – 2026 Capital Budget Request and the Deferred Maintenance Capital Project list for FY 2022 were submitted to the Department of Budget and Management (DBM). A total of \$504,552,000 is being requested over the five years of which \$51.4M is being requested for FY 2022. We had our annual meeting with DBM to discuss the projects at the end of July. Any adjustments made subsequent to the Board's approval in May will be presented at the August meeting.

**Deferred Maintenance [CAP FIN HBCU Loan]:** After the extra money was “cleaned out” of a few projects, we were able to repair a few more critical systems in the residential facilities.

**Deferred Maintenance [Capital FY 2020]:** Progress with spending the FY 2020 money continues, though it is behind schedule due to last minute changes for some of the impending projects and a contract language challenge with one of the pending projects.

**Deferred Maintenance [Operating FY 20]:** We continue to “clean out” extra cash from completed projects and are using that money on other projects not covered by typical funding sources. We do not expect to continue to report on this project. These funds have been very helpful for projects that did not meet any of the capital budget definitions for CAP FIN, deferred maintenance capital or capital projects. Funds were made available for FY 21. In consultation with the Physical Plant, we will be creating the list of projects for FY 21.

**Physical Plant Department (PPD):** In conjunction with managing the buildings/grounds during the virus shutdown, PPD has been preparing the campus for the return of student life in addition to its normal activities.

**Planning:** Planning and Design and Construction Management worked closely in preparing the FY 2020-2026 Capital Budget Request which was submitted to DBM on time. In addition, Planning continued moving forward with aligning common reporting practices between entities for the Space Inventory Guidelines and Application Program (SGAP) Report, and continues to work with various departments regarding the Part II Program for the New Science Building. Approval from DBM for the New Science Complex (Part I Program) was recently received although it was with reductions.

**Design and Construction Management (DCM):** Members of DCM continue to be actively involved with the planning and implementation of space adjustments, protocols, etc., as a result of COVID-19. Capital and deferred maintenance projects were continually managed and moved forward during this time.

**MBE Goals for Major Capital Projects:** We continually monitor the contractors' MBE payments. As of June 2020, many of the projects in progress are exceeding the University's MBE goal of 30%, with this quarter's average of 34.78%. Out of \$235 million paid out in contracts, payments to date to MBEs equate to \$81.82 million.

## **B. PLANNING**

### **NEW SCIENCE BUILDING**

We received approval from DBM for the Part I Program at a reduced scope. The reduction provides 9,000 NASF (net assignable square feet) of shell space from research space to be outfitted at a later date with private funds or through grants. The University is evaluating the implications and our ultimate response. Programming of the Part II Program continues with the development and refinement of space sheets for the Greenhouse, Vivarium and research areas.

### **CARTER GRANT WILSON RENOVATION**

The Part I Program for the renovation of Carter Grant Wilson (CGW) was revised to include the Division of International Affairs in lieu of the Institute of Urban Research. This was seen as a better fit, function and synergy with the School of Graduate Studies. The Division of International Affairs is student-related and serves international students as well those who wish to study abroad. Many are graduate students who would also be serviced by the Graduate School. In addition, CGW's proximity to Tyler Hall is desirable, as Tyler Hall is located in the center of campus. The revised program was submitted in July.

### **ENGINEERING**

Several meetings have been held with Engineering to perform historical research. Several evaluations of the space utilization study were recently completed in response to the desire for a new building. The State will require quantitative justification. There is also a need to develop a clear vision of what is wanted in a new facility and how the existing facilities would be used. We will continue to work with Engineering to develop the vision and justification.

### **SPACE INVENTORY GUIDELINES AND APPLICATION PROGRAM (SGAP)**

Meetings have been taking place with the Human Resources (HR) workgroup, focusing on processing Graduate Assistants to ensure they are properly counted. The current process does not fully account for a number of Graduate Assistants, Ph.D. students and Post-doc scholars, which negatively impacts not only the SGAP Report (which determines sufficiency of physical space but also our Carnegie classification). Meetings continue to take place with various departments aimed at developing procedures to determine how to track these students. We are working with HR to develop universal codes. Meetings to determine an acceptable method for calculating weekly student contact hours are also occurring. A three-year average was recently under-reported. The SGAP Report was adjusted and submitted to DBM at the beginning of July.

## **C. PHYSICAL PLANT**

### **COVID-19**

For the entire fourth quarter until June 15<sup>th</sup>, the PPD continued to work with an adjusted and greatly reduced on-site staff. Staff deemed essential worked in open/limited access buildings. In addition, rounds were made to close buildings to ensure no issues developed such as broken pipes or electrical outages. Approximately 45 individuals within the PPD have been recognized as essential to operations.

### **SANITIZATION OF CAMPUS BUILDINGS**

In preparation for the reopening of campus buildings, PPD engaged a contractor to perform sanitization in University buildings. Using hospital-grade disinfectant, more than 20 people per day performed a scope of work to hand clean the following areas: accessible high touch surfaces (door knobs/handles); entranceways; light switches; touch surfaces within bathrooms (sink, faucet, toilet seat, bowl top/tank and flusher); breakrooms and

kitchen surfaces (faucets, microwave and refrigerator exteriors); hand sanitizer and other common touch stations; common desk and table areas; counters; hallway railings; common printers/copiers; tops of all accessible desks and seats of all chairs.

#### **OTHER COVID RELATED ACTIVITIES**

Other COVID related activities include: installing hand sanitizer dispensers in numerous buildings, inspecting and repairing ADA doors/operators, changing all air filters and “flushing” various air and water systems throughout each building.

#### **ENERGY: ELECTRICITY AND NATURAL GAS**

Electricity consumption for FY20 is projected to be approximately 8.0% lower than that of FY19 (not conclusive as a few bills remain outstanding). While the University has increased its physical footprint, electrical consumption continues to trend downward. FY19 was amazingly 0.84 GWh less than FY18. This reduction of 1.6% was primarily due to the University’s automated energy management system, the replacement of high-wattage light fixtures with more efficient LED fixtures, and the replacement of aged, inefficient chillers and auxiliary equipment with highly efficient substitutes. The University is on its way to achieving the Governor’s mandate of a 10% reduction in energy consumption by 2029.

Natural gas consumption for FY20 is projected to be about 1.0% more than that of FY19 (although the overall impact cannot be determined at this time). The data shows that the consumption of FY20 exceeds that of FY19. This is due primarily to steam distribution system inefficiencies some of which are now being corrected. As other operational deficiencies are identified they will be corrected.

#### **FOURTH QUARTER ACHIEVEMENTS**

During the fourth quarter of FY20, the PPD spent \$78,590 on supplies and materials while completing 260 work orders. Moreover, there are 92 open work orders that are presently in various stages of completion. During this same period, the PPD also utilized the services of several contractors to assist with specialized and proprietary maintenance.

#### **GENERAL PPD ACTIVITIES**

Improvements at Marble Hall included: expanding the closed-circuit TV coverage to Courts 3 - 5, installing security intrusion and monitoring in the computer lab and gate entry card access to Courts 3 - 7.

In Truth Hall, the fan coil units, air temperature control compressor and the main steam isolation valve were replaced. This general work also included lighting and grounds improvements with other similarly related work. PPD also repaired fire alarm systems across campus; prepared buildings for summer cooling; curtailed energy usage via the energy management system; pruned and trimmed trees; landscaping; painted offices; and other miscellaneous work.

PPD and DCM continue to work closely together regarding the planning and construction of the various projects, particularly the deferred maintenance projects.

#### **CONCLUSION**

PPD has restructured its operation and filled a few key positions with highly qualified and experienced personnel to accomplish the goal of curbing operating costs and providing a safe environment for all. However, a backlog of deferred maintenance remains significant though progress is being made via the various and recent deferred maintenance funds. PPD continues to address the existing shortfalls. Working cooperatively through all levels of the department, we expect to effect changes that lead to increased effectiveness and employee engagement. We will also be closely evaluating contracted services to ensure that the University is maximizing the value of these services. The challenge remains, with no increase in the operating budget, to care for new buildings and related additional costs, which may not be covered through utility savings.

## D. DESIGN AND CONSTRUCTION – ACTIVE PROJECTS

### CALVIN AND TINA TYLER STUDENT SERVICES BUILDING

The Student Services Building (Tyler Hall) is located on the southeast corner of Hillen Road and Cold Spring Lane, at the location of the old Soper Library.

Punch list work/training of systems continues as substantial completion of the exterior and audio visual/security systems is anticipated by the end of August. Furniture continues to be delivered. Exterior furniture and miscellaneous equipment are just being ordered as the funding was not available until fiscal year 2021. Staff has begun moving in, which was postponed due to the virus.

The project is working its way through the LEED submission(s). The project is extremely close to Gold, though it is not a definite as of yet. Silver will be achieved. We are working with the team to determine what it will take to achieve a Gold designation. There is minor work/change order work left to be executed. The next report will likely be the last report for this project.

SSB (Student Services Building)			
	Appropriation	Obligations	Balance
Design	7,257,000	7,550,987	-293,987
Construction	69,107,000	71,930,489	-2,823,489
Capital Equipment	6,910,000	3,615,830	3,294,170
Total	\$83,274,000	\$83,097,306	\$176,694

Architect: GWWO/Teeple Architects

Construction Manager: Barton Malow/JLN

LEED Commissioning: Setty & Associates International, PLLC

### STUDENT HOUSING (THRUGOOD MARSHALL REPLACEMENT)

MEDCO is managing the overall project (design, construction, financing). The next level of design (Design Development) was completed in July and the project remains at budget. Early work of utilities and site preparation is planned to start in September, with the full project commencing by the first of the year. The opening remains on schedule for fall 2022 occupancy. The facility will be located along Argonne Drive in the open field adjacent to the Baltimore City Police Precinct. The project also includes a new dining facility, which has the ability to serve 720 students at once. The dining hall is intended to be anytime dining, which would be open 24/7 and will be operated by our new food vendor.

Design: HCM / Moody Nolan:

MBE Goal: 33.25%

CM: Gilbane Building Company

MBE Goal: 30%

### CAMPUS WIDE UTILITIES, PHASE IV, PART 2 (Chillers/Steam/Air Handling Unit)

**SPENCER CHILLERS:** The base contract work is complete. The contractor is expected to complete an owner requested change for re-piping five quad buildings to connect to the chilled water loop by the end of August. The direct connection of the quad buildings to this loop is to afford better control and improve energy and operational efficiencies.

### AIR HANDLING UNIT (AHU)

AHU 14 (a long lead item) is expected to go to Board of Public Works (BPW) in August for approval. Construction (funded from deferred maintenance capital money) is anticipated to start after Thanksgiving. These changes were approved by DBM since they deviated from the initial intent of the project.

Campus Wide Utilities Phase IV (CWU P4):			
	Appropriation	Obligations	Balance
Design	755,000	1,194,510	-439,510
Construction	10,628,258	10,140,797	487,461
Capital Equipment			0
<b>Total</b>	<b>\$11,383,258</b>	<b>\$11,335,307</b>	<b>\$47,951</b>

Design: Chillers / Steam: Kibart Engineers

Construction Manager: Barton Malow

## HEALTH AND HUMAN SERVICES (“HHS”) PART 1

### Demolition Armory/Motor Pool and Portage Avenue Warehouse Renovation (TAMPP)

By the time of this meeting, the buildings should be completely down (ROTC and Motor Pool). Motor Pool is expected to relocate to Portage Avenue in September/October. They are temporarily located in Montebello.

TAMPP (HHS Phase I)			
	Appropriation	Obligations	Balance
Design	461,000	522,636	-61,636
Demolition	4,901,000	2,907,188	1,993,812
Reverted Funds			0
Capital Equipment			0
<b>Total</b>	<b>\$5,362,000</b>	<b>\$3,429,824</b>	<b>\$1,932,176</b>

Penza Baily - Demolition Design

Contractor: GOEL Construction

Construction MBE Goal: 35%

## HEALTH AND HUMAN SERVICES (“HHS”) PART II – NEW BUILDING

The schematic design is complete and is going through a value engineering process to bring the project in budget as usual. The design team and DCM continue to meet regularly with faculty and staff to define the functions of each space in the program. Programs moving into the building include: the School of Community Health and Policy; School of Social Work; Medical Science; Counseling Center; and Family and Consumer Science. The Commissioning Agent is expected to be on board by the end of summer.

The Construction Manager remains active during the design – monitoring the construction budget and schedule, and providing comments on costs, constructability, etc.

DCM established a Classroom Technology Committee to review audio visual design/needs. The Committee includes Information Technology, Provost Office and faculty from each academic group. The basis of design is hybrid-learning.

Health and Human Services (HHS Phase II)			
	Appropriation	Obligations	Balance
Design	4,403,000	3,283,546	1,119,454
Construction			0
Reverted Funds			0
Capital Equipment			0
<b>Total</b>	<b>\$4,403,000</b>	<b>\$3,283,546</b>	<b>\$1,119,454</b>

Design: HOK

CM: Barton Malow/JLN

## DEFERRED MAINTENANCE FY 2020

### DIRECT DIGITAL CONTROL (DDC)

At the last minute, this project was switched to the Maryland Clean Energy Center (MCEC) to be part of a new and larger energy savings commitment. The fire alarm upgrade was supposed to go BPW in July for approval but ran into issues regarding the contract language, which is being worked out with the Office of General Counsel (OGC) and the Office of the Attorney General (OAG). We have adjusted the project list sent to DBM for FY2020 – 2022 as a result of the above. We are grateful for the annual allocation of deferred maintenance money; it is allowing improvements that otherwise would not be achievable for some time.

### STEAM TRAP REPLACEMENT

The steam traps in all of the manholes are past their useful life and are being replaced with this project. The traps all have been replaced, steam line re-pressurized and tested; and leaks found are being fixed. After all of the repairs have been completed, the line will be insulated prior to reactivation. Commissioning of the system is expected by late August. We expect this project will contribute to future energy savings.

Contractor: EMJAY Mechanical \$473,990

### WEST CAMPUS PARKING/ROAD/FENCING

The parking and road concepts are being evaluated. The parking lot and road work construction will be delayed to accommodate the construction of the storm water management requirements associated with the Northwood Shopping Center project. The next phase of the funding will begin in FY 21.

Engineer: Whitley Baily Cox Magnani (WBCM) \$495,600.53  
MBE: 30%

### FIRE ALARM UPGRADE

This project is with the OGC and OAG to review the contract amendments requested by the contractor. Award of project is on hold until recommendations are received.

### AIR HANDLING UNIT 14

The project is being prepared to go to the Board of Public Works in August. On-site work is anticipated to start after Thanksgiving. The main equipment has a long lead time.

### MEMORIAL CHAPEL

In May of 2020, Morgan was awarded a \$500,000 federal grant to preserve the windows. There will be matching funds of \$300,000 from the capital deferred maintenance money and approximately \$86,000 of in-kind services from the University (staff costs). This is the first federal grant received by DCM. The RFP should be completed and out on the street for architectural services in August.

Deferred Maintenance FY 2020			
	Appropriation	Obligations	Balance
	10,000,000		10,000,000
Steam Trap		473,990	-473,990
West Campus Design		495,601	-495,601
Fire Alarm			0
AHU 14			0
Chapel Grant		300,000	-300,000
			0
Total	\$10,000,000	\$1,269,591	\$8,730,409

## E. MISCELLANEOUS PROJECTS

### CAP FIN DEFERRED MAINTENANCE

We have continued to make improvements to various buildings with this money, particularly with residential buildings. As other work was taking place in Harper Tubman, there were issues discovered with the incoming sprinkler line, domestic water line and tank, and hot water mixing valves. They had so much interior corrosion and in a state of failure requiring immediate replacement. We are nearing the end of this money and continue to be thankful to be able to fix buildings that cannot be covered with state funds.

CAP FIN - Northwood Public Safety			
	Appropriation	Obligations	Balance
	15,000,000		15,000,000
Design		687,159	-687,159
Construction			0
			0
Total	\$15,000,000	\$687,159	\$14,312,841

### McMECHEN SURGE

McMehen Surge is comprised of two projects: (1) renovating levels 1-3 for ROTC and (2) renovating levels 4 and 5 for the Cyber Security Center and offices for Math and Computer Sciences. ROTC moved in as planned (there will be no other discussions regarding ROTC). The Cyber Security Center is complete except the Comcast connection, which has been and continues to be impacted by the COVID virus for the direct connected/secured lines. The balance of the space has been punched out and is useable. The Cyber Security work was done through a grant. This will be the last report for this project.

### WORK ORDER SYSTEM

Information is continuing to be uploaded. Staff is going through training and we expect the system to be operational by early September (training was impacted by the virus). PPD will be the primary user of the program, and it will replace their current system. DCM, Planning, and Residence Life also anticipate utilizing portions of the software. The system will be used for both reactive work requests and preventative maintenance work orders.

### REAL ESTATE

#### Lake Clifton High School

In late May, the City of Baltimore advised they had selected Morgan to be the recipient of the Lake Clifton High School property. The property is about 45 acres and the building over 460,000 square feet. We are working on establishing the boundary lines as they are not clear, and to make things simpler by bringing the property lines to the adjacent street edges. The project has a few tenants that will likely remain in some sort of fashion – a cell tower which is in the southeast corner, a small non-profit farm that helps and teaches the local community about urban farming, and a Baltimore City basketball court. We have begun conversations and will work with all throughout the planning process. The City is working on the Letter of Intent, which we hope to have prior to this meeting.

#### Hoen Building

Work is expected to be completed by late September. This will be the last report for this project.

#### Northwood Police (Public Safety)

The project continues to wait for building permits to be issued by Baltimore City.

CAP FIN - Northwood Public Safety			
	Appropriation	Obligations	Balance
	15,000,000		15,000,000
Design		687,159	-687,159
Construction			0
			0
<b>Total</b>	<b>\$15,000,000</b>	<b>\$687,159</b>	<b>\$14,312,841</b>

#### **Northwood Shopping Center**

Demolition of the above ground buildings has been completed.

#### **Space Under Barnes and Noble**

The space under Barnes and Noble is being considered for a new program, grant and surge space, similar to Hoen building.

## **F. POST – CONSTRUCTION AND EXISTING BUILDING RENOVATIONS**

#### **HUB**

No change on this item

## **G. ATTACHMENTS**

1. Project Photos
2. Capital Budget Submission
3. Deferred Maintenance Budget Submission
4. Energy Charts



## STUDENT SERVICES BUILDING



**MORGAN STATE UNIVERSITY**  
STUDENT SERVICES BUILDING March 17th, 2017

View From Northwest Corner

Teagle Architects











2<sup>nd</sup> Fl Atrium  
One Stop Desk  
Meeting Spaces, Typical Offices  
Open Work Spaces



Flexible  
Meeting  
Space



Tour Room





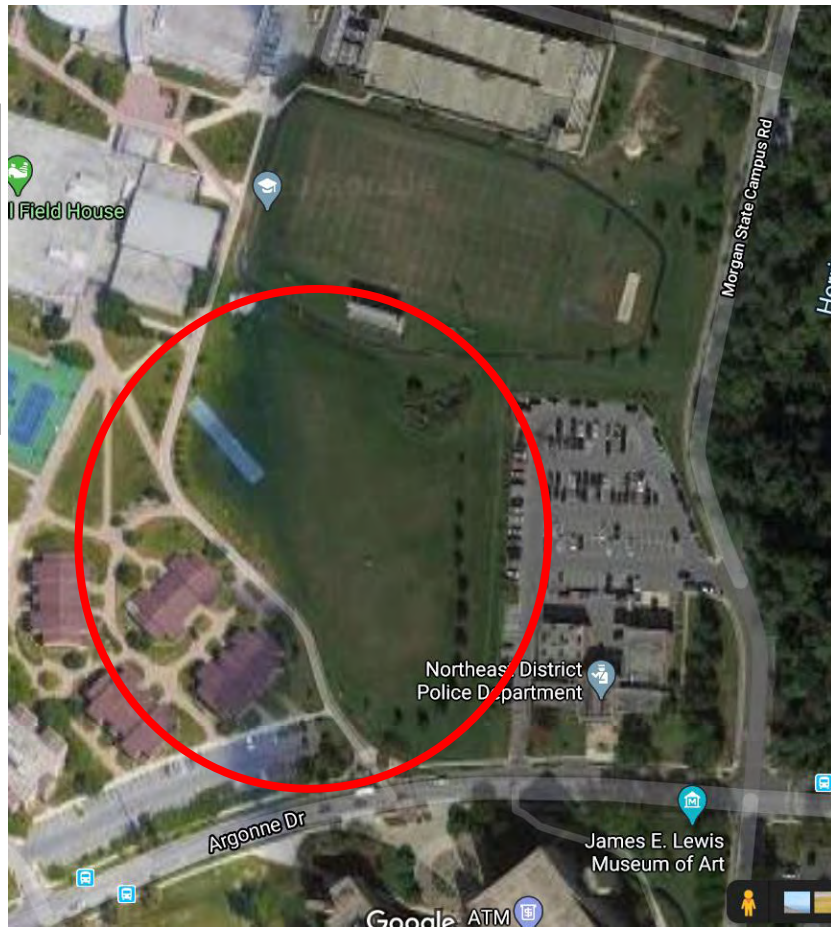
## HEALTH AND HUMAN SERVICES





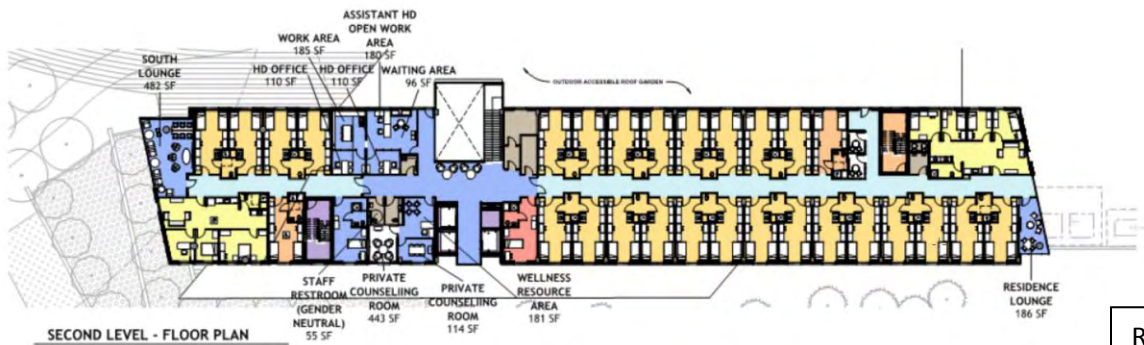
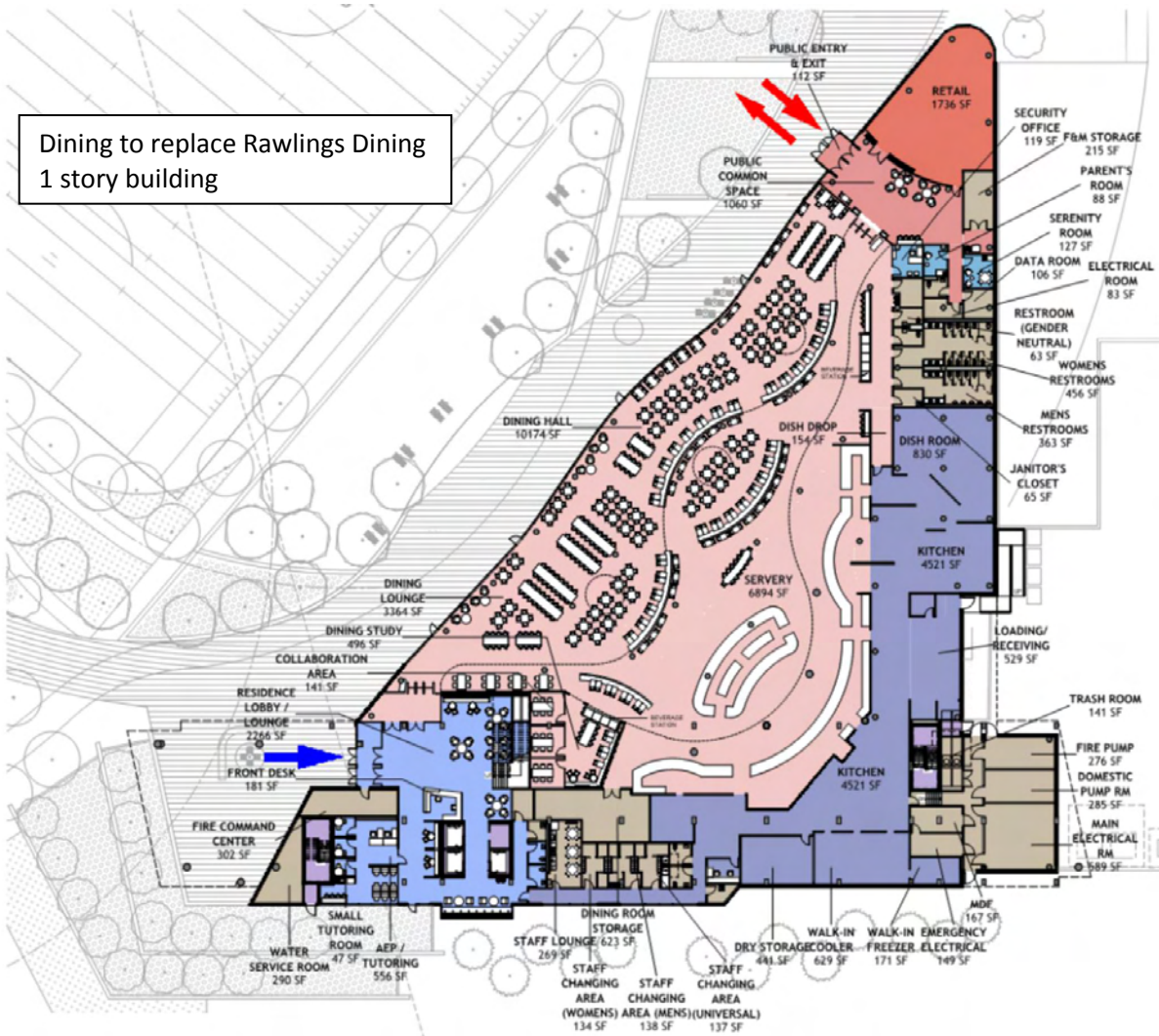
**NEW STUDENT HOUSING  
(THURGOOD MARSHALL HALL)**

Location on  
Campus. Off of  
Argonne Drive  
between the  
existing Marshall  
Apts. and  
Baltimore City  
Police

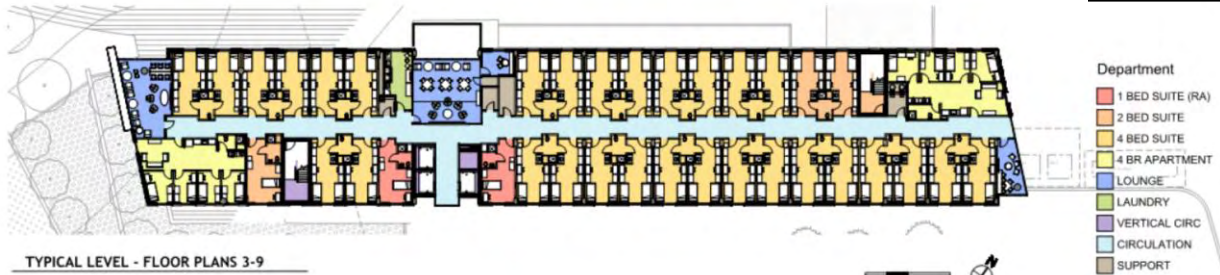




Dining to replace Rawlings Dining  
1 story building



SECOND LEVEL - FLOOR PLAN



TYPICAL LEVEL - FLOOR PLANS 3-9

Room Layouts

- Department
- 1 BED SUITE (RA)
  - 2 BED SUITE
  - 4 BED SUITE
  - 4 BR APARTMENT
  - LOUNGE
  - LAUNDRY
  - VERTICAL CIRC
  - CIRCULATION
  - SUPPORT

## Upper Level Plans

April 9, 2020



## ROTC



## PORTAGE AVENUE WAREHOUSE





## PUBLIC SAFETY AT NORTHWOOD





Cleared Northwood Site of Above Ground Building Structures



## CAPITAL BUDGET SUBMITTED TO DBM

			FY 2022 - 2026 Capital Budget												6/30/2020
		Prior	Budget Year										Total 5-Year	Total	
	Project	Authorization	FY 2022		FY 2023		FY 2024		FY 2025		FY 2026		Request	Project Cost	
001	New Health & Human Services Building, Phase II	\$9,785,000	\$33,124,000	P,C	\$64,608,000	C,E	\$50,329,000	C,E					\$148,061,000	\$157,846,000	
002	Deferred Maintenance & Site Improvements	\$20,000,000	\$10,000,000	P,C	\$4,000,000	P,C	\$5,000,000	P,C	\$10,000,000	P,C	\$10,000,000	P,C	\$39,000,000	\$59,000,000	
003a	New Science Center Phase I		\$678,000	P	\$10,394,000	P,D	\$552,000	D					\$11,624,000	\$11,624,000	
003b	New Science Center Phase II				\$15,522,000	P	\$30,000,000	P,C	\$80,780,000	C,E	\$90,500,000	C,E	\$216,802,000	\$221,531,000	
004a	Campus Expansion - Physical Education Complex at Lake Clifton, Phase I		\$5,000,000	P,D	\$7,742,000	D							\$12,742,000	\$12,742,000	
004b	Campus Expansion - Physical Education Complex at Lake Clifton, Phase II										\$10,000,000	P	\$10,000,000	\$191,320,000	
005	Carter Grant Wilson Renovation		\$2,618,000	P	\$13,161,000	C	\$10,937,000	C,E	\$2,261,000	E			\$28,977,000	\$28,977,000	
006	Jenkins Demolition								\$1,100,000	P	\$11,246,000	D	\$12,346,000	\$12,346,000	
007	Renovate Dixon Research Center								\$6,500,000	P,C	\$18,500,000	C	\$25,000,000	\$60,223,000	
		\$29,785,000	\$51,420,000		\$115,427,000		\$96,818,000		\$100,641,000		\$140,246,000		\$504,552,000	\$755,609,000	
Key=P-Planning, C-Construction, E-Equipment, D-Demolition, R-Renovation															

## DEFERRED MAINTENANCE PROJECTS

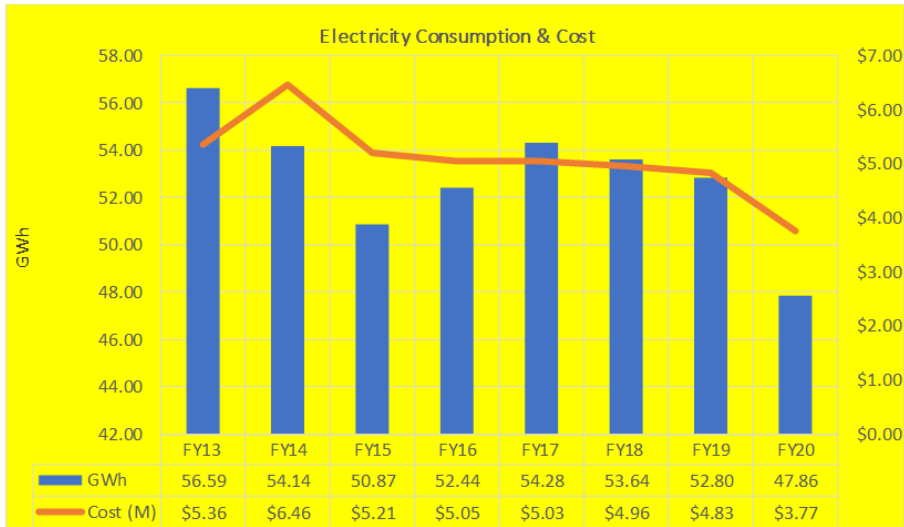
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<b>FUNDING</b>				<b>\$ 10,000,000</b>	
<b>FY 2021 PROJECTS</b>					
	<b>ANTICIPATED TOTAL COST</b>	<b>ORIGINAL FY BUDGET</b>	<b>ANTICIPATED / REVISED /REQUEST</b>	<b>ACTUAL</b>	<b>Other Fund Sources</b>
West Campus - South Parking Lot / Road North/East Walls (Infrastructure) - Construction	\$ 10,000,000	\$ 4,000,000	Postponed due to Northwood		
Truth Hall Water Infiltration	\$ 3,000,000	\$ 2,000,000		\$ 3,000,000	
Cold Spring Lane Substation Repairs / Replace / Project - with MCEC	\$ 2,000,000	\$ 2,000,000			
Sprinkler and Similar Fire Safety System Upgrades	\$ 3,000,000	\$ 1,500,000			
Security System Upgrades	\$ 3,500,000	\$ 1,500,000			
Central Heating Power Plant - Condensate Polishers - with MCEC	\$ 250,000	\$ 250,000			
Pool Repairs (completed under Operating Capital Deferred Maintenance 2020)	\$ 1,500,000	\$ 1,500,000			\$ 138,861
ADA - Lot B / Walks (Correct Slopes (if funds permit add ramp from lot to quad))		\$ 500,000		\$ 500,000	
University Chapel - Water Infiltration - Possible Matching Funds to a Federal Grant	\$ 3,000,000	\$ 300,000		\$ 1,500,000	
PEARL Attic Insulation	\$ 50,000	\$ 50,000		\$ 50,000	
Stadium Way Slope Stabilization - Critical	\$ 15,000,000			\$ 5,500,000	
<b>PROJECTS NOT COMPLETED IN THE PREVIOUS FISCAL YEAR(S)</b>					
West Campus Construction (parking lot / road / walls)					
Emergency Management System Campus Wide	\$ 150,000				
Sprinkler and Similar Fire Safety System Upgrades		\$ 1,500,000			
Security System Upgrades	\$ 3,500,000	\$ 3,500,000			
		\$ 18,600,000	\$ 10,550,000	\$ -	\$ 138,861
	<b>Balance/Contingency</b>		<b>\$ (550,000)</b>	<b>\$ 10,000,000</b>	

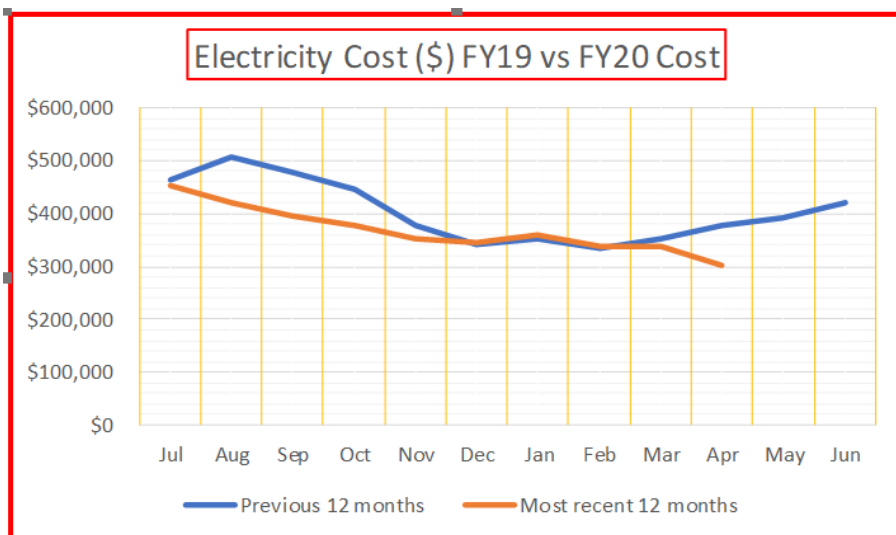
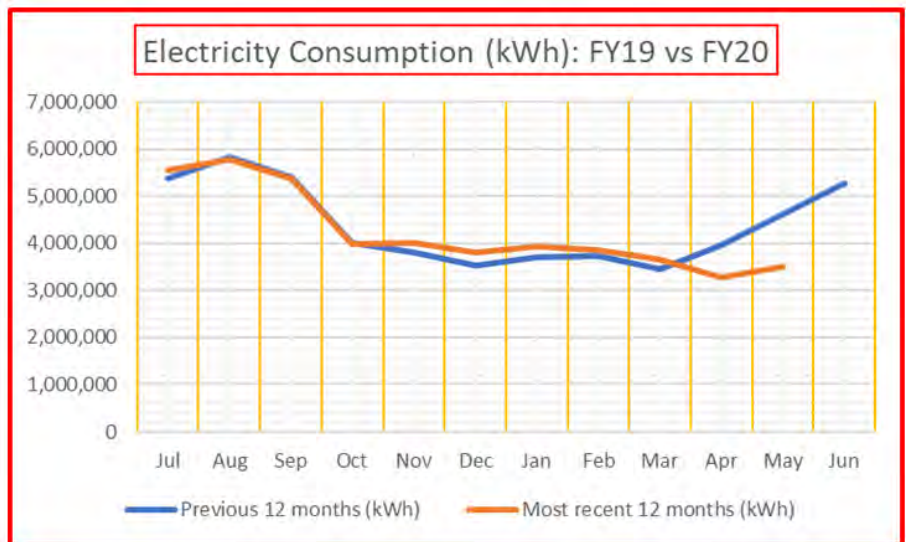
<b>FUNDING</b>				<b>\$ 10,000,000</b>	
<b>FY 2022 PROJECTS</b>					
	<b>ANTICIPATED TOTAL COST</b>	<b>ORIGINAL FY BUDGET</b>	<b>ANTICIPATED / REVISED /REQUEST</b>	<b>ACTUAL</b>	<b>Other Fund Sources</b>
West Campus - South Parking Lot / Road North/East Walls (Infrastructure) - Construction	\$ 9,500,000	\$ 4,000,000	\$ 5,000,000		
Holmes Hall - Exterior Stabilization/Improvements		\$ 3,000,000	\$ 3,000,000		
Security System Upgrades (Moved from FY 21)	\$ 3,500,000	\$ 1,500,000	\$ 1,500,000		
Schaefer Lecture Hall Upgrades	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000		
Sprinkler and Similar Fire Safety System Upgrades		\$ 1,500,000			
Stadium Way Slope Stabilization - Critical	\$ 15,000,000		\$ 4,000,000		
<b>PROJECTS NOT COMPLETED IN THE PREVIOUS FISCAL YEAR(S)</b>					
		\$ 11,500,000	\$ 15,000,000	\$ -	\$ -
	<b>Balance/Contingency</b>		<b>\$ (5,000,000)</b>	<b>\$ 10,000,000</b>	

## ENERGY CONSUMPTION

### ELECTRIC CONSUMPTION AND COSTS:



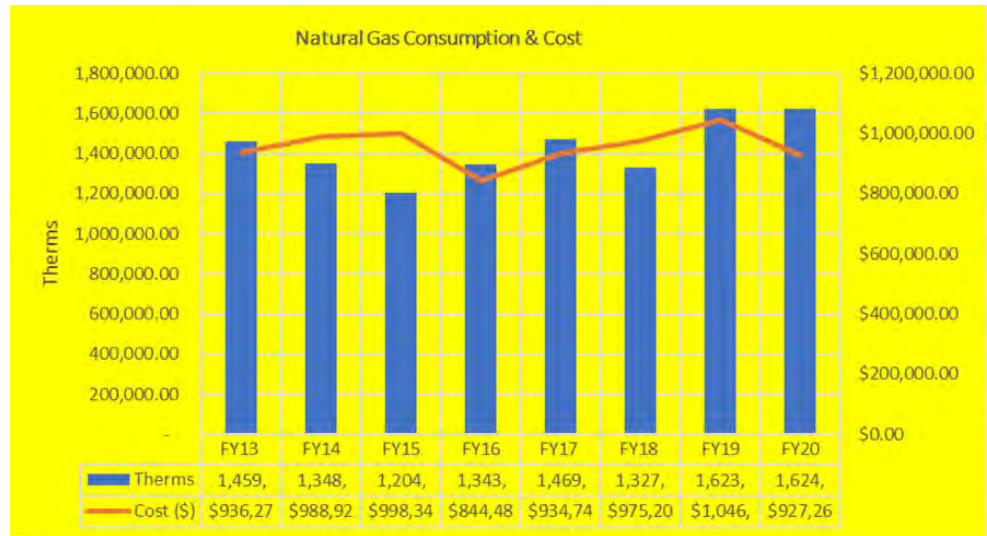
Electricity usage of FY19 and FY20 is almost the same for most of the months. However, consumption dropped significantly after March when decisive actions were taken to limit the spread of Covid-19. Most of the potential savings, therefore, is related to less on campus activity during this period.



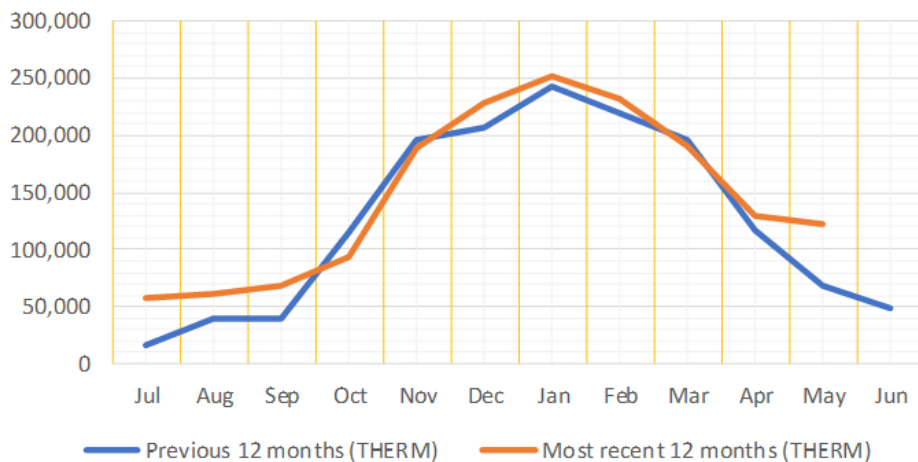
## GAS CONSUMPTION AND COSTS:

As shown on the graphs below, our natural gas consumption continues to increase annually. There are several reasons for this increasing trend:

(1) The square footage and the associated heating load of the University are increasing continually. For instance, the Graves School of Business and the Behavioral and Social Sciences buildings consumed 122,580 (\$128,619) and 118,756 (\$91,743.59) Therms of natural gas respectively in FY19.



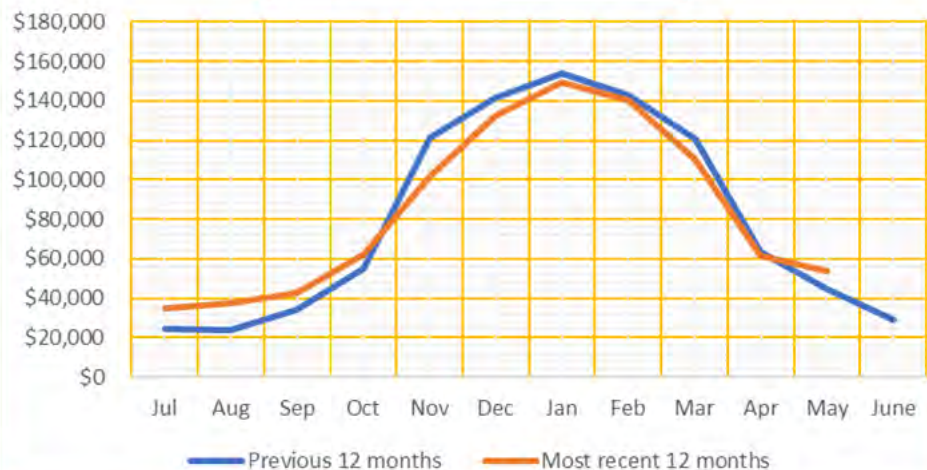
Gas Consumption (Therms) : FY19 vs FY20



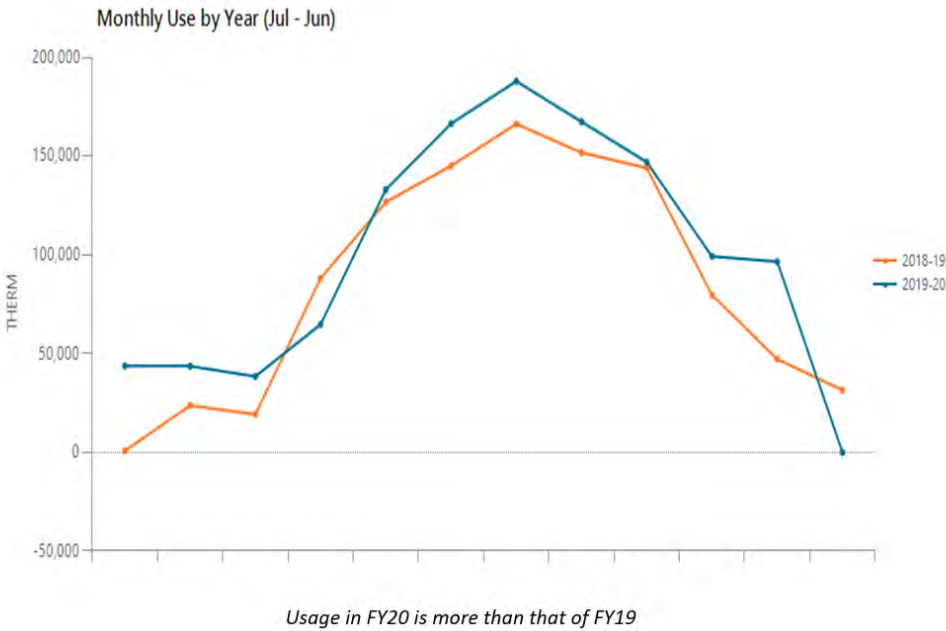
2) The natural gas boilers are now running 24x7 and 365 days annually. In the past, the boilers were turned off during the summer months and ran only when it was cold outside. The decision to run the Central Heating Plant continuously was designed to control humidity and mold growth in problematic buildings.

(3) The steam traps of our distribution system are malfunctioning and are causing raw steam to mix with the returned condensate thus elevating its temperature. This high temperature condensate is not only wasting energy but it is also causes cavitation of the feed water pumps which must be replaced regularly.

Gas Cost (\$): FY19 vs FY20



Central Heating Plant



Fortunately, the University has recently awarded a contract to replace the steam traps and work has commenced. In the meantime, however, the Central Heating Plant's energy usage, as shown on the third graph below, continues to increase and impact our overall natural gas usage negatively.

# **Division of Research & Economic Development**

**Report to the Morgan State University Board of Regents – August 3, 2020  
Reporting Period: July 1, 2019 – June 30, 2020**

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





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## I. INTRODUCTION

The Division of Research and Economic Development (D-RED) focuses on promoting excellence in research activities and scholarship such as facilitating creative and collaborative research opportunities by:

- Enhancing technical capacity to increase external funding from major public and private funding sources,
- Ensuring compliance with all applicable laws and regulations related to the responsible conduct of research, and
- Facilitating the commercialization of faculty generated Intellectual Property and community engagement.

D-RED serves as the initial point of contact for companies, federal and state agencies, interested in connecting or exploring collaborations with the Morgan State University (MSU) research enterprise.

- Immediate Goal: A sustainable \$50 million in sponsored research income
- Increased faculty and student research activities
- Increased intellectual property development and technology transfer

We have achieved “R2: Doctorial Universities - High research activity” status – a key milestone articulated in the President's 2011 - 2021 Strategic Plan for Morgan. D-RED’s focus now is to improve our systems and processes to support the continuous growth of Morgan’s stature within the nation’s higher education research community. We aspire to be poised for ascension to “R1: Doctorial Universities – Very High research activity within the next decade.

### Current Research Environment

The COVID-19 Pandemic has disrupted and reshaped the global economy and our way of life. While Morgan State University remained open for business, our research (as well as teaching) labs were closed for the past quarter except for high priority, time-sensitive activities approved by the Dean of the school where the research is being conducted and the Vice President for Research and Economic Development. Plans are to reopen the Research Labs in early August in a “limited density mode.”

In reopening our Research Labs we will:

- Make every effort to accommodate those who are uncomfortable coming to campus
- Implement a fair, transparent, and equitable process for granting access
- Ensure as rapid a research restart as the public health conditions permit
  - follow the cognizant Local, State, & National Public Health Authority directives to shelter-at-home & implement social distancing
- Build in institutional & individual flexibility as well as resilience in the solutions adopted in case lockdown must be invoked again.
- Prioritize the support & cultivation of early-stage researchers: untenured faculty, postdoctoral fellows, & doctoral students
  - they are the drivers of the future research enterprise
- Recognize that:
  - Undergraduates are students first, researchers second

- Graduate Students are students first, with research as an integral part of their education.

We will open in a Low-Density mode as shown in the Table below and maintain that mode of operation through the Fall Semester. Lessons learned and the local COVID climate will determine if and when we move to the Medium Density Mode (Phase 2). No consideration will be given to progressing to Phase 3 until local health officials deem that possible.

PHASES OF RESEARCH RESUMPTION AT MORGAN STATE UNIVERSITY				
	<b>Minimal Density – COVID-specific or time-critical research Phase 0 – (current)</b>	<b>Low Density – Resume Research Activity Phase 1 – IN PLACE THROUGH JANUARY 2021</b>	<b>Medium Density - Expanded Scope of Research operations Phase 2A/2B TO BE MADE MORE EXPLICIT DURING FALL SEMESTER</b>	<b>Near 100% density –return to full research operations Phase 3 TO BE CONSIDERED ONLY AFTER EFFECTIVE VACCINE AND/OR EFFECTIVE THERAPEUTICS DEVELOPED.</b>
<b>Primary Work Lab</b>	Minimal on campus presences for research operations – still remote when possible - approved PI plan in place for essential or time-critical research	Minimal on campus presences for research operations – still remote when possible - approved PI plan in place	Remote preferred for those at higher risks; approved PI plan in place	Telework still utilized where possible; new hygiene practices are the norm
<b>Building Access</b>	Highly limited	Limited, with possible shift work; Entrance prohibited if non-normal Temperature.	Wider access; tracking with apps	Open access
<b>Concurrent Occupancy of shared offices</b>	None	No	Yes, with appropriate distancing	Yes
<b>Density of lab spaces</b>	No more than 3 persons per lab at same time.	Managed through approved PI plans; 1 person per 230 sf of gross lab area	Managed through approved PI places; capacity limits will be revisited	Near full capacity
<b>Group meetings</b>	Remote Only	Only if Social Distancing can be maintained at 230 Square feet per person	Constraints on meeting size and use of general space align with university policy	Larger meetings; normal limits on room occupancy
<b>Hygiene - follow latest CDC Guidelines</b>	Strict distancing, required face covering, minimal lab density, frequent hand washing, surfaces cleaned on daily basis.	Strict distancing, required face covering, minimal lab density, frequent hand washing, cleaning of lab surfaces after each use.	Required face covering and strict distancing	Recommended face coverings; some potential lessening of distance requirements
<b>Cleaning</b>	Lab-specific as per Phase 0 plans	New cleaning protocols in place; no shared surfaces, such as desks, keyboards, phones, common areas closed	Cleaning protocols remain; limited shared surfaces, some common areas reopen with distancing rules	Routine cleaning of labs and common areas
<b>Health monitoring/Testing</b>	Symptomatic persons only	Temperature Check upon entry into bldg.; If elevated , no admittance until cleared by Morgan Health Staff . Contact Tracing Protocol TBD.	Temperature Check upon entry into bldg.; If elevated , no admittance until cleared by Morgan Health Staff. Contact Tracing still in place.	None required; Effective Vaccine and/or effective Therapeutics in place.
<b>Undergraduates involvement in Research</b>	None	Some	Some	Yes
<b>Graduate Students/Post doctorate Fellows</b>	None	Yes	Yes	Yes

#### Proposed Phases of Research Resumption at Morgan State University

At Morgan, we are preparing our students to “Grow the Future and Lead the World”. In that regard we must expose them to the technologies that we anticipate will underpin the “Industries/Careers of the Future including, but not limited to: **Artificial Intelligence**;

## **Advanced Manufacturing; Biotechnology/Engineering Biology; Commercial Rocketry/Hypersonic; Quantum Information Science; and 5<sup>th</sup> Generation Wireless**

These new technology areas will provide opportunities not only from the physical sciences and engineering, but also in the social and political sciences. Working with the Deans, we plan to expose our students and Faculty to these new technology areas via seminars and engagement with **University Affiliated Research Centers**. There are sixteen (16) UARC's throughout the United States that support basic and applied research activities for the federal government. There is over \$2B awarded to UARCs each year. Morgan has initiated activities with:

- Applied Research Laboratory for Intelligence and Security (**ARLIS**) at UMCP
- Johns Hopkins University Applied Physics Lab (**JHUAPL**)
- Georgia Technology Research Institute (**GTRI**)
- Pennsylvania State University Applied Physics Laboratory (**PSUAPL**)

## **II. BUSINESS DEVELOPMENT**

### **Overview**

The Office of Research Administration (Sponsored Programs) is responsible for the pre-award and some financial post-award administration. As a service unit, the primary mission is to provide the following core services to faculty and the research community:

- Receive/review awards and provide subrecipient monitoring oversight
- Prepare and issue outgoing subaward agreements and other related agreements
- Serve as liaisons with sponsors for non-financial award management matters
- Oversee research compliance and regulatory matters, including Institutional Review Board (IRB) for the protection of Human Subjects, and Research Integrity and Export Controls.

### **Activities & Accomplishments**

During FY20 the Office of Research Administration processed **174 proposals for grants, contracts and subawards** worth **\$99.6M**. Morgan received **\$35,271,518** from these efforts, although it should be noted that a portion of this year's income is from proposals submitted in prior years. For this same period in **FY19** and **FY18**, we received **\$31.3** and **\$34 M** respectively.

The following training sessions were held to help streamline and improve internal research administration processes:

- **Post Award Briefing** – To discuss with the faculty members the terms and conditions of their award, in order to be good stewards of the award provided by the funding sponsors.
- **Protection of Human Subjects** – IRB processes, best practices and guidance for conducting research in light of current COVID-19 restrictions.
- **Ethical Conduct for Research** – Practices for the ethical conduct of academic research
- **Effort Reporting Certification** – Guidelines for time and effort reporting on federal awards/grants.

### Awards by Operating Unit

		(\$) Awarded
DAA	Division of Academic Affairs	9,777,989
SCMNS	Sch. of Computer, Mathematical & Natural Sc	8,854,235
D-RED	Division of Research & Economic Development	8,346,789
SOE	School of Engineering	5,354,936
SOSW	School of Social Work	862,162
SCHP	School of Community Health & Policy	408,792
SEUS	School of Education & Urban Studies	669,046
CLA	College of Liberal Arts	299,942
DAE	Division of Academic Outreach & Engagement	479,881
OTHER	Other Units	217,746
<b>Total</b>		<b>\$35,271,518</b>

### Awards by Sponsor

		(\$) Awarded
DHHS	Department of Health and Human Services	11,652,573
DoEd	Department of Education	10,257,870
NSF	National Science Foundation	3,142,197
NASA	National Aeronautics and Space Administration	3,768,990
USDOT	US Department of Transportation	1,896,552
MD	State of Maryland	1,935,166
FDA	Food and Drug Administration	937,367
Other	Other Sponsors (Companies, Contracts, etc.)	955,494
DoD	Department of Defense	375,000
NSA	National Security Agency	185,334
DOC	National Oceanic and Atmospheric Admin.	164,975
<b>Total</b>		<b>\$35, 271,518</b>

### New Proposals Submitted by Operating Unit

		(\$) Requested
SOE	School of Engineering	28,831,041
DFM	Division of Finance and Management	28,804,371
SCMNS	School of Computer, Mathematical, & Natural Sciences	18,683,837
SEUS	School of Education & Urban Studies	10,367,210
SoSW	School of Social Work	4,097,151
D-RED	Division of Research & Economic Development	3,915,196
SCHP	School of Public Health & Policy	2,788,872
SBM	School of Business & Management	1,882,332
DAE	Division of Academic Outreach & Engagement	1,265,160
CLA	College of Liberal Arts	719,956
SAP	School of Architecture & Planning	679,042
D-AA	Division of Academic Affairs	453,648

SoGS	School of Graduate Studies	161,070
DSA	Division of Student Affairs	139,380
<b>Total</b>		<b>\$102,788,266</b>

### Proposals Awaiting Decision by Sponsor

		<b>(\$)</b> Requested
NSF	National Science Foundation	17,628,139
DoD	Department of Defense	6,908,883
OTHER(Agencies)	State/Federal Agencies	6,711,439
DoEd	Department of Education	4,977,169
DHHS	Department of Health & Human Services	4,574,426
NSA	National Security Administration	3,149,999
DoT	Department of Transportation	2,529,417
OTHER (Sponsors)	Foundations & Corporations	1,792,965
DoC	Department of Commerce	1,738,503
DoE	Department of Energy	1,249,354
<b>Total</b>		<b>\$51,260,294</b>

**EXPENDITURES:** Through June 30, 2020, Morgan State University accrued **\$27,307,628** FY20 from external grants, contracts and cooperative agreements. Intensified efforts were made during this quarter to complete invoicing against all eligible FY20 awards. *Due to the COVID-19 Pandemic, research was slowed significantly, therefore no-cost extensions were received for many grants. We anticipate resuming our research operation and invoicing those sponsors in FY21.*

## III. RESEARCH INNOVATION & ADVOCACY

### Overview

The Office of Research Innovation and Advocacy (ORIA) serves four primary functions for the university. First, to provide hands-on consultation, technical assistance, proposal development, and capacity-building to research faculty and staff members. Second, help to link the research faculty and staff with resources in furtherance of their research agendas, research portfolios, and research enterprises. Third, serve as the technical liaison for Interagency Agreements (IAs) between Maryland State Agencies and Morgan State University in support of IA contract funded projects needed by State of Maryland agencies. Lastly, serve as the advocacy unit to help promote, plan, and organize research projects and events staff through networking with federal, state, local, private sector, and philanthropic agencies and organizations. This year the office has focused significant attention on increasing Morgan's involvement with Maryland State Agencies.

### Activities

During the final quarter of FY20, the ORIA was working at 100 % via telework due to COVID-19. Nevertheless, the team is continued to work with significant numbers of faculty (staff and students) in need of capacity building for their research and university projects. This faculty include, but are not limited to, biology, chemistry, physics, engineering, information science and security, social work, public health, global journalism, architecture and planning, education, and liberal arts. In addition, our team provides consultation and advice to businesses, federal and

state agencies, philanthropic organizations, and community residents. Our services also extend to students who seek input.

#### Funding Submission

**Body Worn Cameras** - A proposal for Body Worn Cameras for the Morgan State University Police Department was submitted to the US Department of Justice. Morgan State University is excited to implement a broad-scale two phase program for the state certified campus Police Department for all sworn officers be equipped with Body Worn Cameras in order to evaluate the types of duties and assignments officers experience. The ORIA worked very closely with the Morgan State Police Department preparing and submitting the proposal for the May 2020 deadline.

#### Interagency Agreements (IA)

As a result of COVID-19, the management of IAs was redesigned for Google Meets and Zoom formats. Utilizing these new formats, the Research and Innovation Team continued to meet with faculty and staff on IA RFPs received from the State of Maryland. Morgan faculty teamed with Maryland Public Television and was awarded an IA in response to a RFP from MDH to create commercial spots for the Opioid Pandemic and provide analytics from focus groups.

### IV. TECHNOLOGY TRANSFER & ECONOMIC DEVELOPMENT

#### Overview

The Office of Technology Transfer (OTT) assists faculty, staff, administrators, and students with innovations and intellectual property matters. In accordance with Morgan's Intellectual Property Policy and Procedures, the OTT has day-to-day responsibility, on behalf of the University, to make determinations of ownership of Intellectual Property and to manage, protect and commercialize University-owned Intellectual Property.

#### Innovation Metrics and Comparison

The table below provides an update on Morgan's Innovation Metrics, and Metric Comparisons per R&D Expenditures. Morgan continues to significantly outpace U.S. and State research universities in innovation outputs/research dollar expenditures (inputs). Innovation outcome comparisons are also much higher. As OTT moves into its second three years of programmatic funding, innovation output numbers are expected to remain at these high levels. As our portfolio of innovations move forward along the commercialization pathway, innovation outcomes are projected to increase.



# Morgan FY 2020 Innovation Metrics

Association of University Technology Managers (AUTM) Metrics for U.S. Research Universities - Calculated per R&D Expenditures

Performance Metrics			Metric/\$10 Million R&D Expenditures			Comparison <sup>4</sup>	
Innovation and Technology Transfer Output and Outcome Metrics		Morgan 2020 Final Numbers <sup>1</sup>	Morgan State University <sup>1</sup>	U.S. Research Universities <sup>2</sup>	Maryland Research Universities <sup>3</sup>	Morgan Factor Compared to U.S.	Morgan Factor Compared to Maryland
Output	Intellectual Property Disclosures	27	20.0	3.8	2.8	5 X	7 X
Output	New U.S. Patent Applications Filed	20	14.8	2.2	1.0	7 X	15 X
Outcome	Issued U.S. Patents	3	2.2	1.1	0.59	2 X	4 X
Outcome	Total Options & License Agreements	3	2.2	1.2	0.61	2 X	4 X
Outcome	New Start up Companies Formed	2	1.5	0.16	0.08	9 X	18 X

<sup>1</sup> Final FY 2020 Numbers. Based on \$13,523,000 in R&D Expenditures for Morgan in FY 2019. Metrics per R&D expenditures rounded to 2 significant figures

<sup>2</sup> Averages of most recent 2018 AUTM data available for 162 US Research Universities - Metrics calculated and rounded to 2 significant figures.

<sup>3</sup> Average Data AUTM 2018 Statistics for JHU, JHU/APL, and USM - Rounded to 2 significant figures.

<sup>4</sup> Rounded to whole number

## Other Highlights

- Record numbers of new IP Disclosures (innovations), New U.S. Patent Applications, Issued U.S. Patents, Tech Transfer Agreements and Start-up Companies (tie)
- Two Faculty COI in R&D Exemptions Approved/Submitted to State Ethics Commission
- Second Annual Innovations of the Year Awards and Celebration – 16 Awardees
- Innovation Works (I-Works) Programs: 24 Awards to faculty/staff across 13 departments, 8 Schools/Colleges/Divisions
- OTT Facilitated R&D Funding Awards of \$890,427 (three-year total \$2,606,009)
- Morgan's FY 2020 rate of new Intellectual Property Disclosures (IPD) set another performance metric record, with one new IPD being received every 13.5 days!
- OTT recorded Morgan's 100<sup>th</sup> Intellectual Property Disclosure... now at 106 and counting!

## V. D-RED RESEARCH PROGRAM HIGHLIGHTS



### Overview

The PEARL is an environmental research laboratory that: generates scientific knowledge through innovative, interdisciplinary environmental research; embraces the public university's role in translating this knowledge to stakeholders for the benefit of the public; and inspires the next generation of scientists and environmentally-aware citizens through experiential learning opportunities, mentored research experiences, and environmental education. PEARL focuses its efforts on three major areas: Research, Education, and Public Service/Outreach.

### Research

**Research continues** - While COVID-19 has presented serious challenges for researchers across the U.S., the PEARL has found ways to continue to deliver on its research obligations. The Environmental and Natural Resource Economics program has not missed a beat, continuing its important, state-funded research on



Oyster Spawn



the economics of recreational boating in Maryland. The Coastal Ecology program has continued work remotely, with Dr. Tom Ihde and undergraduate research technicians performing data entry and statistical analyses that can be used to support the sustainable management of the Chesapeake Bay blue crab resource. The Aquaculture Program was able to have multiple employees designated as “essential personnel” to perform on-site, time-sensitive research related to oyster spawning beginning on May 5. A clear protocol on pre-building entry screening, social distancing, the use of facemasks, and other safety measures was developed and approved by Morgan leadership.

**Oyster Spawning at the PEARL** - The aquaculture team led by Dr. Ming Liu has performed three oyster spawning this Spring, successfully creating five new oyster lines with favorable characteristics to achieve research objectives as outlined in grants from Maryland Sea Grant and the MSU Office of Technology Transfer. These oysters are the critical foundation for a future line of PEARL oysters with superior traits. New hatchery manager Brittany Wolfe led the successful production of high-quality live algae which serves as a food source for the oysters.

### Education Highlights

**Virtual Summer Internship Program** - Despite the challenges of COVID-19 and the cancellation of the on-site MSU PEARL Summer Internship program, PEARL is still supporting a cohort of three interns who are working with PEARL researchers on a variety of projects.

### Public Service/Outreach Highlights

**Virtual Learning Series** - PEARL is continuing its outreach and public service through a series of virtual learning videos that use PEARL facilities and location to explore the Chesapeake Bay environment. These videos explore topics ranging from “Oyster Reef Organisms” to “Water Clarity and Turbidity”. Soon to be released is a video exploring oyster spawning from the perspective of the PEARL Oyster Aquaculture team.



### Overview

The GESTAR cooperative agreement is a NASA award to the University Space Research Association (USRA), Morgan State University (MSU) and other partners. GESTAR primarily supports NASA’s Earth Science Division within the Science Mission Directorate. The GESTAR MSU program is comprised of 18 Goddard-based scientists and a 2-person program office. GESTAR continues to receive top marks from NASA for research. The program is in the ninth year of funding. NASA will issue a solicitation to award the next round of the program in 2021. The current value of GESTAR MSU is \$20,042,171 over the current 10-year period.

*\* Currently NASA Goddard Space Flight Center is closed to non-essential personnel. All GESTAR researchers and program personnel are on extended telework for the duration of the COVID-19 pandemic. There has been no significant negative impact on research or support of the GESTAR program during the first month of telework.*

### Activities

- A full transition to teleworking was made without significant reduction in research productivity or funding gaps or loss.

- Secured USRA invitation to continue to partner on a proposal for the next five years of GESTAR funding.
- GESTAR Researcher Dr. Richard Damoah received a National Science Foundation grant worth \$209K.

### Future Plans

- Continuing to improve support for our GESTAR MSU researchers and response times to USRA and NASA.
- In June NASA released the initial call for interest in proposing for the follow on five-year cooperative agreement replacing GESTAR starting in May 2021. Morgan has partnered with USRA to submit a letter of intent to propose. That proposal will be the main focus the program office for the next six months.
- Complete reconciliation of tasks and accounts with USRA and NASA to close out the ten years of GESTAR performance.
- Completely transition to using DocuSign for all GESTAR MSU support functions.
- Identify Morgan capabilities and features that add value to the GESTAR-follow on proposal



### Overview

ASCEND, “A Student-Centered Entrepreneurship Development Training Model to Increase Diversity in the Biomedical Research Workforce,” is a cooperative agreement, funded by the National Institutes of Health (NIH). Its primary mission is to develop and evaluate new methods of biomedical research training for undergraduate students, to further diversify the biomedical research workforce. To increase MSU’s research capacity, ASCEND also implements faculty and institutional development interventions, such as offering pilot research grants, community-based participatory research mini-grants, and course redesign grants, to name a few.

RCMI, or “Research Centers at Minority Institutions”, is another major NIH-funded cooperative agreement at MSU. The major aim of this program is to enhance the capacity of MSU to conduct research with a focus on health disparities. The three currently funded studies focus on tobacco cessation, concomitant human immunodeficiency virus (HIV) and hepatitis C virus (HCV) infection, and socioeconomic status and immune function.

The ASCEND program is in its 6<sup>th</sup> year and RCMI is in its 1<sup>st</sup> year, and they work synergistically to enhance the research capacity of MSU.

### Student-Related Awards

- **Fourteen** undergraduate students have been selected to be the **sixth cohort of ASCEND Scholars**.
- The **Student Research Center** has been able to remain active this spring and summer by holding Zoom-based meetings and discussion sessions.

### Faculty/ Institution Related Highlights

- Several additional pieces of scientific equipment have been purchased for the Core Laboratory with funds from ASCEND and RCMI.

- The Animal Research Facility is operational and staffed by a Director (Dr. Ingrid Tulloch), a Manager (Ms. Elizabeth Broussard), and a technician. The MSU Institutional Animal Care and Use Committee is seeking an Animal Welfare Assurance from the NIH Office of Laboratory Animal Welfare, so that MSU researchers will be permitted to conduct federally funded animal research on campus.
- The Biostatistics and Bioinformatics Support Unit organized an online workshop covering biostatistics, laboratory animal use, and bioinformatics and computational biology.
- Approval of the new SCIE 200 course, "Current Approaches & Questions in Health Sciences Research," is a major addition to the "Second Year Experience" and a mechanism to get MSU undergraduates interested early on in biomedical research. This course prepares students to review research literature, engage in the interpretation of data, and conduct research studies in health-related fields. This course was adapted from the curriculum of ASCEND's Summer Research Institute.
- The Morgan CARES Community Award program, which provides funding for projects biannually is now accepting applications. The goal is to promote community-academic collaborations that produce meaningful initiatives that can improve health equity. Projects must aim to improve health disparities in Baltimore City, and should be spearheaded by the community member initiating the project and supported by a member of academia.



## Overview

**The Center for Cybersecurity Assurance and Policy (CAP)** - Since inception, the mission of the Center for Reverse Engineering and Assured Microelectronics (CREAM) Laboratory/ Cybersecurity Assurance & Policy (CAP) Center was to establish Morgan as a major contributor in the research community. We strive to form strategic partnerships with government agencies, other academic institutions and corporations that will allow us to produce high caliber and qualified students with advanced degrees in fields associated with cybersecurity.

The CAP faculty are part of a team of seven academic institutions that work together on a national research project to increase the security and privacy of high-tech products used in smart homes. The five-year program to develop trustworthy devices and systems in the home is funded by the National Science Foundation (NSF) through the Secure and Trustworthy Cyberspace Frontiers (SaTC Frontiers), a cross-cutting program to address fundamental scientific challenges related to privacy and cybersecurity.

The project—Security and Privacy in the Lifecycle of IoT for Consumer Environments (SPLICE) comes as households expand their reliance on smart products ranging from refrigerators to baby monitors. These devices can share information as well as communicate with services across the internet.

## Awards/Activities

The CAP team has submitted proposals valued at over \$16M and have been awarded 70% of the proposals by several government agencies (e.g., NSA, NSF), UARC's (e.g., ARLIS), and other universities (Dartmouth).

**Through the 4th quarter of FY20, the team has accomplished the following:**

- Secured new funding from the Applied Research Laboratory for Intelligence and Security (ARLIS) at the University of Maryland, College Park. The research topics include 5G wireless technology and artificial intelligence.
- Three CAP student scholars have begun summer research projects on IoT security with NIST (2) and the MITRE Corporation (1).
- Submitted five technical papers for presentation and publication at prominent cybersecurity conferences.
- Dr. Onyema Osuagwu received Summer Faculty Research Fellowship to conduct AI research at the ARMY Research Laboratory in Adelphi, MD.
- Dr. Ketchiozo Wandji leads the team of four CAP undergraduate scholars on the new Autodesk IoT threat modeling research project.
- Submitted an MHEC proposal for a new Ph.D. program in Secure Embedded Systems. The proposal is currently being vetted at the university for approval at the first Board of Regents meeting of the fall semester.
- The CAP Center is hosting undergraduate students and a local high school teacher for the summer to conduct IoT research in the laboratory.

## **Industrial Hemp Program**

### **Overview**

Morgan State University (MSU) has established an Industrial Hemp Program whose objective is to facilitate an industrial hemp economy within the State of Maryland. The program plan is to integrate educational, laboratory-based research, collaborative research with the Growers, and a measurement services component to support local farmers in this new pursuit. During FY20, we collaborated with 13-Growers in the State's first ever Pilot Program. Many were attempting to grow the crop for the first time and experienced a wide range of problems which we shared during a meeting of the Growers at Morgan State University on February 29<sup>th</sup>. Two of the Growers however, had very successful crops. One grower harvested their crop and manufactured a wide variety of products ranging from the raw CBD oil, tea, candy and other specialty items. Plans are to collaborate with 10+ Maryland Growers in FY 2021.



### **Overview**

The MSU Rocketry Program is funded by a grant from Base 11. Base 11 is a nonprofit workforce development acceleration company focused on solving the STEM talent pipeline crisis that is being fueled by the underrepresentation of women and minorities.

In that regard, Morgan has a long-term commitment to build an Aeronautical Engineering Program that will memorialize and amplify Base 11's initial \$1.6M investment. To this end, we have already established a four article Memorandum of Cooperation with Purdue University's School of Aeronautics and Astronautics. This relationship will support us in fulfilling our commitment to launch a Liquid-Fueled Rocket to an altitude of 150,000 feet by the end of 2022 as well as assisting us in the establishment of an Aerospace Engineering Program at Morgan in the longer term.

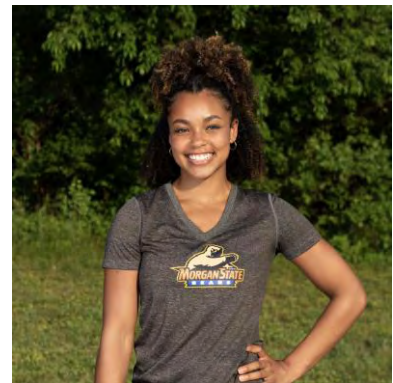
## Activities

- Kota Mikoshiba, a recent PhD graduate from the Purdue Aerospace Engineering Program was hired June 2020 for the Rocketry Research Associate position.
- Coordinating the implementation of the Morgan State/ Purdue Dual Aerospace Engineering BS & MS Degree program agreements
- Introduced Propulsion and Aeromechanics as a course offered for Spring 2020 semester (Industrial and Civil Engineering Departments)
- Continued to work with the staff at Purdue Zucrow Propulsion Laboratory to firm up our Rocket design specifications and requirements
- Established the Students for the Exploration and Development of Space (SEDS) program /chapter at Morgan State University
- Installation of several software design packages in our Morgan Rocketry Laboratory
- Designing the rocket engine, airframe and related components.
- Initiated the training of our rocketry program students in the principles of rocketry & propulsion technologies.

## Highlights

Morgan State University is a partner in the “Astronaut Scholarship Program”. The program’s mission is “to aid the United States in retaining its world leadership in technology and innovation by supporting the very best and brightest scholars in science, technology, engineering and mathematics (STEM) while commemorating the legacy of America’s pioneering astronauts”. This partnership is significant because Morgan is one of only two HBCU’s to be invited to join.

Morgan Student **Micaela Fleetwood** participated in the National Competition has been selected to receive a \$15,000 scholarship from the Astronaut Scholarship Foundation.



**Micaela Fleetwood 2020 ASF Recipient**



## Morgan Community Mile

### Overview

The Morgan Community Mile (MCM) is a university-community partnership where residents, businesses, public officials, and other stakeholders come together with Morgan’s faculty, students, and staff to make the community a better place. Morgan acknowledges the strength and diversity in its surrounding communities and leverages our skills and knowledge, academic research, and community engagement activities to improve and sustain the quality of life in Northeast Baltimore.

### Goals

- **The Morgan Prevent Crime & Ensure Public Health:** Develop innovational crime and health awareness and prevention model that keeps the communities safe and clean.
- **Economic Development:** Help the community innovate and create business ideas and economic opportunities for residents and business owners.
- **Education:** Create innovative educational models to improve student performance outcomes.

- **University and Community Relations:** Build better relations between the people of Morgan State and the rest of the Baltimore community.
- **Live near your Work and Spend (LNYW):** Help make the MCM your home, by offering funding to MSU employees to assist in home buying/closing costs within the MCM area.

### Highlights

- The MCM has attended several events to inform and promote the LNYW program within the surrounding communities. The LNYW funded several employee homes buys for 2020.
- MCM will be involved with professor Dr. Payam Sheikhattari and his colleagues on the *Development of Pandemic and Healing Models for COVID-19 to assist in policy making.*

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### MORGAN IS DESIGNATED AS MARYLAND'S PREEMINENT PUBLIC URBAN RESEARCH UNIVERSITY

**D-RED works with Morgan Leadership and Faculty to “make this real” by facilitating and encouraging increased:**

- **Faculty engagement** in cutting-edge Research
- **Student participation** in faculty research and innovation activities
- **Involvement with the community** - having their needs drive a reasonable portion of our research - **Market Pull**
- **Technology Transfer and Creation of new businesses – Lab to Market**



**MORGAN STATE UNIVERSITY**  
**BOARD OF REGENTS**  
**Finance and Facilities Committee**  
**August 3, 2020**

**INSTITUTIONAL ADVANCEMENT UPDATE**

**DEVELOPMENT**

Some 30,000 individuals and institutions were solicited through face-to-face meetings, proposal submissions, events, phone, mail, and email campaigns during FY'20. Outright and deferred gifts, pledges, and income from sponsorships and events for the year total \$7,101,879.

The largest corporate gift was \$993,173; the largest foundation gift was \$375,000; and the largest individual gift was \$100,000.

**Individual and Institutional Major Gifts**

The Office of Development continues to plan, coordinate, and implement major donor and corporation-foundation giving programs to meet Morgan's fundraising goals and to cultivate, solicit, and steward individual and institutional donors at the \$10K-plus giving level. Recent awards of note include Small Business Administration Women's Business Center (WBC) award in the amount of \$420,000 to Morgan's Entrepreneurial Development Assistance Center. The grant will help entrepreneurs start, sustain, and grow successful women-owned enterprises that stimulate job growth and overall economic development in our community. Another gift of note is the Abell Foundation \$300K award to the School of Social Work supporting the aerial surveillance evaluation project. Dr. Wilson kicked-off FY'21 with a new \$100K commitment to the Growing the Future Opportunity Fund providing support to students overcoming financial barriers through emergency assistance and grants that create pathways to lifetime benefits and personal well-being.

The following FY'20 gifts, pledges, and planned gifts at the \$10K-plus giving level have been received since the last report:

<u>Donor</u>	<u>Fund</u>	<u>Gift Amount</u>
U.S. Small Business Administration	Baltimore Metropolitan Women's Business Ctr	\$420,000.00
International Foundation for Telemetering	Wire Networks Security (WINets – IFT)	\$375,000.00
Abell Foundation	Abell Surveillance Evaluation	\$300,000.00
The Henry Luce Foundation	Religion and the City – Henry Luce Foundation	\$150,000.00
Baltimore Community Foundation, Inc.	Baltimore Means Business (BMB)	\$50,000.00
HomeFree USA	Business School Honors Program	\$20,000.00
Thurgood Marshall College Fund	The Growing the Future Opportunity Fund	\$16,508.00
JoAnn Bowens	Class of 1969 Endowed Scholarship fund	\$15,000.00
Larry R. Ellis	General Larry R. Ellis Scholarship Fund	\$15,000.00
Google	Computer	\$15,000.00
W.R. Pinkston	The Growing the Future Opportunity Fund	\$12,500.00
Willie E. May	Endowment	\$12,500.00
Constellation Energy/BGE	Golf Fund	\$10,000.00

<u>Donor</u>	<u>Fund</u>	<u>Gift Amount</u>
The Democracy Fund	School of Global Journalism & Communication	\$10,000.00
Madelyn P. Jennings	School of Global Journalism & Communication	\$10,000.00
Morgan State University Alumni Association	The Growing the Future Opportunity Fund	\$10,000.00
Ruth T. Sheffey	Ruthe T. Sheffey Endowed Scholarship Fund	\$10,000.00
YourCause, LLC	Accounting and Finance	\$10,000.00
Heber M. Brown	Endowment	\$10,000.00
Fred D. Mason	Endowment	\$10,000.00

### **Proposals Submitted/Awarded – FY'20**

<b>Operating Units</b>	<b>Submitted</b>	<b>Amount</b>	<b>Awarded</b>	<b>Amount</b>	<b>Pending</b>	<b>Amount</b>
Academic Affairs	4	\$ 189,630.00	4	\$ 189,630.00		
Academic Outreach and Engagement	1	\$ 300,000.00				
Architecture & Planning	1	\$ 7,636.00	1	\$ 7,636.00		
Athletics						
Business and Management	30	\$ 2,967,450.00	28	\$ 2,324,894.00	1	\$ 710,890.00
Community Health and Policy	2	\$ 339,674.00	1	\$ 49,500.00	1	\$ 290,174.00
*Computer, Math and Natural Sciences	3	\$ 277,172.00	3	\$ 702,172.00		
Continuing and Professional Studies						
Education and Urban Studies	9	\$ 405,000.00			6	\$ 249,000.00
*Engineering	18	\$ 1,294,500.00	15	\$ 1,224,500.00	2	\$ 140,000.00
Global Journalism and Communication	4	\$ 170,000.00	4	\$ 170,000.00		
Graduate School / Institute of Urban Research	4	\$ 265,000.00	3	\$ 215,000.00		
Information Technology						
Interdisciplinary						
*Liberal Arts	3	\$ 180,000.00	3	\$ 170,000.00		
Morgan Community Mile						
Research and Economic Development	4	\$ 1,370,000.00	2	\$ 45,000.00	2	\$ 1,325,000.00
Social Work	2	\$ 340,000.00	1	\$ 300,000.00	1	\$ 40,000.00
Student Affairs / Academic Affairs	2	\$ 35,000.00			2	\$ 35,000.00
Scholarships	2	\$ 60,000.00	2	\$ 60,000.00		
<b>Total</b>	<b>89</b>	<b>\$ 8,201,062.00</b>	<b>67</b>	<b>\$ 5,458,332.00</b>	<b>15</b>	<b>\$ 2,790,064.00</b>

\*Discrepancy between submitted and awarded is due to either more or less funded than requested.

### **Annual and Planned Giving Program**

The Annual Fund solicits some 30,000 individuals, including alumni via phone, mail, and email programs. Fall, spring, end-of-calendar year and end of fiscal year solicitations to faculty, staff, board members, alumni and friends occurred throughout FY'20. A special appeal was conducted in April to support emergency assistance to students adversely impacted by COVID-19.

The Office of Development continues to build a pipeline of deferred gift commitments to MSUF through marketing and communications strategies to a portfolio of 3,000-plus mature alumni. Since the inception of Morgan's Planned Giving Program in FY 2010, some \$3.7MM has been raised in deferred gift commitments from Morgan alumni who have made provisions for Morgan in their estate plans.



## **Upcoming Events**

Friday, October 16, 2020  
**35<sup>th</sup> Annual Homecoming Gala**  
Virtual  
Anticipated Attendance: 600

## **ALUMNI RELATIONS**

### **Advisor of the Year Award**

The Office of Student Life and Development recently presented to Ms. Vanessa Grey, Alumni Relations Coordinator, and Advisor to the Pre-Alumni Council, the Advisor of the Year Award. This award recognizes the advisor who has exuded the qualities necessary to enhance the value of a student organization. This role holds the great responsibility of cultivating young minds and building strong leaders. The awardee exemplifies what it means to be a leader, a teacher, and a positive role model for the Morgan State University community.

### **Alumni Day 2020**

Even though Alumni Day 2020 was cancelled due to the Pandemic, the Office of Alumni Relations was able to do a Virtual Alumni Day that was sent, by email, to all alumni on Friday, May 15<sup>th</sup>, at 12:00 noon, the same day and time that our original Alumni Day would have taken place.

We received a number of requests for refunds and redirection of monies paid for Alumni Day tickets. Some alumni requested that their monies go to the MSUAA Scholarship Fund, and to the MSU Foundation, Inc. for their class, as well as the Food Resource Center.

The following awards for 2020 went to the top three classes with the highest giving rate during the calendar year 2019:

- **Chairman's Award for first place went to the Class of 1960, 83.2%;**
- **President's Award for second place went to the Class of 1949, 80.0%; and**
- **Dean's Award for third place went to the Class of 2017 at 76.1%.**

The classes ending in "0" and "5" Giving Report, since their last reunion five years ago, May 1, 2015–May 4, 2020, were as follows:

1945	\$ 613.00
1950	16,910.00
1955	49,477.37
1960	100,549.81
1965	400,305.10
1970	339,931.00
1975	77,431.48
1980	108,187.50
1985	20,609.85
1990	38,911.41

1995	59,431.70
2000	52,206.00
2005	126,044.62
2010	20,577.00
2015	11,039.45
<b>TOTAL GIFTS:</b>	<b>\$ 1,422,225.29</b>

### **Business Directory**

We sent an email to all alumni, with a small business, asking them to share with us their business information so that we might post it to our Online Community. This will enable us to reach out to our alumni base to encourage them to support these businesses during this pandemic.

### **Alumni News**

Because of COVID-19, we were unable to publish a printed copy of the spring issue of the *Alumni News*. As a result, we were able to send to our alumni, by email, an Alumni E-Newsletter that went out in April.

### **Chapter Retreat**

The MSU Alumni Association will host a three-day Chapter Leadership Workshop for all of our Alumni Chapters on July 25<sup>th</sup>, August 1<sup>st</sup>, and August 8<sup>th</sup>. The purpose of the Retreat is to retrain all chapters as to their commitment and responsibilities of being a chapter under the umbrella of the Alumni Association.

### **Alumni Directory**

The 2020 Alumni Directory has been completed, and mailed to all purchasers.

## **OFFICE OF PUBLIC RELATIONS & STRATEGIC COMMUNICATIONS (OPRSC)**

### **Media Relations**

While the OPRSC team continued to secure meaningful media coverage locally, regionally and nationally during the quarter encompassing April through June, a large amount of investment was made during this period into communicating Morgan's plans for the fall semester and reopening. A significant effort was needed to provide real-time updates and to communicate with the University's key audiences, included among which was the media. This has been an ongoing effort that continues today.

During this quarter, the dominant Morgan-related news stories pertained to the University's plans for the fall semester, the MSU Institute of Urban Research's release of a new report on city residents' feelings toward the Baltimore City Police Department, the announcement of a new partnership with Nigeria's TETFund, and the impact of COVID-19.

A significant amount of the media coverage garnered during this period can be directly attributed to the University's announcement of its plans for the Fall 2020 Semester (*Washington Post*, *Baltimore Sun*, *The Chronicle of Higher Education*, WYPR-FM 88.1, *Diverse: Issues in Higher Education*, *Baltimore Business Journal*, *AFRO Newspaper*, *The Journal of Blacks in Higher Education*, and the *Maryland Daily Record*); dealing with the impact of COVID-19 on the University (Baltimore Positive Podcast, MPT News "State Circle", *Washington Informer*, WBAL-TV NBC 11, WJZ-TV CBS 13, and

*The Baltimore Sun*); and the Morgan released study on how citizens feel about the Baltimore City police (Black News Channel, *The Journal of Blacks in Higher Education*, *The Baltimore Sun*, Baltimore Fishbowl).

Among the national news coverage garnered were interviews with President David Wilson on the passing of notable Morgan alum Earl G. Graves, Sr. (Roland Martin Unfiltered, NBC News, New York Times); MSU's Dr. Yacob Astatke's interview pertaining to the potential loss of international students due to the pandemic (*The Hechinger Report*); an interview on Joe Madison The Black Eagle show about HBCU funding in Maryland (SiriusXM UrbanView); a look at MSU's Virtual Recognition Ceremony (ESPN's TheUndeated.com) and a special piece via the Lumina Foundation's Snapshot: A Quick Focus on Learning series featuring interviews with Morgan professors Dr. David Marshall, and Dr. Adam Mahonske about transitioning to remote instruction/learning and preserving the student experience.

In between responding to COVID-19 and fall reopening-related media requests, OPRSC effectively spearheaded and managed a consistent flow of positive media stories featuring the University, Morgan faculty and students, and/or programs from Maryland's Preeminent Public Urban Research University. Some of the notable coverage secured during the quarter included opinion editorials secured on behalf of Morgan President David Wilson in the *Baltimore Sun* (see: [Morgan president talks how to be a 'woke' university president](#)) and on behalf MSU's Dr. Patricia Williams Lessane, AVP of Academic Affairs in *The HBCU Times* magazine (see: [Where Are All of The Black Women in HBCU Leadership Roles?](#)); *Baltimore Business Journal* and *The Chronicle of Higher Education's* features on President Wilson taking online classes with the students; the *Capital Gazette's* interview with Dr. Stacey Patton on Maryland black women lawmakers voting to end hair discrimination; the *Baltimore Business Journal's* feature on the completion of the new \$88-million Tyler Hall and its look at virtual campus tours and recruitment events featuring an interview Morgan's director of admissions Shonda Gray-Caine; and the *Maryland Daily Record* and *Journal of Blacks in Higher Education's* focus on the Morgan State-TETFund collaboration to bring doctoral candidates to Baltimore. OPRSC also provided media relations support for the national Chase Presents: Show Me Your Walk (HBCU Edition) Celebration event.

The following represents a sample of the positive original content created by OPRSC during this quarter:

#### News Releases/Statements

- Morgan State University Department of Family and Consumer Sciences Receives National Accreditation
- New Dean Appointed to Lead Morgan State University's Clarence M. Mitchell, Jr. School of Engineering
- MSU President David Wilson Issues Statement on the Passing of Dr. Shirley Basfield Dunlap
- Morgan State Announces No Increase of Tuition & Fees for 2020/2021 Academic Year
- Morgan State University Joins National Effort to Build a Secure Smart Home
- Morgan's Fall 2020 Reopening Plan: Growing the Future...Leading the World
- Morgan State University Awarded \$150,000 Henry Luce Foundation Grant to Support COVID-19 Relief
- President Wilson's Statement on the Death of Mr. George Floyd
- Morgan Receives \$110K in COVID-19 Pandemic Relief from Andrew K. Mellon Foundation
- New Agreement With Nigeria's TETFund to Bring Up to 50 International Students Seeking Ph.D.s to Morgan State University Annually
- Morgan State University Continues Preparations for Fall Semester
- Morgan State University's School of Global Journalism and Communication Earns Accreditation, a First for the Seven-Year-Old School

- Morgan to Honor Spring 2020 Graduates with Special Virtual Recognition Ceremony
- Morgan State University Awarded \$500K Grant from National Park Service
- Morgan's Master of Science in Project Management Program Earns International Accreditation
- Morgan's Institute for Urban Research Releases Study Detailing Community's Perceptions of and Experiences with the Baltimore City Police Department
- Morgan State initiates strategic plan for fall operations
- MSU President David Wilson Reflects on the Life and Legacy of a Morgan Icon

#### Articles/Announcements

- GBC "Next Up" Program Shines Spotlight on Leadership of MSU Registrar
- Morgan Student Life and Development Staffer Selected for National Career Advancement Program
- Morgan StratComm Student Earns Coveted Spot in Bloomberg Program
- Morgan Education and Urban Studies Professor Named One of 'Maryland's Top 100 Women'
- Morgan Students Triumph in the NBA 'Innovate the Future' Business Competition
- Morgan State University Recognizes Standout Alumni Making a Difference
- Morgan's 50th Anniversary Class Moves 'From Vision to Victory'
- Enterprising Morgan SBM Students Secure HBCUvc Fellowships
- Morgan Students Take Top Honors in National Honors Conference Competitions
- Morgan's Actuarial Science Program Aims to Diversify a Competitive Profession
- Politico Journalism Institute Selects The Spokesman's Managing Editor
- Morgan Social Work Student Earns Newman Civic Fellowship

Below are the top 4 MSU news generated stories that garnered the most media coverage within the reporting period:

Campaign	Placements	Gross Impressions (Audience + UVPM)
<b>COVID-19</b> (Remote Learning, Tuition Freeze, Fall Reopening)	110	79,747,609
<b>Mellon and Luce COVID-19 Relief Grants</b>	23	2,098,804
<b>IUR Research on BPD Perceptions</b>	14	1,483,414
<b>TETFund Nigeria</b>	9	69,594

#### Marketing and Advertising Support

Maintaining Morgan's brand equity among key audiences remained a top priority during Q4 of FY20, as OPRSC managed existing ad buys ensuring creative inventories were met and Morgan maintained market share. Due to COVID-19 and the cancellation of Explore Morgan Day, advertising campaigns traditionally executed to support our Open House, as well as prioritized investments were abandoned. Despite the freeze, OPRSC continued marketing efforts through existing marketing and sponsorship initiatives including Morgan's campaigns with DiversityComm (inventory of inclusion, diversity and education magazines), *Black College Today*, Mondawmin Mall, WJZ-TV and "It's Academic," and Thurgood Marshall BWI Airport. Below recaps the advertising and paid media efforts that were active on a variety of platforms during the quarter including broadcast, online, print and out-of-home (OOH) display:

*WJZ-TV (Ad placement, It's Academic Sponsorship)* – [Campaign runs through end of June]

The Morgan ad buy with WJZ-TV and sponsorship of the CBS affiliate's perennial scholastic quiz show, "It's Academic" continued through the end of June. A slate of two :30 TV spots have been in rotation throughout Q4 of this fiscal which included airings in each week's "It's Academic" show running Saturdays from 10-10:30 a.m. and in the "It's Academic Super Bowl" which aired on June 27 at 7-8pm. Additionally, a weekly promotional schedule including both 15-second and 30-second announcements promoting the "It's Academic" sponsorship will be scheduled on WJZ-TV. Creative for the campaign highlighted Morgan State as the premiere high education institution for collegebound and advanced degree students, punctuated with references to the University's core values.

Storyboard – Excerpted Frames from :30 TV Spot (with copy)



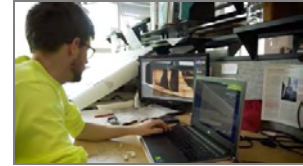
Morgan State University...



...is more than just a place to learn.



It's a place where students can create their own unique experience.



With innovative education...



Award-winning faculty...



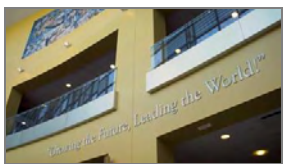
...and a diverse culture,



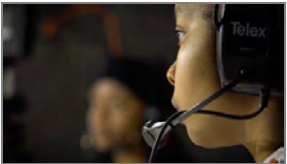
Morgan State is a National Treasure...



...that propels students to excel in their field,



become leaders in their community,



and cultivate life-long skills.

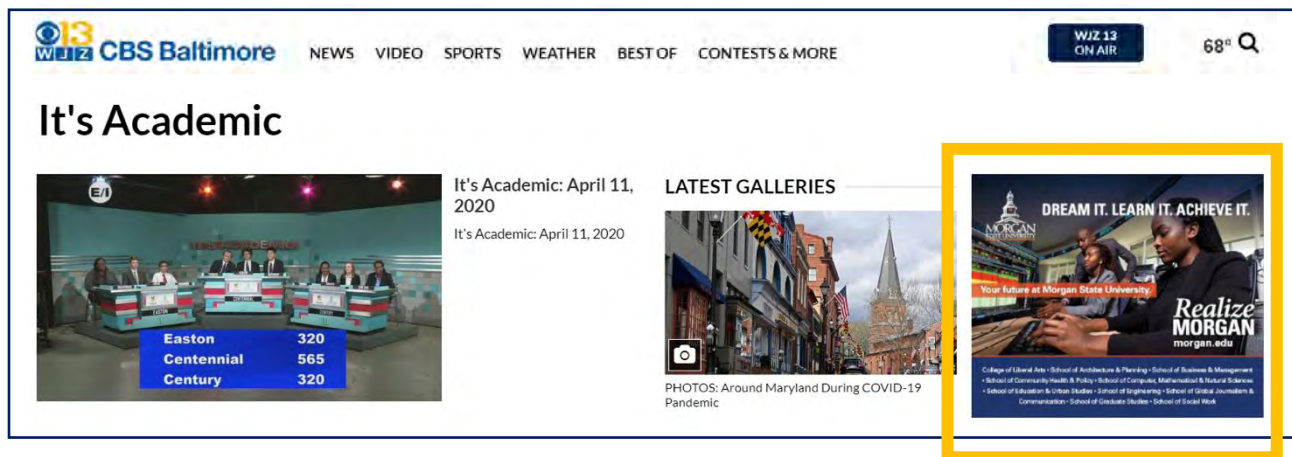


Discover your Morgan at Morgan State University.



Visit [Morgan.edu](http://Morgan.edu)





Online Banner Display Ad

## Realize Morgan

The “Realize Morgan” themed advertising campaign continues to extend the Morgan brand on a variety of platforms. OPRSC managed and placed advertisements that could be seen throughout Thurgood Marshall BWI Airport, and in *Black College Today* (March/April and May/June editions), *Black EOE Journal* (Summer 2020), *U.S. Veterans Magazine* (May 2020) and *Diversity in STEAM Magazine* (Summer 2020). Advertisements placed during the quarter include:



Full-page Print Ads



Online

Backlit  
Billboard  
Display

In the wake of COVID-19 and closing out the Spring semester with remote instruction, OPRSC was tasked with assisting Academic Outreach and Engagement with marketing and promotions in support of MSU’s Summer Session 2020. OPRSC produced a series of social media ads and secured a modest ad buy on Facebook and Instagram with all click-throughs linked to <https://www.morgan.edu/summersession>.



The increased visibility for the Summer Session program via #MorganOnSocial amplification and the paid social ads reached an audience of more than 165,000 and yielded more than 1,300 click-throughs to the Summer Session web page.



Additional engagement analytics from the organic content posted on #MorganOnSocial:

#### **Facebook**

Reach: 901  
Likes: 3  
Shares: 3  
Post Clicks: 16

#### **Instagram**

Reach: 22,302  
Like: 744  
Shares: 32  
Comments: 11  
Profile Visits: 188

#### **Twitter**

Impressions: 14,666  
Likes: 47  
Retweets: 19  
Comments: 1  
Tweet Interactions: 4

#### **Website, Mobile App, and Social Media**

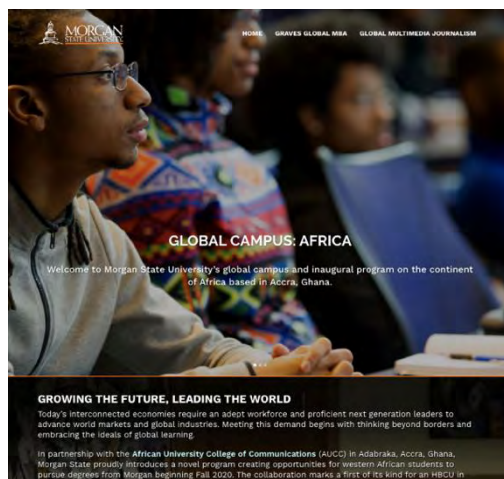
As the University adapted to meet an array of needs resulting from the COVID-19 pandemic, OPRSC digital services experienced increased activity during the time spanning April to June. Digital platforms became the go-to communication tool for engaging the Morgan Community and maintaining a pipeline of necessary updates relating to remote learning, telework, event postponements and cancellations, and timely COVID-19 related announcements. OPRSC funneled routine updates to the dedicated page (<https://www.morgan.edu/coronavirus>) produced in the previous quarter, as it became the primary hub for all University communications for both internal and external audiences, replicated across all Morgan online platforms (MSU Mobile App, Morgan.edu Homepage, Morgan.edu Newsroom and #MorganOnSocial). Among the key digital communications delivered during the quarter include:

- A Message from the Offices of Finance & Management, Student Affairs, and EMASS Regarding Student Refunds
- President Wilson Unveils Plans for Fall Semester
- Families First Coronavirus Response Act (FFCRA) Leave Information
- A Message from the Offices of Finance & Management, Student Affairs, and EMASS Regarding Student Reimbursement & Refunds
- Morgan State Announces No Increase of Tuition & Fees for 2020/2021 Academic Year
- Morgan's Fall 2020 Reopening Plan: Growing the Future...Leading the World

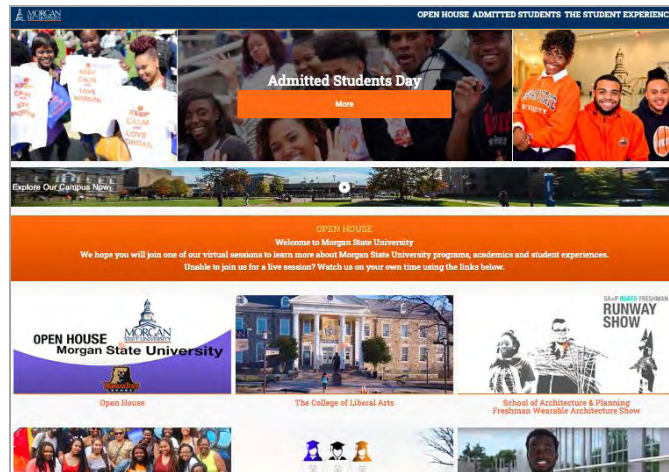
To support the University's plans and effort to reopen the campus for the upcoming fall semester, OPRSC produced a new landing page, [www.morgan.edu/reopeningmsu](http://www.morgan.edu/reopeningmsu) exclusive to all campus communications involving reopening Morgan for the 2020-2021 academic year.



During this reporting period OPRSC developed and launched two significant undertakings involving the creation of uniquely branded microsites serving specific University efforts. In support of the Global Africa committee and Morgan's newly launched advanced degree programs offered in Ghana, OPRSC's web team successfully developed and delivered a new microsite, [global.morgan.edu/africa](http://global.morgan.edu/africa), to assist in the international outreach efforts for the university.



The second successful microsite project involved a collaborative effort with Undergraduate Admissions and their outreach to engage newly admitted students virtually. Due to COVID-19 and the cancellation of all on-campus events, OPRSC was called upon for immediate turnkey solutions to welcome the MSU's Class of 2024 in an effective and memorable way. OPRSC developed an "Admitted Students Day" website featuring an interactive presentation and content-delivery of the traditional "Admitted Students Day" in-person experience. The customized website, [admissions.morgan.edu/ondemand](http://admissions.morgan.edu/ondemand), provided a comprehensive platform for our recruitment efforts to continue virtually.



The OPRSC web team supported other University units in the production and broadcast of the Spring 2020 Virtual Recognition Ceremony, which served to honor all MSU graduates. **Since its premiere on May 16, the recognition ceremony video has amassed 13,610 views on Morgan’s YouTube Channel.** Additionally, updates to the University’s Virtual Tour were made during this cycle elevating our bandwidth to engage prospective student in virtual and remote settings. Enhancements to the Virtual Tour include adding our very own tour guide and Spanish translation. **From April 1, 2020 to June 30, 2020, we have garnered 9,392 visits to our Virtual Tour, with an average visitor time of 11 minutes and 7 seconds.**



We are now in the QA and Testing phase of the MSU web redesign project. We are inspecting, testing, and creating pages and features of our upcoming design to make certain all functionality is operating free of glitches and as desired and planned. After completion, Phase III of the redesign will commence which focuses on content migration and development, as we move closer to our launch. Lastly, OPRSC began discovery and development for the creation of another microsite that should aid in the expansion of our efforts to deliver *Morgan Magazine* to greater audiences. A digital version of this vital publication will allow for extended content and features to stories that can be found in the print edition of the magazine; as well as potential stories that were either cut or reduced due to space limitations in the print version.



## [SEARCH: MSU Website Custom Search \(Powered by Google\)](#)

### Popular MSU Website Queries (Top 10 Search terms)

#### April 2020

1. housing
2. library
3. registrar
4. websis
5. pass fail
6. financial aid
7. casa
8. canvas
9. catalog
10. pass/fail

#### May 2020

1. housing
2. financial aid
3. websis
4. transcript
5. bookstore
6. tuition
7. library
8. calendar
9. human resources
10. bursar

#### June 2020

1. housing
2. financial aid
3. human resources
4. tuition
5. websis
6. bursar
7. transcript
8. transcripts
9. password
10. library

## [MOBILE APP:](#)

### Downloads (April 2020 – June 2020)

- iOS – **223** devices
- Android – **160** devices

## [EVENTS CALENDAR \(events.morgan.edu\):](#)

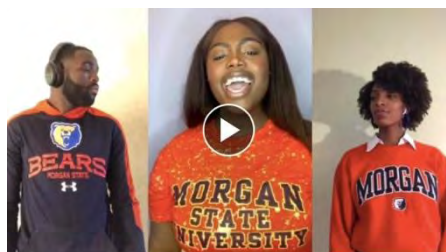
Total Users signed up in the system: **105 new users** (MSU accounts only)

New user visits (internal & external): **7,285 new users** engaging with the online events calendar.

## [SOCIAL MEDIA \(#MorganOnSocial\): Facebook, Twitter, Instagram, LinkedIn](#)

**Facebook** ([facebook.com/morganstateu](https://facebook.com/morganstateu)) followers increased by **962**, totaling **59,881**.

The below represents the top 3 Facebook posts from April through June:



**Morgan State University...**  
The world renowned Morgan State University Choir, led by Dr. Eric Conway, performs "We Are The World" virtually. Originally written by Michael Jackson & Lionel Richie / Performed by USA for Africa, from the album "We Are The World", released in 1985.

5:14 · Uploaded on 05/15/2020 · Owned · Appears Once · View Permalink · Copy Video ID



**Morgan State University: Admitted Students Day 2020...**  
Congratulations on your acceptance to Morgan State University! You are invited to join the future class of 2024 for Virtual Admitted Student Day on Monday, June 1, 2020. This is a virtual celebratory event for admitted students representing the class



**Morgan State University** @MorganStateU · Jun 7  
Replying to @CHRISSEY\_B @BMorePRGuy and @morganpres  
Hi Chrissy!  
Thank you for reaching out.  
We'll be sure to pass your request on. 🙏❤️🙏 #MorganOnSocial

**23,100** People Reached  
**593** Total Reactions  
**9,100** Views  
**71** Comments  
**221** Shares

**15,800** People Reached  
**760** Total Reactions  
**7,635** Views  
**401** Comments  
**137** Shares

**8,300** People Reached  
**556** Total Reactions  
**1,536** Post Clicks  
**1,041** Photo Views  
**46** Shares

Instagram ([instagram.com/morganstateu](https://www.instagram.com/morganstateu)) followers increased by **1,637**, totaling **17,700**.



**@morganstateu** Verified on Instagram

*A verified badge is a check that appears next to an Instagram account's name in search and on the profile. It means Instagram has confirmed that an account is the authentic presence of the public figure, celebrity or global brand it represents.*

The below photos represent the top 3 posts from April through June:



View Insights Promote  
Liked by thesexytechie and 549 others  
**morganstateu** Bears, @djdnce is LIVE and he's partying with a purpose! This time however, he's DJing on behalf of our beloved #HBCUs. Now, if you know #MorganOnSocial, you know we're present, supporting, and digging the vibes.  
That said, to support and celebrate #HBCUs, join the party. Alright, we have to get back to the party. We'll meet you in #clubquarantine!

**10,100 Impressions**  
**9,502 People Reached**  
**550 Likes**  
**11 Comments**  
**11 Shares**  
**4 Saved**  
**47 Profile Visits**



View Insights Promote  
Liked by thesexytechie and 937 others  
**morganstateu** Morgan State Announces No Increase of Tuition & Fees for 2020/2021 Academic Year Following a decision that was made prior to the conclusion of the 2020 spring semester, Morgan State University will not be increasing its tuition or fees for the 2020/2021 academic year.  
bit.ly/2UMoP5D  
#MorganOnSocial

**10,100 Impressions**  
**8,519 People Reached**  
**938 Likes**  
**45 Comments**  
**499 Shares**  
**30 Saved**  
**348 Profile Visits**








View Insights Promote  
This post is doing better than 85% of your recent posts. Promote it to reach a wider audience. View Insights  
Liked by thesexytechie and 1,662 others  
**morganstateu** #BlackLives always have and always will matter at Morgan State University!  
#MorganOnSocial  
#BlackLivesMatter  
#HBCUs

**10,000 Impressions**  
**9,116 People Reached**  
**1,668 Likes**  
**23 Comments**  
**619 Shares**  
**51 Saved**  
**557 Profile Visits**

Twitter ([twitter.com/morganstateu](https://twitter.com/morganstateu))

Twitter Profile Visits: **26,457**  
Twitter followers increased by: **463**  
Tweet impressions: **898,000**  
Total Followers: **19,600**

The below chart represents the top 5 Twitter posts from April through June:

	<b>Morgan State University</b> @MorganStateU · Jun 29 Thank you to everyone for bringing the bar stool sports matter to our attention. Please note that the University does not have an agreement or partnership with the entity using our trademarked logos. The matter has been forwarded to our legal department for further investigation. <a href="#">View Tweet activity</a>	32,382	4,184	12.9%	<a href="#">Promote</a>
	<b>Morgan State University</b> @MorganStateU · Apr 27 Bears, Happy Monday!  Did you know smiling more often can improve your health, mood, & help you to live longer? 😊 Well, are you smiling yet? 😊  To start your week off on a great start, <a href="#">#MorganOnSocial</a> thought we'd start your day simply with a SMILE! 😊 Be sure to reply with yours! <a href="https://pic.twitter.com/BlwWkV5i46">pic.twitter.com/BlwWkV5i46</a> <a href="#">View Tweet activity</a>	20,549	250	1.2%	<a href="#">Promote</a>
	<b>Morgan State University</b> @MorganStateU · Jun 7 "Yes, we pride ourselves on our diversity at Morgan—it is one of our core values—but we have never been confused about our noble history and purpose."  "Morgan will always stand up against injustice, racism, sexism, intolerance, inequality, and inhumane treatment of others." <a href="https://pic.twitter.com/5P5oJ8hqb">pic.twitter.com/5P5oJ8hqb</a> <a href="#">View Tweet activity</a>	18,152	1,582	8.7%	<a href="#">Promote</a>
	<b>Morgan State University</b> @MorganStateU · Jun 19 Dear Morgan Family:  Today is Juneteenth Day! Just a very brief historical fact as to how it became a special day in the history of this nation—and for African-Americans in particular. <a href="https://pic.twitter.com/lqMMHNL9OI">pic.twitter.com/lqMMHNL9OI</a> <a href="#">View Tweet activity</a>	15,609	811	5.2%	<a href="#">Promote</a>
	<b>Morgan State University</b> @MorganStateU · Jun 8 Happy <a href="#">#MotivationalMonday</a> !  In honor of the peaceful <a href="#">#BlackLivesMatter</a> protests that have been filled with dancing, music, and community building, <a href="#">#MorganOnSocial</a> thought we'd infuse your Monday morning with a sprinkle of virtual joy, togetherness, love, and more dancing. 🎶 🕺 🌟 <a href="https://pic.twitter.com/MpbGFAv9gJ">pic.twitter.com/MpbGFAv9gJ</a> <a href="#">View Tweet activity</a>	11,926	1,454	12.2%	<a href="#">Promote</a>

[LinkedIn \(linkedin.com/school/morgan-state-university\)](https://www.linkedin.com/school/morgan-state-university)

Total followers: **44,321**

New followers: **893**

The below chart represents the top 3 LinkedIn posts from April through June:

"Dear Morgan Family,

It is with great sadness and a heavy heart that I share with you the unfortunate news of the passing of Earl G. Graves, Sr., a treasured member of our Morgan family. This son of Morgan was a legend in his own right and a great individual whose loss we mourn tremendously. On behalf of the entire Morgan family, including our Board of Regents, faculty, staff, students and alumni around the world, we extend our collective condolences to the entire Graves family, and all of his friends, during this period of grief. He will be sorely missed." – David Wilson

Read More <http://bit.ly/2KgVH8J>  
[#MorganOnSocial](#)



**Morgan State University**  
44,325 followers  
3mo • Edited •

Take a moment to visit our photo gallery honoring esteemed Morgan State University alumnus, Earl G. Graves, Sr. Accomplished businessman, entrepreneur and founding publisher of Black Enterprise Magazine, Earl G. Graves (Class of 1957) has long-championed Morgan State excellence through his many endeavors and business enterprises.

[bit.ly/34pQfC3](http://bit.ly/34pQfC3)  
[#MorganOnSocial](#)



**Morgan State University**  
44,325 followers  
1w •

Morgan's Registrar **Keisha Campbell** was selected to participate in the third cohort of the **Greater Baltimore Committee's** 'Next Up' program. Learn more about her selection and her leadership at the National Treasure!

[#NextUP](#) [#GBC](#) [#Leadership](#) [#TheMorganWay](#)



GBC "Next Up" Program Shines Spotlight on Leadership of MSU Registrar  
[news.morgan.edu](https://news.morgan.edu) • 3 min read



**16,786 Impressions**  
**686 Likes**  
**570 Clicks**  
**42 Comments**  
**33 Shares**

**11,360 Impressions**  
**664 Likes**  
**304 Clicks**  
**20 Comments**  
**56 Shares**

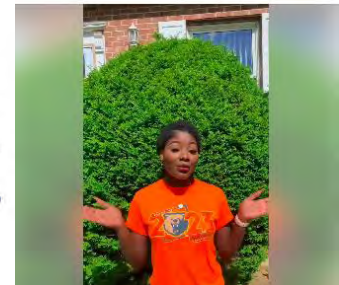
**8,450 Impressions**  
**331 Likes**  
**105 Clicks**  
**8 Comments**  
**11 Shares**

### SOCIAL MEDIA CAMPAIGN: Admitted Students Day

To assist the Office of Undergraduate Admission and Recruitment, OPRSC developed a high impact, high engagement social media event encompassing MSU's Facebook, Instagram, Twitter and YouTube platforms. The University's first virtual Admitted Students Day for the Class of 2024 featured an NFL Draft-themed watch party, HBCU Fried Chicken Wednesday IG Live cooking demo with Chef Jeff, Admitted Students Day Live Tailgate hosted by MSU alum, radio personality and comedian Joe Claire and OPRSC-produced social media simulcast MSU Admitted Students Day video. Detailed below are several topline results from the campaign:

#### **Facebook (Admitted Students Day Event)**

**7,324 Views**  
**330 Likes**  
**295 Comments**  
**132 Shares**  
**15,817 People Reached**



#### **YouTube (Admitted Students Day Event)**

**688 Views**

#### **Instagram (Admitted Students Day Event)**

**1,823 Views**  
**287 Likes**  
**8 Comments**  
**4,120 Reach**  
**57 Shares**  
**21 Saved**  
Total Views of actual event: **9,835**

#### **Admitted Students Day Live Tailgate**

1K+ attendees on Instagram LIVE

#### **Instagram HBCU Fried Chicken Wednesday Event**

**1,937 Views**  
**4,182 Reach**  
**30 Saves**  
**27 Shares**  
**136 Likes**



### WEBSITE VISITOR DATA: (MSU Website & Newsroom)

During this most recent quarter (Apr. 2020 – Jun. 2020), the following represents the top 3 viewed news articles in the Newsroom ([news.morgan.edu](https://news.morgan.edu)):

1. **Morgan’s Fall 2020 Reopening Plan: Growing the Future...Leading the World**  
<https://news.morgan.edu/fall-reopening-plan/>
2. **Morgan State University Initiates Strategic Plan for Fall Operations**  
<https://news.morgan.edu/strategic-plan-fall-operations/>
3. **Morgan State Announces No Increase of Tuition & Fees for 2020/2021 Academic Year**  
<https://news.morgan.edu/tuition-freeze-2020-21/>

During this most recent quarter (Apr. 2020 – Jun. 2020), the following represents the top 10 visited pages on [morgan.edu](https://morgan.edu) (excluding the newsroom home page at #1):

2. Academic Programs landing page
3. Undergraduate Admissions
4. Academics landing page
5. Tuition & Fees
6. Admissions & Aid landing page
7. How To Apply (Undergrad Admissions)
8. Apply landing page
9. Residence Life
10. Student Life landing page

#### morgan.edu Stats:

Total Pageviews: **2,143,202**

• Down 6.25% (compared to Jan. 2020 – Mar. 2020: 2,286,063)

Unique Pageviews: **1,697,626**

• Down 6.74% (compared to Jan. 2020 – Mar. 2020: 1,820,267)

### **Campus Support**

#### Graphic Design Services

During this final quarter of FY20, the OPRSC creative services team met the dynamic needs of the University at a time the campus community faced heightened activity for marketing and production services. Efforts supporting COVID-19 related communications to MSU Summer Session enrollment and Morgan’s Fall 2020 Reopening Plan were among the projects OPRSC added value to. In commemoration of Dr. Wilson’s 10th anniversary as president of Morgan, OPRSC initiated writing and design of a 10-year retrospective “A Decade of Morgan Momentum” specialty publication documenting the University’s growth and advancement.

In addition to the above-mentioned projects, OPRSC design projects spanned several key assignments that included collaborating with the Office of General Counsel in updating the *MSU Graphic Identity*

**Manual**; investigating design templates for University-wide **MSU Email Signatures**; designing **MSUF 2020 Gala Tickets**; design support for the **Emergency Relief Fund Graphics**; the **MSUF Annual Report** for FY19; producing digital signage and graphics for Virtual Recognition Ceremony; developing new campus banners to adorn Holmes Hall, Morgan Business Center, and Tyler Hall; and several print ad layouts for ad placement.

### Photographic and Video Services

OPRSC delivered responsive coverage supporting events and MSU units and their needs to meet the demand to create visually dynamic and engaging content to engage with MSU students and prospective students virtually. OPRSC provided photographic, video and video production services in the creation of special video for the University's first virtual Admitted Students Day for the Class of 2024 and Morgan's Center for Academic Success and Achievement (CASA) to welcome incoming freshman. Additional projects for the period included documentation of the March For Black Lives Protest at MSU which was organized by Morgan alumni (see here: <https://flic.kr/s/aHsmNHhjLy>); video and photography of Morgan's TMCF Scholars; and campus common area and building photography for stock purposes.

Adding to the previously shown production and creative work, below are more examples of design projects delivered during this reporting period:



# ENROLLMENT UPDATE

BOARD OF REGENTS  
August 3-4, 2020



A word cloud visualization of the top 100 words from the COVID-19 Twitter dataset. The words are arranged in a circular pattern, with the most frequent words being the largest. The words are: Close to home, Lost job, Safety, Affordability, Security, Family death, Remote education, Unemployed, Uncertainty, and Covid hot-spot.

# ENROLLMENT DATA

- Nationally, estimates of 15% or higher enrollment declines
- Morgan estimate is 5% decrease (-389). Flat enrollment will be a victory. 10% decrease is not out of the question.
- Access Orientation registrations -49 down from same time last year
- CASA registrations +19 from same time last year
- New transfer enrollment -79
- Continuing undergraduate -130 to -240 (depending on whether comparing same point in the registration period or same date in time)
- Graduate +120 to +1 (depending on whether comparing same point in the registration period or same date in time)



# SELECT ENROLLMENT STRATEGIES

- Virtual Admitted Students Day: more than 1,500 views of our tailgate, 332 comments on Facebook from the video, and 2,400 views of the video on Facebook.
- Mailed over 5000 swag boxes to admitted students to coincide with Admitted Students Day
- Virtual Tours, Virtual admission and financial aid sessions, live chat, and chatbot
- Academic departments reaching out to new admits who haven't confirmed
- Increased institutional aid budget
- "Morgan is here for you" campaign outlining the financial and other resources available to assist students during this challenging time
- Deploying 20 Retention Counselors to work one-on-one with students on financial clearance
- Retention Counselors and academic departments reaching out to continuing students who haven't registered
- Reaching out to several hundred students who were admitted to Morgan over the past few years but did not attend
- Re-enrollment campaigns (internal and with ReUp) to reach out to stopped-out students and encourage them to return



# ENROLLMENT SUCCESSES

- ❖ 46.3% six-year graduation rate spring 2020 (2014 cohort)--highest graduation rate since records have been kept.
  - ❖ Next highest 1999 cohort (spring 2005 graduation rate) at 43.8%

# **ITEMS FOR ACTION**

# **MINUTES OF MAY 4, 2020**



## Finance and Facilities Committee

Tuesday, May 4, 2020  
9:00 a.m.  
Virtual

### Committee Meeting Minutes

The quarterly meeting of the Board of Regents Finance and Facilities Committee met on Tuesday, May 4, 2020, via Zoom. Committee Chairwoman Shirley Malcom called the meeting to order at 9:03 a.m.

#### BOARD MEMBERS

*Present:* Chairwoman Shirley Malcom, Regent Harold Carter, Jr., Regent Wayne Resnick, Regent Shelonda Stokes, Regent Winston Wilkinson

*Absent:* Regent Frances Draper

#### STAFF MEMBERS

*Present:* Dr. David Wilson, Dr. Yacob Astatke, Mr. Sidney Evans, Mr. Thomas Faulk, Mrs. Deborah Flavin, Dr. Uttam Gaulee, Mrs. Armada Grant, Mrs. Kassandra Grogan, Ms. Sherita Harrison, Mr. Marvin Hicks, Mr. Shinil Hong, Ms. Donna Howard, Mr. David LaChina, Mr. Abraham Mauer, Dr. Willie May, Ms. Kim McCalla, Dr. Farzad Moazzami, Dr. Mildred Ofosu, Dr. Adebisi Oladipupo, Ms. Sadaf Shafique, Mr. Alan Small, Mr. Wayne Swann, Dr. Don Terry-Veal, Dr. Kara Turner, Mrs. Cynthia Wilder, Dr. Lesia Young

**GUEST** Mr. Ian Klein, Budget Analysis - Department of Legislative Services

#### Remarks by the Chairwoman and the President

Chairwoman Malcom opened the meeting by welcoming the Regents and staff and thanked everyone for their patience during these unusual times. It is a tough time for all of us personally, but it is also a difficult time for the institution as well because this pandemic has consequences on everything we want to do. Chairwoman Malcom yielded the floor to President Wilson for remarks.

Dr. Wilson echoed the comments of Chairwoman Malcom and welcomed members of his Cabinet and the general public. The University projected a budget loss for FY20 to be roughly \$22 million. This number was revised to \$15.8 million. A considerable portion of that \$16 million was devoted to student refunds. There were also investments in online instruction and various technology platforms that professors can use for engineering, chemistry and biology lab courses to enable students to master the content. The University received funds through the CARES Act, which is one-time funding that will allow us to address the budget shortfall. Dr. Wilson noted that Morgan received a significant increase in our state appropriation for FY 2021 of \$14 million, the largest in University history. However, we must give back \$11.3 million from our operating budget due to statewide budget cuts.

## ITEMS FOR INFORMATION

### **Facilities, Design and Construction Management Update**

Ms. McCalla provided updates on the following: Capital Projects, Taylor Hall, Health and Human Services Phase I and II, Public Safety Building, Northwood Shopping Center, West Campus Parking Road, New Student Housing, and New Building Site.

Ms. McCalla stated that the University received its first federal grant for \$500,000 to restore the windows in the Chapel. The grant will be matched by an additional \$300,000 from the State for maintenance. She thanked staff and others for donating their time to make this project work. We hope this will be the first of many projects in grants from the federal government.

Regent Wilkinson asked for an update on the status of the Lake Clifton project. Ms. McCalla responded that Baltimore City advised that there were others interested in the project and directed us to submit an Expression of Interest which was submitted on March 30th. We are awaiting a response. The original funding from the State was contingent on us acquiring the property. We will request funding again this year, and hope to have ownership of the land by the time the project is approved by the State.

Regent Resnick asked if we have any idea who else is interested in the property. Ms. McCalla responded that other interested parties include Johns Hopkins and a religious group.

### **Division of Research & Economic Development (D-RED) Update**

*Presentation: “Division of Research and Economic Research Report”*

Dr. May referred to the PowerPoint presentation stating that to date, we have \$32.8 million in grants and contracts income despite COVID-19. We had over \$50 million in new proposals submitted this year, and \$43.7 million in proposals still undecided on. In terms of expenditures we are \$20 million short and are planning to reach out to each of the schools to work with them and will do everything to close the gap this year.

Chairwoman Malcom referenced an article written by the Graduate School of Education at Stanford University entitled “The Diversity–Innovation Paradox in Science” and asked that the link be shared with the Committee and staff. The piece discusses diversity within research and creativity and a backlog where creativity has always been, but there was not a way to show it. It is now starting to come forward and be valued.

Dr. May stated that the University received a \$2 million investment from the State for the Cybersecurity Assurance and Policy (CAP) Center, and we have leveraged that \$2 million into \$2.1 million in new grants over the last two years. He also noted the \$1.6 million grant from the Base 11 Foundation to build out Aerospace Research and Engineering Program and launch a rocket into space. They are committed to attempting the first launch in the first quarter of next year. If the launch happens, it will be a year and a half ahead of schedule.

Dr. May commented that Dr. Ofosu will be retiring effective August 1, 2020, and Dr. Farin Kamangar will fill the position as on interim basis. Chairwoman Malcom and Dr. Wilson commended Dr. Ofosu for her years of service and support of the University.



### **Division of Institutional Advancement Update**

Ms. Howard referred to page 130 of the Board book regarding major gifts from Goldman Sachs and the Lumina Foundation, and thanked everyone who contributed. She stated that they had to cancel campus events/gatherings due to the COVID-19 virus and pivoted to electronic communication. Donor care calls have been made and an Emergency Assistance Campaign has been initiated to help students who are heavily impacted by COVID-19. The campaign has raised approximately \$140,000 and fundraising efforts will continue throughout the coming months. We are pitching a 25% endowment Maryland tax credit to donors, and there are also some CARES Act donor incentives.

Chairwoman Malcom noted that emergency funding is a positive statement about alumni giving. Dr. Wilson asked Ms. Howard to say a few words regarding the Mellon Foundation. Ms. Howard stated that the Mellon Foundation has committed \$110,000 to support emergency efforts around COVID-19; this is in addition to \$1 million received to date.

Regent Stokes asked about the annual Gala and noted that other organizations are doing virtual events to support the resources. Ms. Howard stated that we are researching, and they will continue to sell tickets online and have a virtual event if things do not change.

### **Division of Enrollment Management and Student Success Update**

*Presentation: “Fall 2020 Enrollment Update”*

Dr. Turner opened her presentation with Fall 2020 Enrollment and how there will be some negative impacts on enrollment, primarily related to whether campus will reopen in the fall. However, the numbers are actually quite encouraging; the number of admits is up about 15%, the number of paid confirmations for the CASA Academy has grown, the orientation numbers have also grown, and the number of continuing students who are registered for the fall is up as well by about 15%.

Dr. Turner stated that coming into March, we were way up in the number of students who had paid their confirmation fee. As late as mid-March, we are down in terms of paid confirmations by about 23%. Transfer numbers are down as well as international and out-of-state enrollment. We are working on a number of strategies to try to ensure that we do have a strong enrollment. We have a virtual tour that we have been able to set up with Admissions and Public Relations. We have live virtual admission information sessions, virtual college fairs, and have started live chats where students can have one-on-one chats with admission officers. We are now accepting unofficial transcripts, waived the application fee, and extended the confirmation deadline.

Regent Wilkinson asked if young people are opting out for a year or so, Dr. Turner stated that there are national surveys that show a great number of students want to be on campus if the institution can be open. She added if we cannot open and continue to provide remote instruction, we will see many students taking a semester or year off or opting to go to community college.

Chairwoman Malcom commented that as things progress, we might need to consider waiving fees, offering incentives, extending deadlines, and doing other things before this situation is over.

### **ITEMS FOR ACTIONS**

#### **Finance and Facilities Committee Minutes of April 2, 2020**

Chairwoman Malcom called for a motion to approve the minutes. It was moved by Regent Stokes and seconded by Regent Wilkinson. The motion carried. The vote was unanimous.

## **Memorandum of Understanding Between MSU and Tertiary Education Trust Fund (TETFUND)**

President Wilson stated that the purpose of this agreement is to establish a mutually beneficial education and research relationship between Morgan and the TETFUND to provide an opportunity for eligible faculty and staff of public tertiary institutions in Nigeria to pursue doctoral degrees and post-doctoral research at Morgan in all fields and disciplines offered at Morgan relevant to the developmental needs of Nigeria and funded by TETFUND grants and scholarships. Mr. Evans noted that the fiscal impact of this MOU does not impact the operating budget. The program is self-funded and requires no money from State resources.

Chairwoman Malcom called for a motion to approve the Memorandum of Understanding between MSU and Tertiary Education Trust Fund. It was moved by Regent Carter and seconded by Regent Resnick. The motion carried. The vote was unanimous.

## **Amendment to Policy on Student Residency**

Dr. Turner stated that in order to remain competitive for students, the University wishes to amend the Policy on Student Residency Classification for Admission and Tuition Purposes to align some of its provisions with some of the recent changes the University System of Maryland made to its residency classification policy in April 2019.

Chairman Malcom called for a motion to approve the Amendment to the Policy on Student Residency. It was moved by Regent Wilkinson and seconded by Regent Stokes. The motion carried. The vote was unanimous.

## **Dual Enrollment Tuition**

Dr. Turner stated that the University would like to establish tuition guidelines for participating in dual enrollment programs with high schools. Dual enrollment allows eligible high school students to take college classes and receive both high school and college credit for the classes.

Chairman Malcom called for a motion to authorize the administration to negotiate dual enrollment tuition with different school systems to allow us to take advantage of the dual enrollment option. It was moved by Regent Stokes and Regent Carter and seconded by Regent Wilkinson. The motion carried. The vote was unanimous.

## **FY 2022 Capital Budget Request**

Mrs. Wilder stated that the University's FY 2022 Five-Year Capital Budget Request is due to the Department of Budget and Management (DBM) on June 30, 2020. Based on preliminary estimates, the five-year request totals \$518.8M of which \$51.1M is for FY 2022.

Chairman Malcom called for a motion to approve the FY 2022 Capital Budget Request with the understanding that we may need to make some adjustments later. It was moved by Regent Wilkinson and seconded by Regent Stokes. The motion carried. The vote was unanimous.

## **ITEMS FOR INFORMATION**

### **Student Housing Update**

Mr. Evans stated that the numbers have changed, and the project cost is \$104 million for 660 beds. There are two components of this capital project, one is the residential part of the building (\$72.9

million) and the other is the dining facility and non-residential space (\$20.4 million). We must look at the building from these two perspectives because the source of debt repayment is going to be different. For the residential portion, the primary source of repayment for the debt will be student housing revenue. For the dining portion, it will be one of two possibilities – one will be the board rates that students pay and/or a lease from the University to the project to pay the debt service. In addition to the cost of construction, we have capitalized interest projected to be \$5.8 million and the cost of issuance (\$1.1 million). With these types of bond financing projects, we have to pay a year of debt service in advance to the Debt Service Reserve Fund, which is assessed to be \$3.8 million. The debt would be on the balance sheet of the Maryland Economic Development Corporation (MEDCO).

It was noted that the new student housing will be a privatized student housing project. The University has not built student housing in almost 16 years. MEDCO has requested that we fund the pre-development costs until closing, estimated to be around October/ November, and we have agreed, to keep the project going to meet our August 2022 deadline. The pre-development costs are estimated to be around \$4 million based on the latest cash flow statement. We have a few options should the financing fail: (1) a tax-exempt/taxable bond issue to MEDCO; (2) the HBCU capital financing program; and (3) forming a new 501(c)(3) through the Morgan State University Foundation. Mr. Evans stated that MEDCO issued an RFP to the investment banking community and seven firms responded to the RFP. We hope to select a banker by May 15<sup>th</sup>. He added that no fees are paid to the investment bank if the project does not move forward for any reason.

## **Budget Updates**

### **FY 2020 Financial Status Update: Impact of COVID-19**

Mr. Evans stated that we have worked tirelessly over the last three weeks, looking at different models, options, and scenarios to understand the real financial impact of COVID-19 on the university's financial positions. Mr. Evans referred to page 199 the Board book and provided an overview of the financial status of the University. Pre-COVID-19, the University was operating within its available resources, and we were hoping to have a balanced budget by the end of the fiscal year. The University has incurred new expenses related to the pandemic. It was initially reported that the impact of COVID-19 was \$22.2 million. As of this date, we have completed additional analysis and the financial impact has been reduced to \$15.8 million. In March, the President instituted a new cost containment plan for the remainder of the fiscal year and into the next fiscal year until further notice. The cost containment plan is having a positive impact on our financial statements. We are estimating a savings of approximately \$4 million through the fourth quarter of this fiscal year, resulting from travel containment including athletics and reduced spending. The implementation of cost containment initiatives and the expected receipt of funding from the CARES Act will assist the University to operate within its available resources.

Mr. Evans commented that there is still considerable financial uncertainty in the form of unexpected costs and potential reductions in revenue due to potential enrollment decline. We know from listening to our students and looking at what our peers are experiencing that we may have to change our tuition structure moving into the fall, based on the type of instruction the University will offer to our students. He stated that our state appropriation has been reduced by 10% or \$11 million. The state appropriation is our largest source of revenue and is subject to tremendous amount of uncertainty, which forces us to be extremely cautious moving forward.

Mr. Evans stated that the CARES Act funding was received. We reported back in April that we would see around \$18 million in three different buckets from the CARES Act, and that figure is now

about \$29 million, which will have a direct positive impact on our financial position. However, he cautioned that this is a one-time infusion of funding. Mr. Evans emphasized that \$4.6 million will go directly to students. In summary, we were looking at a \$4.1 million deficit from our State-supported operating budget and \$15.4 million deficit from our auxiliary operation. The deficit for auxiliary operation is due primarily to the refunds we have agreed to offer the students. Our total deficit was \$19.5 million, which will be offset by the \$4 million projected savings from the cost containment plan and \$23.6 million in anticipated payments. We have a projected net surplus of \$8.1 million for the fiscal year 2020. He added that Dr. Turner and her team have already completed the calculations for student reimbursements with checks ranging from \$260 to \$1,400 based on a rigorous formula around Pell Grants recipients and the expected family contribution.

Regent Carter asked if funds could be transferred to the next fiscal year. Mr. Evans stated that once the CARES Act funding is received, the plan is to put the forecast surplus of \$8.1 million in a rainy-day fund for the upcoming fiscal year. He noted that we must return \$11.3 million to the State and have already started work with respect to planning strategies for the upcoming fiscal year.

#### **FY 2021 Legislative Decision – Operating Budget**

Mr. Evans stated that the final legislative decision on the FY 2021 operating budget includes a historic \$14 million increase in our federal appropriations. The increased allocation was planned to address the following priorities: Tyler Hall, tuition buy down, technology transfer, security enhancement, and other retirement and health insurance adjustments. This was before COVID-19, and as mentioned, the State asked the University to return \$11.3 million, which is roughly 10% of our appropriation. We have to respond to the State by May 13<sup>th</sup> and have already identified possible options to reduce our operating budget to meet the needs of the State.

#### **FY 2021 Legislative Decision – Capital Budget**

Mrs. Wilder directed the Committee's attention to page 207 of the Board book. She stated that we were successful this past legislative session, requesting \$25.2 million in capital projects of which we received \$20.2 million. For ongoing projects, we received final funding for the New Student Services Building (\$4.8 million), the New Health and Human Services Building (\$5.3 million), and Deferred Maintenance and Site Improvements (\$10 million). We did not receive funding for New Convocation Center (Phase I) because the property does not belong to us.

#### **Adjournment**

Chairwoman Malcom asked for a motion to adjourn. Regent Stokes moved and Regent Wilkinson seconded. The motion carried. The vote was unanimous. The meeting adjourned at 11:46 a.m.

Submitted by,  
Sadaf Shafique, Recorder

**AMENDED MARYLAND  
CLEAN ENERGY CENTER  
MOU**

**BOARD OF REGENTS**  
**MORGAN STATE UNIVERSITY**  
**SUMMARY OF ITEM FOR ACTION**

**TOPIC:** Amended Maryland Clean Energy Center (MCEC) MOU

**DATE OF MEETING:** August 3, 2020

**BRIEF EXPLANATION:** Morgan State University and MCEC entered into a Memorandum of Understanding (MOU) dated February 27, 2020, related to the provision of energy related services by MCEC to MSU (the Original MOU). MSU and MCEC desire to amend and restate the terms of the Original MOU as set forth in this MOU. This non-binding MOU amends and restates the Original MOU and outlines, in general terms, the roles of MCEC and MSU in regards to energy related facilities and operations assessment, strategic planning and project development. This amendment supports the RFQ to be issued by MCEC.

**FISCAL IMPACT:** To be determined after the RFQ is issued.

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

**COMMITTEE**  
**ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**BOARD**  
**ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_



**STATE OF MARYLAND**  
**AMENDED AND RESTATED**  
**MEMORANDUM OF UNDERSTANDING**  
**BETWEEN**  
**MARYLAND CLEAN ENERGY CENTER**  
**AND**  
**MORGAN STATE UNIVERSITY**

**THIS AMENDED AND RESTATED MEMORANDUM OF UNDERSTANDING** (this “MOU”), is made as of the \_\_\_\_ day of ~~January~~August, 2020, between the **MARYLAND CLEAN ENERGY CENTER**, a body politic and corporate and public instrumentality of the State of Maryland (“MCEC”), and the **MORGAN STATE UNIVERSITY**, an agency and instrumentality of the State of Maryland (“MSU”).

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**Recitals**

1. MSU and MCEC entered into a Memorandum of Understanding dated as of February 27, 2020, related to the provision of energy related services by MCEC to MSU (the “Original MOU”).

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2. MSU and MCEC desire to amend and restate the terms of the Original MOU as set forth in this MOU.

~~1-3.~~ MSU plans to develop a fully Comprehensive Strategic Energy Management Plan (the “Plan”) and implementation program with an emphasis on the following:

- a-)        -Achieve sustainability, carbon neutrality and campus resiliency.
- b-)        -Maximize energy systems to become more efficient, reduce costs and become more visible while providing a comfortable and healthy work environment for students, faculty, and staff.
- c-)        -Address the deferred maintenance backlog in an efficient and effective manner.
- d-)        -Address near term critical energy infrastructure reliability deficiencies.
- e-)        -Contemplate clean energy distribution for the future given the growth in enrollment, its physical plant and business enterprises.

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~~2-4.~~ MSU has requested that MCEC assist MSU with the development of a long term the Plan to inform the overall MSU Institutional Strategic Plan (the “Strategic Plan”).

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~~3-5.~~ MSU has requested that MCEC assist MSU with the development and implementation of future projects related to procurement of grid delivered energy, onsite energy generation,

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onsite energy storage, energy savings / efficiency, energy resiliency, sub-metering, stakeholder energy marketing and management, and other energy related projects ("Projects") for facilities located on the MSU campus.

4.6. MSU has requested that MCEC assist MSU with the development and implementation of short-term strategies for identification of energy management and conservation improvement measures that provide immediate positive outcomes.

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5.7. MSU has requested that MCEC assist MSU with development and implementation of an energy visibility and education program (stakeholder energy marketing) that engages all campus stakeholders to understand campus energy systems, save energy and promote clean energy initiatives via marketing, onsite kiosks and educational curriculums.

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6.8. The scope of MCEC's assistance with the development of a facilities improvement project may, at the request of MSU, consist of:

- a) Advising MSU on potential program and project direction;
- b) ~~D~~etermining the scope of Projects;
- c) ~~A~~ssisting with procurement and facilitating the selection of various energy service companies ("ESCOs"), contractors or consultants in accordance with MSU's Procurement Policies and Procedures; ~~and~~
- d) If advantageous for, and with the written approval of, MSU, entering into energy related contracts for MSU Projects, including master service agreements, energy performance contracts, management contracts, financial services contracts, consulting contracts, professional contracts, service contracts, and construction contracts ("Energy Contracts");
- e) Owning assets and property related to an MSU project; and
- ~~d)f) e~~oordination ~~C~~oordinating of financing for the associated Projects.

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7.9. This non-binding MOU amends and restates the Original MOU and outlines, in general terms, the roles of MCEC and MSU in regards to energy related facilities and operations assessment, strategic planning and project development.

### Agreement

— MCEC and MSU agree as follows:

#### 1. MCEC Roles.

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##### a) Planning Activities.

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a) In assisting MSU with the audit of facilities and operations for the implementation development of the Plan, MCEC will:

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- i) Review MSU's most recent Strategic Plan and other documents provided to it by MSU related to the Strategic Plan and any current energy and/or facilities policies;
- ii) Consult and collaborate with MSU leadership and staff to form an understanding of MSU's expectations and desired message as it relates to clean energy/energy efficiency; ~~and~~
- ~~iii)~~ Assist MSU to develop a scope of work and assist in a process to engage the necessary technical support and consulting services to create the Plan; ~~and~~
- ~~iii)iv)~~ If advantageous for, and approved by, MSU, enter into Energy Contracts necessary to implement the Plan.
- ~~b)~~ Short and Long Term Project Development & Implementation Activities.
- ~~b)~~ Upon request of MSU or as permitted by an approved Task Order or Energy Contract~~Upon the request of MSU and subject to MSU's submission of an application to MCEC and MCEC's acceptance thereof~~, MCEC will provide or facilitate the following services related to development and implementation of projects:
  - ~~i.i)~~ Assist MSU in defining the scope of the Projects;
  - ~~ii.ii)~~ Assist in a process to facilitate the selection of ESCOs, contractors or consultants;
  - ~~iii.iii)~~ Assist MSU with an energy audit process for defined Projects;
  - ~~iv.iv)~~ Own assets or property related to a of ~~the a~~ Projects, if advantageous for MSU;
  - ~~v.v)~~ Assist in contracting with selected contractors to construct the Projects and to provide on-going energy measurement and verification services;
  - ~~vi)~~ If advantageous for, and with the written approval of, MSU, enter into Energy Contracts;
  - ~~vi.vii)~~ Facilitate and oversee financing for the Projects, including analysis of financing options and preparation of documents; and
  - ~~vii.viii)~~ Assist MSU with obtaining approvals for the Projects.
- ~~e)~~ Financing Activities.

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c) As desired by MSU, MCEC can facilitate and oversee financing for the Projects, including analysis of financing options and preparation of documents; and sourcing capital.

## 2. MSU Roles:

### a) Planning Activities:

a) In connection with MCEC assisting MSU with developing a clean energy/energy efficiency policy for its Strategic Plan, MSU will:

- i) Seek the approval of the MSU Board of Regents for the Plan;
- ii) Provide MCEC with MSU energy and facilities documentation related to clean energy, energy efficiency and/or facilities and procurement that assist MCEC in developing the policy;
- iii) Agree to regular, periodic meetings/calls to review and discuss policy development and direction;
- iv) Provide MCEC with timely feedback in response to draft updates so as to provide MSU with a final Plan in accordance with its expectations as to timing and substance; and
- v) Provide MCEC a single point of contact for the Plan planning and implementation.

### b) Short and Long Term Project Development & Implementation Activities:

b) In connection with the facilities improvement projects, MSU will:

- i) Assist MCEC in undertaking the services requested to be provided by MCEC;
- ii) Provide necessary building and utility data including but not limited to building floor plans, as built drawings, single line diagrams, utility invoices, energy contracts, maintenance records, and campus facility plan;
- iii) Grant access to MSU facilities to MCEC, its agents, consultants, professionals, and contractors. The terms of access to MSU facilities will be established by MCEC and MSU for each Project as needed and prior to access being granted;
- iv) Agree to regular, periodic meetings/calls for the development of the Projects;

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- ~~iii)~~ v) Authorize tasks necessary to advance the development of the Projects through written Task Orders; and
- ~~iv)~~ vi) Enter into contracts, as approved and/or permitted, with MCEC and others which are necessary for the development and financing of the project;

c) Financing Activities

- i) Facilitate open dialogue with access to Finance and Accounting staff to develop suitable financing alternatives for the Projects; and
- ii) Submit an application to MCEC, if financing is directly provided by MCEC in the form of an MCEC issued tax-exempt or taxable bond; or if MCEC is not directly issuing the project financing, enter into an agreement with MCEC for payment of services to be provided for facilitating and overseeing financing for the Projects, including analysis of financing options and preparation and review of documents.

3. Task Orders.

a) In connection with Planning Activities, Short and Long Term Project Development & Implementation Activities and Financing Activities, both MSU and MCEC ~~will~~ agree to develop Task Orders for specific work to be accomplished, including when applicable work scope, deliverables, timeline and cost, which said Task Orders are subject to approval. Any MCEC fees ~~or third-party fees~~ for services contemplated in addition to the fees described in Section 4 of this ~~agreement~~ MOU will be clearly identified in the Task Order and are subject to MSU approval at the time the Task Orders are presented.

~~a)~~ b) Initial Task Orders to be developed between MSU and MCEC are:

- ~~i)~~ i) A clean energy/energy efficiency plan for the Strategic Plan;
- ~~ii)~~ ii) A near term energy efficiency contract or a clean energy project at the MSU campus concurrent with the ongoing Plan tasks; ~~and~~
- ~~iii)~~ iii) Emergency energy infrastructure repair and triage; ~~and~~
- ~~iv)~~ iv) The issuance of a Request for Qualifications seeking an ESCO to provide energy related services, inclusive of submetering, on the MSU campus subject to the terms of a master services agreement between MSU and MCEC.

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~~iii)~~

~~3.~~ 4. Deliverables.

MCEC will deliver work product to MSU based upon the scope, timeline and cost in the Task Orders. Deliverables are likely to include the Plan, development of procurement requests for proposals in accordance with MSU Procurement Policies and Procedures, facilities audits, project information memorandums, contracts, Energy Contracts, project scopes, project budgets, energy savings analysis, project plans of finance, and loan/bond closing.

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~~4.~~ 5. Fees.

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MCEC General Fees: MCEC will charge MSU hourly for its ~~consultative~~ services under this MOU, including work conducted in connection with a Task Order, a Project, or an Energy Contract, at a rate not to exceed \$150 an hour ~~prior to developing specific Task Orders.~~

MCEC Project Financing Fees: MCEC charges a \$5,000 application fee, a bond issuance fee ranging from \$25,000 to \$50,000 and an ongoing annual bond administration fees equal to 0.00125% of the outstanding principal amount of the bonds outstanding.

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MCEC Project Fees: For discrete services engaged in under Task Orders, MCEC may charge MSU hourly fees or set fixed pricing for services.

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Third Party Fees: —MCEC anticipates assisting MSU in the finding, vetting, selecting and procuring of ~~third party~~ third-party technical professions, in accordance with MSU's Procurement Policies and Procedures, to advance the scope of work contemplated in the Agreement. Depending on the nature of the procurement of the third parties, either MCEC or MSU could be the contracting entity responsible for payment of the third parties. The payment of services rendered by third parties is to be outlined in each Task Order or Energy Contract, as applicable. MSU must expressly agree in writing to be responsible for any ~~third party~~ third-party services MCEC incurs on MSU's behalf. MSU acknowledges that MCEC's obligation to pay any third parties approved by MSU is contingent upon MCEC's receipt of corresponding funds from MSU.

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Services rendered by MCEC or an agreed upon third party will be invoiced monthly with payment due in 30 days, unless other terms have been expressly agreed to under a Task Order or approved Energy Contract.

~~5.~~ 6. Non-Binding MOU.

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This MOU outlines the scope of the services that each party may provide in connection with the Projects. Neither party has any obligation to provide a service or take any action set forth in this MOU, as it relates to the Projects, until MSU agrees to a Task Order or Energy



~~Contract~~ or submits an application and associated fees to MCEC and MCEC's accepts that application.

~~6.~~ ~~7.~~ Term of MOU.

This MOU is effective as of the date set forth above and will continue until either party terminates this MOU following written notice of termination at least 30 days prior to the date of termination, provided that the terms of this MOU will continue to apply to any Energy Contract which is outstanding as of the date of termination of this MOU and shall continue to apply to each outstanding Energy Contracts until that Energy Contract is either terminated or completed.

~~7.~~ ~~8.~~ Administrative Officers.

MCEC designates Wyatt Shiflett and MSU designates Sidney H. Evans, Jr to serve as Administrative Officers for this MOU. All contact between MCEC and MSU regarding all matters relative to this MOU shall be coordinated through the Administrative Officers.

~~8.~~ ~~9.~~ Non-Assignment.

Neither party may assign any of the benefits of, nor delegate or subcontract any of the duties imposed upon this MOU without the consent of the other party.

~~9.~~ ~~10.~~ Amendment of MOU.

This MOU may be amended only by a written agreement signed by both parties.

~~10.~~ ~~11.~~ Applicable Law.

This MOU shall be construed and enforced according to the laws of the State of Maryland. MCEC and MSU shall comply with all applicable federal, State, and local laws.

~~11.~~ ~~12.~~ Records.

MCEC and MSU shall retain all records relating to the subject of this MOU for three years after the termination of this MOU or in accordance with any applicable laws, policies or procedures.

~~12.~~ ~~13.~~ Drug and Alcohol-Free Workplace.

~~MCEC~~ and MSU shall comply with the State's policy concerning drug and alcohol-free workplaces, and shall remain in compliance throughout the term of this MOU.

~~13.~~ ~~14.~~ Disclaimer of Relationships

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Draft Dated ~~07/27/2020~~ 01/27/2020

Nothing in this MOU, and no act of the parties, shall be deemed to create any relationship of third-party beneficiary, principal and agent, limited or general partnership, joint venture, or any other relationship between the parties.

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**IN WITNESS WHEREOF**, the undersigned have executed this MOU as of the date set forth above.

**WITNESS:**

**MORGAN STATE UNIVERSITY:**

By: \_\_\_\_\_  
Name: Sidney Evans  
Title: Vice President of Finance & Management

Date: \_\_\_\_\_

**WITNESS:**

**MARYLAND CLEAN ENERGY CENTER:**

By: \_\_\_\_\_  
Name: Katherine Magruder  
Title: Executive Director

Date: \_\_\_\_\_

**Exhibit I**  
**Form of Task Oder**

Task	
Description	
Timeline	

Staff Assignment (MCEC and 3 <sup>rd</sup> Party)	
Cost	
Task Milestone (if applicable)	
Other	

**WITNESS:**

**MORGAN STATE UNIVERSITY:**

\_\_\_\_\_  
 By: \_\_\_\_\_  
 Name: Sidney Evans  
 Title: Vice President for Finance & Management  
 Date: \_\_\_\_\_

**WITNESS:**

**MARYLAND CLEAN ENERGY CENTER:**

\_\_\_\_\_  
 By: \_\_\_\_\_  
 Name: I Katherine Magruder  
 Title: Executive Director  
 Date: \_\_\_\_\_  
**Exhibit II**

**Sample Task Oder**

Task	Finance Initial Energy Efficiency Project with MCEC issued Tax-Exempt Bonds
Description	MCEC will assist MSU source capital for Project and issue Tax-Exempt Bonds to finance the Project. MCEC will coordinate RFP to select capital provider with most advantageous financing terms.
Timeline	MCEC can effectively source the capital and produce financing documents within three months. Funding of the loan will likely be

	conditional on the Project development documents which should be well progressed before this Task Order is approved.
Staff Assignment (MCEC and 3 <sup>rd</sup> Party)	MCEC – Director of Finance Programs, Bond Finance Manager MCEC Legal – Assistant Attorney General MCEC Bond Counsel – Partner, McGuireWoods LLP Financial Advisor – TBD Bank Counsel – TBD Technical Owner’s Rep – TBD MSU Staff - TBD
Cost	MCEC Financing Application Fee - \$5,000 MCEC Project Development Fee - \$50,000 (paid at loan closing)  Cost of Bond Issuance/Soft Costs – Approx. 2% of Project Budget Example: \$200,000 budget for a \$10,000,000 Project Sample COI Budget: \$ 70,000 Bond Counsel \$ 60,000 Bank Counsel \$ 40,000 Financial Advisor \$ 30,000 Technical Rep <u>\$ 50,000 MCEC Project Development Fee</u> \$200,000
Task Milestone (if applicable)	<ul style="list-style-type: none"> <li>• MCEC Board Acceptance of Financing Application</li> <li>• Project Information Memorandum Developed</li> <li>• RFP for Lenders</li> <li>• Review of Bank Terms</li> <li>• Lender Selection</li> <li>• Contracts and Loan Documentation</li> <li>• Financial &amp; Energy Savings Analysis</li> <li>• Plan of Finance Finalization</li> <li>• Legal Documents Finalization</li> <li>• Loan Closing</li> </ul>
Other	

WITNESS:

MORGAN STATE UNIVERSITY:

By: \_\_\_\_\_  
Name: Sidney Evans  
Title: Vice President for Finance & Management

Date: \_\_\_\_\_

WITNESS:

MARYLAND CLEAN ENERGY CENTER:

\_\_\_\_\_

By: \_\_\_\_\_

Name: I Katherine Magruder

Title: Executive Director

Date: \_\_\_\_\_

**Exhibit III**

**Form of MCEC Financing Application**

[University Letterhead]

APPLICATION LETTER



Date

Maryland Clean Energy Center  
5000 College Park Avenue, Street, Suite 31010  
College Park, MD 20740  
Attention: I. Katherine Magruder, Executive Director

Members of the Center:

[ University Name ], a public University...[ University Description ] (the "University") hereby applies to the Maryland Clean Energy Center (the "Center") for financing or refinancing of the project described in Appendix A (the "Project") on behalf of the University by the issuance and sale of the Center's revenue bonds. Enclosed is the Center's non-refundable application fee in the amount of Five Thousand Dollars (\$5,000), which is required in order for the Center to review this application. If this application is not accepted by the Center, the application fee will be refunded to the University.

The University understands and agrees that any bonds issued by the Center to finance the Project will be revenue bonds payable solely from funds received by the Center from the University or the selected Energy Service Company (ESCO) under the terms of a shared energy savings agreement, energy performance contract, or other agreement between the Center and the University or the ESCO.

The University understands that the Center is not financed by general funds of the State of Maryland, and that all costs of the Center to review the University's application and to issue approved revenue bonds for the Project (for example, costs of the Center's staff, advisors, and bond counsel) are paid by fees collected by the Center or paid at the closing of its bonds. Accordingly, the University agrees that if the University's application is accepted by the Center, the University will pay all costs incurred by or on behalf of the Center or the University in connection with the financing transaction (irrespective of whether the Center issues its revenue bonds to finance the Project), including the costs of a financial feasibility study (if required by the Center). In addition, the University will pay the on-going administrative costs and the Center's Annual Administrative Fee (payable annually) associated with the revenue bonds until all of those bonds mature, are redeemed, or are prepaid.

The University further agrees that if this application is approved by the Center, the University will submit to the Center for its review all current and future contracts between the University and any third parties related to the Project, including contracts for consultant and management services, design, construction, or repair. The University recognizes the Center's right to approve, disapprove, or require modification to any contracts and to refuse to proceed with the financing transaction in the event that any required action is not taken by the University. If the Center accepts the University's application, the University agrees to comply with the Center's requirements concerning the use of minority business enterprises in the construction and acquisition of the Project and the provision of services and supplies to the Project and to provide the Center with any information concerning minority business participation in the Project as it may request.

Upon acceptance by the Center, this letter shall constitute a binding agreement between the Center and the University. The University agrees that, if the Center accepts the University's application, the Center's acceptance shall in no way constitute a determination by the Center that the Project is feasible or an assurance that the proposed financing transaction will in fact proceed to completion. In addition, the University agrees that the Center's decision to finance the Project will be contingent upon, among other things, the Center's determination that the terms of the financing are satisfactory to it in all respects.

The undersigned certifies that he or she is an officer of the University holding the office set forth below and is duly authorized to sign and submit this letter on behalf of the University.

\_\_\_\_\_ University

By: \_\_\_\_\_

Name:

Title:

Accepted by the Center this \_\_\_\_\_ day of \_\_\_\_\_, 2020

(Seal) Maryland Clean Energy Center

By: \_\_\_\_\_

Chairman

\_\_\_\_\_  
Executive Director

## APPENDIX A

### DESCRIPTION OF THE PROJECT

Name of University:

Estimated total amount of loan requested:

Description of Project to be financed I refinanced with loan:

The proceeds of the Bonds will be borrowed by the Center in order to finance the acquisition, construction, renovation or equipping of University facilities, including (without limitation):

*[Provide general description project and project location(s)]*

- (A) Description of any new construction, renovations, expansion or equipment included in Project:

*[Provide Project Description]*

Estimated costs:

General Construction (new or renovation I expansion:	\$
Equipment:	\$
Architectural I engineering I design fees: Contingency	\$
Other:	\$
Total	\$

Anticipated construction and I or acquisition schedule:

Description of any existing interim financing arrangements or conditions (name of lender, final due date of loan, interest rate, etc.):

- (B) Description of any anticipated sources of funds for the Project other than the proposed loan through the Center, if applicable:
- (C) Provide proposed financing term sheet I financing structure, if available.

#### Exhibit IV

#### Sample UMD Financing Application



July 25, 2017

Maryland Clean Energy Center  
1212 West Street, Suite 200  
Annapolis, MD 21401  
Attention: I. Katherine Magruder, Executive Director

RE: Application Letter

Members of the Center:

The University of Maryland, a Maryland public University (the "Institution") hereby applies to the Maryland Clean Energy Center (the "Center") for financing of the project described in Appendix A (the "Project") on behalf of the Institution by the issuance and sale of the Center's revenue bonds. Enclosed is the Center's non-refundable application fee in the amount of Five Thousand Dollars (\$5,000), which is required in order for the Center to review this application. If this application is not accepted by the Center, the application fee will be refunded to the Institution.

The Institution understands that the Project will consist of the acquisition of energy conservation measures ("ECMs") that will be owned by the Center. The Center retains ownership of the ECMs, which includes the risk of loss and the environmental attributes. The obligation of the Institution is to pay a portion of the energy savings resulting from the ECMs to the Center to finance the Project. If insufficient energy savings result to satisfy Project expenses, the Institution is not obligated to pay any shortfall.

The Institution understands and agrees that any bonds issued by the Center to finance the Project will be revenue bonds payable solely from funds received by the Center from the Institution or the selected Energy Service Company (ESCO) under the terms of a shared energy savings agreement, energy performance contract, or other agreement between the Center and the Institution or the ESCO.

The Institution understands that the Center is not financed by general funds of the State of Maryland, and that all costs of the Center to review the Institution's application and to issue approved revenue bonds for the Project (for example, costs of the Center's staff, advisors, and bond counsel) are paid by fees collected by the Center or paid at the closing of its bonds. Accordingly, the Institution agrees that if the Institution's application is accepted by the Center, the Institution will pay all costs incurred by or on behalf of the Center or the Institution in connection with the financing transaction (irrespective of whether the Center issues its revenue bonds to finance the Project), including the costs of a financial feasibility study (if required by the Center). The costs described in the foregoing two sentences are sometimes referred to herein as the "Closing Costs". The Center estimates that the Closing Costs to be approximately \$250,000.00 for each loan. In addition, the Institution will pay the on-going administrative costs and the Center's Annual Administrative Fee (payable annually) associated with the revenue bonds until all of those bonds mature, are redeemed, or are prepaid.

The Institution further agrees that if this application is approved by the Center, the Institution will submit to the Center for its review all current and future contracts between the Institution and any third parties related to the Project, including contracts for consultant and management services, design, construction, or repair. The Institution recognizes the Center's right to approve, disapprove, or require modification to any contracts and to refuse to proceed with the financing transaction in the event that any required action is not taken by the Institution. If the Center accepts the Institution's application, the Institution agrees to comply with the Center's requirements concerning the use of minority business enterprises in the construction and acquisition of the Project and the provision of services and supplies to the Project and to provide the Center with any information concerning minority business participation in the Project as it may request.

Upon acceptance by the Center, this letter shall constitute a binding agreement between the Center and the Institution only insofar as the Institution is obligated to pay the non-refundable application fee and the Closing Costs. Any other obligation of the Institution is subject to the prior review and approval of the Board of Regents of the University System of Maryland (the "BOR") [and the Board of Public Works of the State of Maryland (the "BPW")]. The Institution gives no assurance that the BOR [or the BPW] will approve the Project.

The Institution agrees that, if the Center accepts the Institution's application, the Center's acceptance shall in no way constitute a determination by the Center that the Project is feasible or an assurance that the proposed financing transaction will in fact proceed to completion. In addition, the Institution agrees that the Center's decision to finance the Project will be contingent upon, among other things, the Center's determination that the terms of the financing are satisfactory to it in all respects.

The undersigned certifies that he or she is an officer of the Institution holding the office set forth below and is duly authorized to sign and submit this letter on behalf of the Institution.

University of Maryland

By: Charles R. Reining  
(signature)  
Name: CHARLES R. REINING  
(print)  
Title: Chief Facilities Officer

APPROVED FOR FORM AND LEGAL SUFFICIENCY FOR HOST

By: Jeffrey Palkovitz  
Name: Jeffrey Palkovitz  
Title: Assistant Attorney General, State of Maryland

APPENDIX A

DESCRIPTION OF THE PROJECT

Name of Institution: University of Maryland College Park

Estimated total amount of loans requested: Up to \$30,000,000 (\$30 million)

Description of Project to be financed with loans:

The proceeds of the Bonds will be borrowed by the Center in order to finance the acquisition, construction, renovation or equipping of Institution facilities, including (without limitation):

Multiple buildings at the University of Maryland in College Park (UMCP) and three buildings at the Institute for Bioscience and Biotechnology Research (IBBR) in Rockville, MD. The buildings at UMCP currently being considered are Plant Sciences, Architecture, Chemistry Wings 3 & 5, Animal Sciences Wings 3 & 5, Microbiology, Hornbake Library, JM Patterson and Technology Advancement Program (TAP). UMCP reserves the right to substitute, add or subtract other buildings on campus during the project development phase. The three buildings at IBBR are named as IA, IB and II.

(A) Description of any new construction, renovations, expansion or equipment included in Project:

Installation of energy conservation measures (ECMs) shall include but are not limited to new or retrofitted lighting, lighting controls, HVAC equipment, building automation controls, heat recovery units, building envelope improvements, chiller plant optimization, utility plant replacement, boiler and transformer replacements, steam trap replacement, ventilation controls and monitoring equipment.

Estimated costs including project development, implementation, measurement & verification:

All-inclusive UMCP project costs:	up to \$20,000,000
All-inclusive IBBR project costs:	up to <del>\$10,000,000</del>
Total amount:	up to \$30,000,000

Anticipated construction and or acquisition schedule:

Estimated construction start (UMCP):	11/01/2017
Estimated construction completion (UMCP):	12/31/2018



Estimated construction start (IBBR): 01/01/2018

Estimated construction complete (IBBR): 06/30/2019

Description of any existing interim financing arrangements or conditions (name of lender, final due date of loan, interest rate, etc.):

MCEC is to assist in the solicitation of a lender through a competitive bidding process. It is expected that the finalized Project scope for each location will be completed within 30-60 days of each other, therefore, it would be ideal to select only one lender for both the UMCP and IBBR project loans in order to minimize loan fees, if possible.

The ESCO awarded the contract for UMCP is Constellation New Energy, Inc.

The ESCO awarded the contract for IBBR is Siemens Industry, Inc.

- (B) Description of any anticipated sources of funds for the Project other than the proposed loan through the Center, if applicable:

The goal of the Project is to establish energy savings to support a loan for the entire capital cost. Upon review of scope and related ECMs, the Institution will determine whether to use capital from other sources.

- (C) Provide proposed financing term sheet I financing structure, if available.

Not available. Lending terms are anticipated to be received in August 2017.

# **NORTHWOOD DEVELOPMENT AGREEMENT**

**BOARD OF REGENTS**  
**MORGAN STATE UNIVERSITY**  
**SUMMARY OF ITEM FOR ACTION**

**TOPIC:** Northwood Development Agreement

**DATE OF MEETING:** August 3, 2020

**BRIEF EXPLANATION:** In August of 2018, Morgan entered into a long-term ground lease for 99 years with Northwood S.C., LLC (currently known as MCB Northwood, LLC (MCB)) to construct the Public Safety Building (PSB) for Morgan. The building will sit on approximately 0.28 acres and will be located in the southeast corner of the Northwood Shopping Center. MCB Northwood will construct the PSB simultaneously with the Shopping Center. The Development Agreement with MCB Northwood, LLC outlines the terms and conditions for the construction of the PSB at the Northwood.

**FISCAL IMPACT:** The cost of the PSB is \$15M funded through the HBCU Capital Financing Loan Program.

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

**COMMITTEE  
ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**BOARD  
ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

## **DEVELOPMENT AGREEMENT**

This DEVELOPMENT AGREEMENT (this “Agreement”), is entered into as of \_\_\_\_\_, 2020 (the “Effective Date”), by and among The State of Maryland for the use of Morgan State University (“Morgan”), and MCB Northwood LLC (“Developer”).

### **PRELIMINARY STATEMENT**

WHEREAS, Morgan is the Tenant under that certain Ground Lease (the “Lease”) with MCB Northwood LLC, successor-in-interest to Northwood S.C., LLC (“Landlord”) dated August 1, 2018, attached hereto as Exhibit C, pursuant to which Landlord and Morgan agreed to enter into a Construction Management Agreement, pursuant to which Landlord would serve as construction manager for the construction of certain buildings and improvements located on the premises under the Lease;

WHEREAS, this Agreement shall serve as the “Construction Management Agreement” pursuant to Section 11(b) of the Lease; and

WHEREAS, Morgan desires to engage Developer as the development manager under this Agreement, and Developer desires to accept such engagement, in each case upon the terms and subject to the conditions set forth herein.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto, intending to be legally bound, agree as follows:

### **ARTICLE I DEFINITIONS; INTERPRETATION; INCORPORATION**

1.1 Definitions. Terms used herein but not defined in this Section 1.1 or elsewhere in this Agreement, shall have the meanings ascribed to such terms in the Lease. As used in this Agreement, the following terms shall have the following meanings:

“Affiliate” means, with respect to a Person, another Person directly or indirectly, through one or more intermediaries, controlling, controlled by or under common control with the Person in question. For purposes hereof, “control” shall mean, with respect to a Person that is a corporation, the right to exercise, directly or indirectly, more than 50% of the voting rights attributable to the shares of the controlled corporation, and, with respect to a Person that is not a corporation, the possession, directly or indirectly, of the power to direct or cause the direction of the management or policies of the controlled Person. Any Person acting as the general partner or managing member of an investment fund shall be deemed to control such investment fund notwithstanding any voting or approval rights that may be held by non-managing members or limited partners. The terms “controlling” and “controlled” shall have correlative meanings.

“Agreement” shall have the meaning set forth in the preamble hereto.

“Approved Plans and Specifications” shall mean the Plans (as defined in the Lease) as approved by Morgan and the building, planning, and zoning departments of the applicable Governmental Authorities, as amended from time to time with Morgan’s written approval.

“Architect” shall mean the Architect (as defined in the Lease) or architect of record for the Building and Improvements and retained by Morgan. The parties acknowledge that Morgan has retained J P 2 Architects LLC as the Architect, and Developer, Morgan and Architect have entered into a Joinder Agreement dated of even date herewith.

“Building and Improvements” shall mean the development of the Premises in accordance with the Approved Plans and Specifications.

“Building and Improvements Costs” shall mean, collectively, all hard and soft costs and expenses incurred, or to be incurred, in connection with or required to complete the Building and Improvements, including without limitation, those costs incurred by Developer, as the developer of the Shopping Center (as defined in the Lease), which pertain to the development of the Shopping Center(including the Premises) as a whole, and are, in part, attributable and allocable to the Premises. The Building and Improvement Costs are estimated as set forth in the Budget attached hereto as Exhibit E.

“Building and Improvements Schedule” shall mean a delineation of all major critical path phases of the Building and Improvements, which shall set forth a targeted completion date of each critical path phase for such work so as to meet the completion dates therefor set forth in the Construction Contract, and shall include a cash flow or draw down schedule, as shown on Exhibit B attached hereto.

“Change Order” has the meaning contained in Section 2.4(c)(vi).

“Conditions Precedent” shall mean those “Conditions Precedent” set forth in Section 2(a)(i) through (iii) of the Lease. For avoidance of doubt, as used in this Agreement, Conditions Precedent shall not include any of the Delivery Conditions set forth in Sections 2(b)(i) through (xiii) of the Lease.

“Construction Contract” shall mean the Building Contract (as defined in the Lease) agreement between Developer and the Contractor for the construction of the Building and Improvements in accordance with the Approved Plans and Specifications. The Developer shall not enter into the Construction Contract until Morgan has approved the Construction Contract in writing, which such approval shall not be unreasonably withheld, conditioned or delayed, so long as the Construction Contract is in substantially the same form as the Agreement for Construction between Owner and Contractor [Cost of the Work + Fee w/GMAX / Short Form] set forth on Exhibit D.

“Construction Phase” shall mean the period commencing on the date the Developer obtains a permit to allow Contractor to commence the site work and terminating on the Delivery Date.

“Consultant” shall have the meaning set forth in Section 2.4(a)(v).

“Consultant Contracts” shall mean any agreements entered into with a Consultant pursuant to Section 2.4(a)(v).

“Contractor” shall mean the Contractor (as defined in the Lease) selected by Tenant to construct the Building under the Building Contract.

“Damages” shall mean any and all losses, liabilities, costs, claims, damages, judgments, fines, penalties or expenses (including expenses of investigation and attorneys’ fees and expenses in connection with any action, suit or proceeding) but shall not include any lost profits or special or punitive damages.

“Delivery Date” shall mean the date on which the construction of the Building and Improvements contemplated by the Lease have been substantially completed in accordance with the Approved Plans and Specifications and in accordance with all Governmental Requirements, except for details of construction the non-completion of which would not interfere with the use of the Building and Improvements (which may include standard “punch list” items).

“Developer” shall have the meaning set forth in the preamble hereto .

“Development Management Fee” shall have the meaning set forth in Section 4.1(a).

“Due Care” shall mean to act in good faith, within the scope of one’s authority and with the care, skill, prudence and diligence under the circumstances then prevailing that a prudent construction development manager in the Baltimore, Maryland area experienced in such matters would use in the conduct of an enterprise of like character with like aims. Specifically in this Agreement, “Due Care” shall require giving Morgan notice of and opportunity to participate in all significant meetings (except meetings where such notice and/or participation would not be reasonable, in Developer’s reasonable judgment) relating to Construction of the Building.

“Effective Date” shall have the meaning set forth in the preamble hereto.

“Final Completion” shall mean the completion of the Building and Improvements in accordance with the Approved Plans and Specifications and all Governmental Requirements, the Architect’s certificate of final completion, and the completion of any “punch list” items, including the Training.

“Governmental Authority” shall mean any federal, state or local authority having jurisdiction over the Building and Improvements, and any agency, department, commission, board, bureau or instrumentality of any of them.

“Governmental Authorizations” shall mean any permits, variances, approvals or other consents that are required under applicable Law to be issued, granted or obtained from any Governmental Authority in connection with the Building and Improvements.

“Governmental Requirements” shall mean (i) building, zoning, subdivision, traffic, parking, land use, environmental, occupancy, health, accessibility for disabled and other applicable laws, statutes, codes, ordinances, rules, regulations, requirements, orders, executive orders, rules of common law and any judicial interpretations thereof and decrees of any



Governmental Authority and (ii) any applicable fire rating bureau or other body exercising similar functions, of general applicability or affecting the Building and Improvements or any portion thereof. This term shall include the conditions or requirements of Governmental Authorizations.

“Lease” has the meaning set forth in the recitals hereto.

“Laws” shall mean all federal, state and local laws, moratoria, initiatives, referenda, ordinances, rules, regulations, standards, orders, judicial decisions, common law and other governmental, quasi-governmental requirements (including those relating to labor and employment, the environment, health and safety, or handicapped persons), including Governmental Requirements.

“Notice to Proceed” shall mean the notice given by Developer to Contractor to proceed with the applicable work pursuant to Section 2.4(b).

“Morgan” shall have the meaning set forth in the preamble hereto and Tenant under the Lease.

“Person” an individual, governmental body or agency, corporation, limited partnership, partnership, limited liability company, or other entity (including any Governmental Authority).

“Plans and Specifications” shall mean the plans, drawings and written specifications for the Building and Improvements.

“Post-Construction Phase” shall mean the period commencing on the first day following the Delivery Date and terminating on the earlier of (i) the date of Final Completion or (ii) six (6) months following the receipt by Morgan of an assignment of all general warranties furnished to Developer under to the Construction Contract.

“Pre-Construction Phase” shall mean the period commencing on the Effective Date and terminating on the first day of the Construction Phase.

“Request for Payment” shall mean each payment request reviewed by Developer and submitted to Morgan pursuant to the provisions of this Agreement, and complying with all of the requirements of Section 4.3.

“Restrictions” shall mean any and all restrictions, easements, conditions, covenants and other agreements recorded against the Premises or otherwise applicable to the Building and Improvements.

“Services” shall have the meaning set forth in Section 2.4.

“Term” shall mean the term of this Agreement commencing on the Effective Date and terminating upon the date of Final Completion.

“Training” shall mean training on the Building systems and any furniture, fixtures or equipment (“FF&E”) provided for under the Construction Contract or installed in the Building, to the extent training for such FF&E is included in the Approved Plans and Specifications.

“Unavoidable Delay” shall mean delays caused by any of the following (but only if such delay arose despite the exercise of Due Care): an act of God, fire, act of government unknown as of the date of this Agreement, tornado, hurricane, flood, earthquake, explosion, war on American soil, act of terrorism on the Building and Improvements, civil disturbance, labor strikes not at the Site of the Building and Improvements, an unusually severe storm designated as a 50-year storm or greater by the National Climate Data Center, or an unavoidable casualty beyond Developer’s control, where any such event is not caused by the negligent act or omission of Developer or someone else for whom Developer is responsible.

1.2 Other Definitions. Initially capitalized terms used but not defined in this Agreement shall have the meanings ascribed to such terms in the Lease.

1.3 Rules of Interpretation.

(a) The use of the masculine, feminine or neuter gender or the singular or plural form of words herein shall not limit any provision of this Agreement. The use of the term “including” or “include” shall in all cases herein mean “including, without limitation” or “include, without limitation,” respectively. Underscored references to Articles, Sections, clauses or Exhibits shall refer to those portions of this Agreement, and any underscored reference to a clause shall, unless otherwise identified, refer to the appropriate clause within the same Section in which such reference occurs. The use of the terms “hereunder,” “hereof,” “hereto” and words of similar import shall refer to this Agreement as a whole and not to any particular Article, Section or clause of, or Exhibit to, this Agreement.

(b) Unless otherwise expressly provided herein, (i) references to agreements (including this Agreement), other contractual instruments (including Approved Plans and Specifications and budgets) and organizational documents shall mean such agreements, instruments and documents (including all exhibits, annexes and schedules thereto) as the same may be amended and/or modified from time to time in accordance with the terms thereof and (ii) references to any statute or regulation shall include all statutory and regulatory provisions consolidating, amending, replacing, supplementing or interpreting such statute or regulation.

(c) If a conflict arises between a provision in this Agreement and the Lease, the provisions of the Lease shall control. Notwithstanding the foregoing or anything contained herein to the contrary, with respect to the delivery and construction obligations related to the Building and Improvements, the provisions of this Agreement shall supersede the Lease, and this Agreement shall control and govern any conflicts that may arise between the provisions of this Agreement and the Lease, including those set forth in Sections 2(a), 2(b) and 11(a) and (b) of the Lease; provided, however, nothing contained herein shall be deemed to supersede, modify or affect the Landlord’s obligations to construct the infrastructure improvements as provided for in Section 10 of the Lease, which shall continue to govern and control with respect thereto.

1.3 Incorporation of Recitals. The Recital set forth above are hereby incorporated by this reference into this Agreement as if fully set forth herein.

## **ARTICLE II ENGAGEMENT OF DEVELOPER; SERVICES**

2.1 Engagement. For the Term of this Agreement, Morgan hereby engages Developer to perform, and Developer hereby agrees to perform on behalf of Morgan, the Services upon and subject to the terms and conditions of this Agreement. Developer shall cause the Services provided by it to be performed with Due Care.

2.2 Relationship. This Agreement shall not be construed as creating a general agency or partnership between or among any of the parties and no party hereto shall have the authority, express or implied, to bind the other party, except as specifically provided herein. Each party does, however, agree to cooperate with each other to facilitate the timely and economical completion of the Services in accordance with the terms of this Agreement.

2.3 Authority of Developer. Developer shall have authority to sign: (i) permit applications, (ii) the Construction Contract after Morgan's prior written consent, (iii) Change Orders but only upon the prior approval of Morgan, which, if the Change Order is complete and accurate, shall not be unreasonably withheld, delayed or conditioned, (iv) requests for construction inspections, (v) service contracts with surveyors, geotechnical engineers and other like professionals, subject to Morgan's prior written approval, and (vi) other like applications, requests and documents which are consistent with the intended construction of the Building and Improvements, as set forth in the Approved Plans and Specifications, Construction Contract and this Agreement. Other than the Architect, already hired by Morgan, Developer shall engage or cause the engagement of the Contractor and all Consultants required for the construction of the Building and Improvements in accordance with the Approved Plans and Specifications.

2.4 Developer's Services. During the Term of this Agreement, Developer shall provide the services set forth in this Section 2.4 (collectively, the "Services").

(a) Pre-Construction Phase Services. During the Pre-Construction Phase of the Building and Improvements, Developer shall, in conjunction with Morgan, but subject to Morgan's prior written approval, which shall not be unreasonably withheld, delayed or conditioned, , perform the following Services:

(i) Staff and organize lines of authority for the Building and Improvements so as to establish the most efficient manner in which decisions, approvals and other communications for the Building and Improvements participants can be made.

(ii) Develop procedures and report formats to establish the basis for communication between and among the Architect, the Contractor, any Consultant and Morgan.

(iii) Develop procedures and report formats to establish the basis for communication between Morgan and Developer.

(iv) Meet with Morgan to provide general status reports regarding the Building and Improvements.

(v) Select (a) the Contractor; and (b) and, if required, any other persons and/or entities (other than any engineers or consultants retained by the Architect) to perform appraisal, surveying, , purchasing, scheduling and construction of the Building and Improvements (collectively, the “Consultants”); and make recommendations to Morgan and negotiate, on Developer’s form consultant agreement, and execute the agreements with, the Contractor and the other Consultants. Developer shall retain the Contractor and the other Consultants required for the Building and Improvements.

(vi) Developer acknowledges and agrees that Morgan has overseen the preparation of the Plans and Specifications. Developer shall administer, on behalf of Morgan, the contract Morgan has entered into with the Architect during the Construction Phase and only to the extent of the construction administration services Architect has been retained to provide, if applicable. Developer, shall be entitled to receive, as a portion of the overall Development Management Fee, a Development Management Fee related to the preparation (including any review, comment and revision to) of the Plans and Specifications and any preliminary documentation including without limitation schematic plans, outline specifications and other preliminary construction documents, specifications, furniture, fixture and equipment documents, and other related documents of the Building and Improvements prepared by the Architect.

(vii) Bid the Approved Plans and Specifications to an agreed upon group of contractors and make recommendations to Morgan on the selection of the Contractor to construct the Building and Improvements. The Construction Contract provide for completion on or before March 1, 2022, and shall provide that the Contractor hire all subcontractors and trade contractors. Throughout the Term of this Agreement, Developer shall endeavor to encourage the participation of "minority business enterprises" and "socially and economically disadvantaged individuals" as those terms are defined in Article 14, Subtitle 3 of the State Finance and Procurement Article, Annotated Code of Maryland. The Developer shall endeavor to have the Contractor use commercially reasonable efforts to meet the thirty-percent (30%) Minority Business Enterprises qualified with the State of Maryland (“MBE”) goal for the parties it engages in the construction of the Improvements. Accordingly, the final Construction Contract will require that the Contractor complete and submit to the Owner and Developer the following forms for each subcontractor and/or supplier it proposes to utilize to satisfy the MBE participation goal]: an MBE Participation Schedule, an Outreach Efforts Compliance Statement, and a Subcontractor Project Participation Statement.

(viii) Instruct the Architect or appropriate Consultant to make any revisions required by Morgan, or subject to Morgan’s prior written approval to the Approved Plans and Specifications

(ix) Prepare any revisions reasonably required by Morgan to the Building and Improvements Costs.

(x) Prepare any revisions required by Morgan to the Building and Improvements Schedule and advise Morgan regarding the Architect's, the Contractor's and the other Consultants' compliance with the Building and Improvements Schedule.

(xi) Attend relevant meetings with Governmental Authorities.

(xii) Review determinations made by the Architect, the Contractor and the other Consultants regarding the requirements of all Governmental Authorities and determinations of the Architect, the Contractor and the other Consultants regarding the desirability of, or the necessity for, special approvals and/or variances, if any, for the Building and Improvements.

(xiii) Oversee the coordination of the services of the Architect, the Contractor and the other Consultants.

(xiv) Advise Morgan with respect to the Contractor's recommendations for the award of subcontracts.

(xv) Developer acknowledges that the Architect, on behalf of Morgan, has filed applications for construction Permits. Developer shall cause to be timely filed applications for, and use Due Care to process, procure and maintain, all Permits which are required under Governmental Requirements (except to the extent any such applications, Permits or other Governmental Requirements have already been filed, obtained or satisfied by another party engaged by Morgan, including without limitation, the application for construction Permits previously filed by the Architect), and oversee and coordinate all work of the professionals associated with or necessary to such applications. All fees and permit charges for such Governmental Authorizations shall be included in the Building and Improvements Costs, and shall be paid by Morgan in accordance with the disbursement provisions of this Agreement. Developer shall keep Morgan informed on the processing of Governmental Authorizations for the Building and Improvements.

(b) Timing for Beginning of Construction Phase. Subject to Unavoidable Delays, the Construction Phase shall commence on or before the date set forth in the Building and Improvements Schedule for commencement of construction, upon (i) issuance of a permit for which site work can begin, (ii) confirmation that the Construction Contract is in existence and that all legal and contractual requirements for commencement of construction have been satisfied, and (iii) issuance to the Contractor of a notice to proceed with the work under the Construction Contract ("Notice to Proceed").

(c) Construction Phase Services. During the Construction Phase, Developer shall continue to perform the Services set forth in Section 2.4(a) to the extent applicable, as well as using Due Care to perform the following Services:

(i) Following the issuance of a Notice to Proceed, Developer shall use Due Care to cause the Contractor to commence and diligently pursue construction of the Building and Improvements in a good and workmanlike manner, and in accordance in all material respects with the Approved Plans and Specifications, the Building and Improvements

Schedule, the Construction Contract, Governmental Requirements, Governmental Authorizations, and the Restrictions.

(ii) Developer shall monitor all construction work by the Contractor and others engaged for the construction of the Building and Improvements. Without limiting the foregoing, Developer shall:

(1) Observe the progress of the construction and use Due Care to verify that all materials and labor furnished in connection therewith have been supplied or completed in a good and workmanlike manner, free and clear of all liens and in compliance with all Governmental Requirements and Restrictions.

(2) Monitor all costs and expenses of construction.

(iii) Prior to Final Completion of the Building and Improvements, Developer shall submit to Morgan on a monthly basis a progress report in such form as may be reasonably requested by Morgan.

(iv) Review monthly (or more frequently if necessary in Morgan's reasonable opinion) with Morgan any recommended modifications to the Building and Improvements Costs; and, in consultation with the Architect and the Contractor, update the Building and Improvements Costs to reflect adjustments by reason of Change Orders and other similar factors that have an impact on the Building and Improvements Costs or Building and Improvements Schedule.

(v) Review monthly with Morgan compliance with the Building and Improvements Schedule; identify and advise Morgan regarding any material variation between actual progress and the Building and Improvements Schedule; consult with Morgan regarding any recommended modifications to the Building and Improvements Schedule, and invite Morgan to all scheduled construction progress meetings.

(vi) Developer shall (a) recommend to Morgan any necessary or desirable changes to the Approved Plans and Specifications which Developer, in the performance of its Services, determines are reasonably advisable; and (b) review, analyze and advise Morgan with respect to any and all change orders requested by any Contractor or any other person (each, a "Change Order"). Developer shall not approve any Change Orders to the Approved Plans and Specifications or the Construction Contract without Morgan's prior written approval. In addition, Developer shall, at the request of Morgan, instruct the Architect to review and advise Developer and Morgan of the need and impact of the requested change.

(vii) Review with Morgan any requisite decisions needed in connection with the interpretation of the Approved Plans and Specifications and any elections, options and other prerogatives under the Construction Contract.

(viii) Developer shall generally (a) provide Morgan with electronic copies of the Approved Plans and Specifications and 1 hard copy ½ size drawings and all Change Orders and change directives within five (5) business days of the issuance of Change Orders and change directives; except in the event Architect has contracted with Morgan,



Architect, and not Developer, shall be responsible for the foregoing; (b) advise Morgan of all material scheduled job site meetings and provide Morgan with copies of Building and Improvements schedules, job minutes and other information reasonably requested by Morgan to evaluate the quality and progress of the work being performed; and (c) keep Morgan informed of reports, applications and filings required by Governmental Requirements and any changes to the schedule.

(ix) Upon being furnished Requests for Payment from the Contractor or any Consultants, Developer shall review and advise Morgan and shall coordinate with Architect as to the disbursement of funds by Developer in connection with such Requests for Payment. Developer shall pay the Contractor and all Consultants.

(x) Review and advise Morgan on a monthly basis (or more frequently at Morgan's reasonable request) regarding the approval of claims by the Contractor, any Consultant, or any subcontractors, for compensation for extra work allegedly performed or requested or required extensions to their respective schedules.

(xi) The Developer shall provide sufficient construction supervision for the Building and Improvements separate and apart from the Shopping Center project to ensure Developer provides proper attention to the development of the Building and Improvements and to ensure, subject to Unavoidable Delay and delay caused by Morgan, that the schedule agreed upon with Morgan is maintained.

(xii) Assist Morgan in determining when the Delivery Date has occurred.

(xiii) The Developer shall notify Morgan following the "Rough In" installation of utilities in the Building, but prior to closing the floor slab, so that Morgan has the opportunity to take pictures of the utility locations.

(d) Post-Construction Phase Services. During the Post-Construction Phase of the Building and Improvements, Developer shall perform the following Services:

(i) Review with Morgan all systems constructed with respect to such work and the testing of such systems.

(ii) Review with Morgan all original warranties and assist Morgan in the enforcement of such warranties in connection with the repair, replacement and/or correction of defective work.

(iii) Cause the Contractor to promptly complete all "punch list" items.

(iv) Cause the Contractor to cause applicable subcontractors, and cause any applicable Consultants, to provide Training to Morgan, including the delivery of any applicable manuals. Developer shall endeavor to cause such parties to deliver any such manuals two (2) weeks in advance of any scheduled Training.

2.5 Construction. During the Term of this Agreement, Developer shall generally oversee the Architect, the Contractor and any Consultants in the management of the construction of the Building and Improvements in accordance with the Approved Plans and Specifications and shall ensure that Building and Improvements Costs are paid in a timely manner after disbursement by Morgan of same, but only to the extent any such Building and Improvements Costs are disbursed by Morgan to Developer for payment to the appropriate party, and not paid directly by Morgan to such party as may be required by the terms of this Agreement or such other Agreements entered into or approved by Morgan. Developer shall use commercially reasonable efforts to cause the Contractor to meet the Delivery Date substantially in accordance with the Building and Improvements Schedule, subject to Unavoidable Delays.

2.6 Cooperation. Each party's ability to perform its obligations under this Agreement are dependent upon the cooperation of the other parties and the promptness of replies, approvals and other actions required herein. Each party shall perform its obligations hereunder as expeditiously as reasonably possible in order to not delay the orderly progress of the work.

2.7 Morgan's Review of the Building and Improvements.

(a) Morgan and its members, agents, consultants and designees shall have access to the Building and Improvements at all times for purposes of observing the work. No such observation or failure to do so shall provide Developer any cause of action against Morgan or its members, consultants or designees or relieve Developer from its obligations under this Agreement.

(b) Morgan shall be afforded access to all of Developer's records, books, correspondence, instructions, drawings, receipts, vouchers, memoranda and similar data relating to the Building and Improvements during business hours and upon reasonable prior written notice to Developer.

### **ARTICLE III REPRESENTATIONS AND WARRANTIES**

3.1 Developer Representations, Warranties and Covenants. Developer hereby represents, warrants and covenants to Morgan that:

(a) This Agreement is a legal, valid and binding obligation of the Developer, enforceable against the Developer in accordance with its terms, except as enforcement may be limited by bankruptcy, insolvency, reorganization, moratorium or similar laws affecting the enforcement of creditors' rights generally and by general equitable principles.

(b) Developer has full requisite power and authority to perform all of its obligations under this Agreement and all requisite action has been duly and validly taken by the Developer to authorize and to make this Agreement valid and binding upon the Developer in accordance with its terms.

(c) The Developer holds or will at the required time hold all required licenses and permits to perform the Services pursuant to this Agreement, as required by law, or employs or works under the general supervision of the holder of such licenses and permits, and shall keep

and maintain all such licenses and permits in good standing and in full force and effect at all times while Developer is performing Services under this Agreement.

(d) The Developer acknowledges that Morgan has justified its engagement of Developer pursuant to this Agreement under sole-source procurement because of the necessary coordination of the construction activities between the Building and the Shopping Center, and Developer agrees that the personnel of the Developer overseeing the construction of the Building and Improvements shall be the same persons overseeing the construction of the Shopping Center for the Landlord.

(e) No employee of the State of Maryland or any unit thereof, whose duties as such employee include matters relating to or affecting the subject matter of this Agreement, shall, while so employed, become or be an employee of Developer.

(f) Developer agrees (a) not to discriminate in any manner against an employee or applicant for employment because of race, color, religion, creed, age, sex, marital status, national origin, ancestry, sexual orientation or disability or a qualified individual with a disability, and (b) include a provision similar to that contained in subsection (a) above in any contract except a contract for standard commercial supplies or raw materials; and (c) to post and to cause contractors to post in conspicuous places available to employees and applicants for employment, notices setting forth the substance of this clause.

(g) [Intentionally Omitted]

(h) Developer: (A) is qualified to do business in the State of Maryland and that it will take such action as, from time to time hereafter, may be necessary to remain so qualified; (B) it, is not in arrears with respect to the payment of any monies due and owing the State of Maryland, or any department or unit thereof, including but not limited to the payment of taxes and employee benefits, and that it shall not become so in arrears during the term of this Agreement (but not including any water or sewer bill related to the Shopping Center or Land that is the subject of a bona fide dispute by Developer, in its capacity as Owner of the Shopping Center and Land); and (C) shall comply with all federal, State, and local laws, regulations, and ordinances applicable to its activities and obligations under this Agreement.

(i) Developer shall retain and maintain all records and documents relating to this Agreement for three (3) years after the end of the Term and any extensions and shall make them available for inspection and audit by authorized representatives of Morgan, including the procurement officer or designee, at all reasonable times.

(j) Developer shall comply with the provisions of Section 13-221 of the State Finance and Procurement Article of the Annotated Code of Maryland, which requires that every business that enters into contracts, leases, or other agreements with the State of Maryland or its agencies during a calendar year under which the business is to receive in the aggregate \$200,000 or more, shall, within thirty (30) days of the time when the aggregate value of these contracts, leases or other agreements reaches \$200,000, file with the Secretary of State of Maryland certain specified information to include disclosure of beneficial ownership of the business.

(k) Developer shall comply with Election Law Article Sections 14-101 through 14-108 of the Annotated Code of Maryland, which requires that every person that enters into contracts, leases, or other agreements with the State of Maryland, or a political subdivision of the State, including its agencies, during a calendar year in which the person receives in the aggregate \$200,000, shall file with the State Administrative Board of Election Laws a statement disclosing contributions in excess of \$500 made during the reporting period to a candidate for elective office in any primary or general election. The statement shall be filed with the State Administrative Board of Election Laws (i) when a contract is awarded that causes the person to be doing public business and shall cover the preceding twenty-four (24) months; and (2) if performance remains uncompleted on the contract that caused the person to be doing public business on or before the last day of the month immediately following the day on which the reporting period ends, and shall cover six (6) month reporting periods ending on April 30 or October 31.

(k) Developer shall timely satisfy all of the Conditions Precedent at no cost or expense to Morgan.

3.2 Morgan Representations. Morgan hereby represents, warrants and covenants to Developer that:

(a) This Agreement is a legal, valid and binding obligation of Morgan, enforceable against Morgan in accordance with its terms, except as enforcement may be limited by bankruptcy, insolvency, reorganization, moratorium or similar laws affecting the enforcement of creditors' rights generally and by general equitable principles

(b) Morgan has full requisite power and authority to perform all of its obligations, under this Agreement and all requisite action has been duly and validly taken by Morgan to authorize and to make this Agreement valid and binding upon Morgan in accordance with its terms.

(c) Morgan shall retain and maintain all records and documents relating to this Agreement for three (3) years after the end of the Term and any extensions and shall make them available for inspection and audit by authorized representatives of Developer at all reasonable times.

## **ARTICLE IV PAYMENT**

### **4.1 Development Fee.**

(a) In consideration of the Services to be performed by it hereunder, Morgan shall pay to Developer a development management fee (the "Development Management Fee") equal to three percent (3%) of the total Building and Improvements Costs, including any costs or expenses, previously incurred or that becomes payable relating to the Architect's contract, and any costs directly incurred by Morgan or its direct contractors, agents, employees, or advisors.

(b) During the term of this Agreement, Morgan shall pay the Development Management Fee monthly in arrears after Developer delivers a statement with complete and

accurate information regarding the fee to be paid.. Notwithstanding anything in this Agreement to the contrary, in the event the Construction Phase does not commence, no Development Management Fee shall be payable hereunder.

#### 4.2 Third Party Payments.

(a) The Development Management Fee is in addition to, and does not include, payments due under the Construction Contract, the contract with the Architect or contracts with subcontractors or Consultants, which Morgan shall disperse to Developer for payment to such parties. Developer shall not have any obligation to advance its own funds to pay any of such costs, and Developer shall not be in breach or default, or deemed to be in breach or default, under this Agreement as a consequence of any such payments not being made, except to the extent Developer fails to notify Morgan of the amount and timing of any such required payment. Developer shall timely pay Contractor, subcontractors and Consultants upon receipt of funds from Morgan.

(b) On or before the 10<sup>th</sup> day of each month, or a date commensurate with receipt by Developer of all such information from the Architect, Consultants, and the Contractor, Developer shall assemble and submit to Morgan as of the last day of the prior month a requisition package containing (i) the request for payment submitted by the Contractor and approved by the Architect, (ii) lien waivers only conditioned on receipt of payment for the current application for payment (which may be partial lien waivers except with respect to the final payment to the Contractor or the applicable subcontractor), executed by the Contractor and each subcontractor whose subcontract amount exceeds \$50,000, (iii) invoices from the Architect and other Consultants, (iv) an invoice for the portion (if any) of the Development Management Fee payable with respect to the prior month's Services, and (v) invoices for any other Building and Improvements Costs then due to third parties.

(c) Morgan shall pay on or about the 30<sup>th</sup> day of each month 100% of Development Management Fee incurred for the month, 100% of the Architect's fee and any utility expense, and 100% of all other expenses, costs and fees under the Construction Contract and any of the Consultant Contracts then due and payable pursuant to the terms of the Construction Contract and Consultant Contracts, respectively. For avoidance of doubt, the Construction Contract shall provide for payment amounts equal to ninety-five percent (95%) of the undisputed amount of each Application for Payment (as defined in the Construction Contract) with five percent (5%) of the total amount requested on such Application for Payment held as retainage, and the retainage shall be paid to Contractor upon the Date of Substantial Completion (as defined in the Construction Contract) less 150% of the value to complete the punch list which amount shall be due and payable upon the Date of Final Completion (as defined in the Construction Contract). Morgan shall pay the requisitioned amounts within thirty (30) days after receipt of the requisition package, as long as the requisition package complies with the requirements of this Agreement and the requisitioned amounts are properly payable under this Agreement and the Construction Contract. If Morgan requests revisions to the requisition package that is already accurate and complete or additional information relating to the request for payment within such thirty (30) day period, then Morgan shall pay the amounts in the requisition package that are not the subject of a bona fide good faith dispute as aforesaid, and Developer shall provide satisfactory revisions or additional information to Morgan per Morgan's request,

and Morgan shall pay the requisitioned amounts within thirty (30) days after receipt of such revisions or additional information or the expiration of such thirty (30) day period, whichever is later. Morgan may elect in its absolute discretion at any time and from time to time to make payments described in this paragraph directly to the person entitled to any such payment (whether by sole or dual-payee check).

## **ARTICLE V TERMINATION AND REMEDIES**

### **5.1    Termination of Developer.**

(a)    The occurrence of any of the following events (and the passage of any applicable notice or cure period) shall constitute a default under this Agreement and shall permit Morgan to terminate Developer:

(i)    Except in the case of Unavoidable Delay or a stop work order issued by Morgan or other delay by Morgan, if Developer shall cease to perform the Services for (10) consecutive days and such cessation shall materially jeopardize the Building and Improvements Schedule or materially increase the Building and Improvements Costs, and Developer shall not recommence performance within ten (10) days after receipt of written notice from Morgan to recommence the Services; provided, however, the parties acknowledge that there are several different phases of work and that the phases of work are not consecutive.

(ii)   If Developer shall fail to perform its material obligations hereunder and shall fail to remedy such default within ten (10) days after written notice from Morgan specifying the nature of such default; provided that if such default cannot reasonably be cured within such period, such longer period of time as Developer requires to affect such cure shall be permitted so long as Developer has commenced such cure within such ten (10) day period and thereafter diligently prosecutes such cure to completion.

(iii)   The occurrence of a Bankruptcy Event with respect to Developer.

(iv)   The occurrence of any act committed by Developer involving fraud, gross negligence or willful misconduct in connection with any of its obligations hereunder.

(v)    The occurrence of an event of default under the Lease by Developer, in its capacity as Landlord.

**5.2    Termination by Developer.** The occurrence of any of the following events (and the passage of any applicable notice or cure period) shall constitute a default under this Agreement and shall permit the Developer to terminate this Agreement:

(a)    If Morgan shall fail to perform its obligations hereunder and shall fail to remedy such default within ten (10) business days after written notice from the Developer specifying the nature of such default.

(b)    The occurrence of a Bankruptcy Event with respect to Morgan.



(c) The occurrence of any act committed by Morgan involving fraud, gross negligence or willful misconduct in connection with any of its obligations hereunder.

### 5.3 Rights and Obligations Upon Termination.

(a) Upon termination of this Agreement, Developer shall be paid the Development Management Fee to which it is entitled in accordance with Section 4.1 accrued through the date of termination and shall not be entitled to any further payments thereafter. Notwithstanding the foregoing, Morgan shall also pay Developer any Damages arising from, directly or indirectly, any breach by Morgan of its obligations under this Agreement, including without limitation, Damages arising under the Construction Contract or the Consultant Contracts

(b) Termination of this Agreement shall not relieve any party hereunder from liability arising from any acts or omissions of such party occurring on or prior to the effective date of termination. This Section 5.3, Article VI and Article VII shall survive termination of this Agreement.

## **ARTICLE VI INDEMNIFICATION**

### 6.1 Indemnification.

(a) Developer shall indemnify, defend and hold harmless Morgan and its Affiliates and members from and against any and all Damages arising from, or in connection with any act or omission by Developer or any of its Affiliates in connection with any of its obligations hereunder. Notwithstanding the foregoing, Developer shall not be required to defend, indemnify and hold Morgan and its Affiliates harmless to the extent such Damages arise from, Morgan's or its Affiliates willful misconduct, fraud, gross negligence, material breach of this Agreement, or negligence.

(b) Morgan shall indemnify, defend and hold harmless Developer and its Affiliates from and against any and all Damages arising from, or in connection with (i) any claim or legal proceeding by any third party, (ii) a material breach of this Agreement by Morgan, (iii) any act or omission by Morgan or any of its Affiliates involving willful misconduct, fraud or gross negligence in connection with any of its obligations hereunder, or (iv) any act or omission by Morgan, any of its Affiliates, and any of their employees, agents, or representatives which gives rise to any Damages under a contract entered into by Developer pursuant to this Agreement or in furtherance of the completion of the Building and Improvements on behalf of Morgan, including, without limitation, the Construction Contract. Notwithstanding the foregoing, neither Developer nor its Affiliates shall be entitled to indemnification hereunder to the extent such Damages arise from an act or omission by Developer or any of its Affiliates involving willful misconduct, fraud, gross negligence or a material breach of this Agreement (including the failure to exercise Due Care in connection with its obligations hereunder). Notwithstanding anything to the contrary contained in any indemnification provision contained in this Agreement, or any other provision of this Agreement, Morgan's liability for any tort related claims, damages, losses or costs arising out of this Agreement shall be governed by and subject to the Maryland Tort Claims Act, Section 12-101 et seq. of the State Government Article, Maryland Annotated Coded

(the “Act”); and Morgan’s liability for any contract related claims, damages, losses or costs arising out of this Agreement shall be governed by and subject to Maryland Annotated Code, State Government Article, Title 12, Subtitle 2. Any indemnification obligation by Morgan under this Agreement shall be contingent upon and subject to an appropriation by the Maryland State General Assembly specifically for the purposes contemplated in the applicable provision or provisions of this Agreement, at the time or after an event which may give rise to Morgan’s obligation to indemnify or save harmless occurs, and to the extent that a tortious claim is involved, Morgan’s obligations shall not be greater than the liability that might be determined under the Act, if the claim had been asserted against Morgan directly pursuant to the Act. Any indemnification agreement made by Morgan in this Agreement is not to be deemed a waiver of immunity or defense that may exist in any action against Morgan.

## **ARTICLE VII INSURANCE**

7.1 Developer’s Insurance. (a) Prior to performing Services hereunder, Developer shall promptly furnish Morgan with a copy of Developer’s current certificates of commercial general liability and workers’ compensation insurance policies, which policies Developer shall be required to keep in full force and effect during the Term of this Agreement. The Developer shall, and shall cause all Contractors, subcontractors, Consultants and any other parties Developer contracts with in furtherance of the construction of the Buildings and Improvements to, secure, pay the premiums for, and keep in force at all times such parties are providing services to Developer, adequate insurance as provided below, such insurance to specifically include liability assumed by Developer under this Agreement:

(i) Commercial General Liability Insurance including all extensions:

\$2,000,000 each occurrence;  
\$2,000,000 personal injury;  
\$2,000,000 products/completed operations;  
\$2,000,000 general aggregated

(ii) Workmen’s Compensation Insurance and Unemployment Insurance as required by the laws of the State of Maryland.

(b) The limits and/or sublimits referenced above can be achieved through any combination of primary and/or excess/umbrella insurance. All policies for liability protection, bodily injury or property damage must specifically name, the State of Maryland, and Morgan as an additional insured as respects to operations under this Agreement.

(c) Each insurance policy shall contain the following endorsements: “It is understood and agreed that the Insurance Company shall notify in writing Procurement Officer of Morgan forty-five (45) days in advance of the effective date of any reduction in or cancellation of this policy.” A certificate of each policy of insurance shall be furnished to the Procurement Officer of Morgan. A certificate of insurance for Workmen’s Compensation together with a properly executed endorsement for cancellation notice shall also be furnished. Upon the execution and delivery of this Agreement by the Developer, the requested Certificates and Policies shall be

delivered as directed by the Procurement Officer. Notices of policy changes shall be furnished to the Procurement Officer.”

(d) All required insurance coverages must be acquired from insurers allowed to do business in the State of Maryland and acceptable to Morgan. The insurers must have a policyholders’ rating of “A-” or better, and a financial size of “Class VII” or better in the latest edition of Best’s Insurance Reports.

7.2

## **ARTICLE VIII MISCELLANEOUS**

8.1 Restrictions on Transfer. Neither party may assign this Agreement without the prior written consent of the non-assigning party.

8.2 Notices. All communications, including notices, demands, requests or advice required or permitted hereunder shall be in writing and shall be served on the parties at the addresses set forth below. When any written notice is requested or may be given hereunder, it shall be deemed sufficient if the party giving such Notice delivers the same to the other party by U.S. mail, postage prepaid, by nationally recognized overnight courier service, or by other superior mailing, or by hand delivery. All notices delivered by mail or by hand shall be deemed to have been given when received by any party hereto at the addresses listed below. Notices given by legal counsel to any party hereto shall be deemed given by such party hereto.

If to Morgan, to:

*Vice President for Finance and Management*  
MORGAN STATE UNIVERSITY  
1700 E. Coldspring Lane  
Truth Hall 307  
Baltimore, MD 21251

With a copy to:

Office of the Attorney General  
Chief, Educational Affairs Division  
200 St. Paul Place, 17<sup>th</sup> Floor  
Baltimore, Maryland 21202-2021

And to:

Office of the General Counsel  
Earl S. Richardson Library – Room 310  
Morgan State University  
1700 East Cold Spring Lane  
Baltimore, Maryland 21251

If to Developer, to:

c/o MCB Real Estate, LLC  
2701 N. Charles Street, Suite 404  
Baltimore, MD 21218  
Attention: P. David Bramble

With a copy to:

c/o MCB Real Estate, LLC  
2701 N. Charles Street, Suite 404  
Baltimore, MD 21218  
Attention: Ryan M. Bailey, Esq.

Either party may change the address for the delivery and receipt of such notice by communicating such information to the other party in writing not less than three (3) Business Days in advance of the effective date thereof; provided that no party may change the address or identity of a Person to whom a copy of a notice must be given without the consent of such Person.

8.3 Amendments; No Waiver. This Agreement may be amended only by a written instrument executed by all of the parties hereto. No waiver, approval, consent or other agreement of any party shall be effective unless in writing and signed by the party to be bound. No delay or failure on the part of any party hereto in exercising any right, power or privilege under this Agreement shall impair any such right, power or privilege or be construed as a waiver of any default or any acquiescence therein. No single or partial exercise of any such right, power or privilege shall preclude the further exercise of such right, power or privilege.

8.4 Entire Agreement; Further Assurances. This Agreement embodies the entire agreement between the parties hereto with relation to the transaction contemplated hereby, and there have been and are no covenants, agreements, representations, warranties or restrictions between the parties hereto with regard thereto other than those set forth herein. Each party agrees to take such actions and execute such documents as are reasonably necessary or desirable in order to carry out the purposes and intent of this Agreement.

8.5 Counterparts. This Agreement may be executed in two or more counterparts and each of such counterparts, for all purposes, shall be deemed to be an original but all of such counterparts together shall constitute but one and the same instrument, binding upon all parties hereto, notwithstanding that all of such parties may not have executed the same counterpart. Any signature transmitted electronically by facsimile, scanned PDF or similar means shall have the same force and effect as an original signature.

8.6 Confidentiality. Developer shall treat all information, discussions, work papers, drawings, memoranda, and all materials relating to the Building and Improvements and all information supplied to Developer by Morgan that relates to the Building and Improvements as

strictly confidential and shall not permit its release to other parties other than its Developer's representatives or make any public announcement or publicity releases, and such information shall not be used or discussed by Developer, except as required to complete the Services, without Morgan's prior written approval in each instance. Nothing contained herein shall prevent Developer from disclosing or accessing any information otherwise deemed confidential under this Section 8.6 (i) in connection with Developer's enforcement of its rights hereunder; (ii) pursuant to any legal requirement, any statutory reporting requirement or any accounting or auditing disclosure requirement applicable to Developer; or (iii) in connection with performance by Developer of its obligations under this Agreement. As used in this Section 8.6, the term "Representatives" shall mean the employees, directors, officers, consultants, accountants, attorneys and lenders of Developer and its Affiliates.

8.7 Severability. If any provision of this Agreement is held to be illegal, invalid or unenforceable under present or future laws, such provision shall be fully severable and this Agreement shall be construed and enforced as if such illegal, invalid or unenforceable provision is not a part hereof, and the remaining provisions hereof shall remain in full force and effect. In lieu of any illegal, invalid or unenforceable provision herein, there shall be added automatically as a part of this Agreement, a provision as similar in its terms to such illegal, invalid or unenforceable provision as may be possible and be legal, valid and enforceable.

8.8 Jurisdiction and Venue; Waiver of Trial by Jury. Each party hereby irrevocably submits in any suit, action or proceeding arising out of or relating to this Agreement or any party's performance hereof or rights or obligations hereunder to the jurisdiction of the federal and state courts of the State of Maryland and waives any and all objections to the jurisdiction of, or venue in, such court that such party may have under applicable laws. Each party waives trial by jury in any litigation, suit or proceeding among them in any court with respect to, in connection with or arising out of this Agreement, or the validity, interpretation, or enforcement hereof.

8.9 Governing Law. This Agreement is to be governed and construed in accordance with the laws of the State of Maryland, without giving effect to the conflict of laws principles thereof.

8.10 Time. Unless otherwise specified, in computing any period of time described in this Agreement, the day of the act or event after which the designated period of time begins to run is not to be included and the last day of the period so computed is to be included, Subject to any applicable notice and cure periods, time is of the essence with respect to this Agreement.

8.11 No Third Party Beneficiaries. Except as expressly provided in this Agreement, nothing in this Agreement is intended to confer upon any person or entity, other than Developer and Morgan and their respective successors and permitted assigns any rights or remedies, including rights as a third party beneficiary, under or by reason of this Agreement.

8.12 Attorneys' Fees. The prevailing party in the resolution of a dispute under or pursuant to this Agreement, whether by arbitration, litigation or other means, shall be awarded its reasonable attorneys' fees and costs as part of such resolution.

*[Signature page follows.]*



IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the date first above written.

**MORGAN:**  
**THE STATE OF MARYLAND FOR THE USE**  
**OF MORGAN STATE UNIVERSITY**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

**DEVELOPER:**  
**MCB NORTHWOOD LLC**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

**EXHIBIT A**

**Reserved**

**EXHIBIT B**

**Building and Improvement Schedule**

*[Attached hereto]*

**EXHIBIT C**

**Ground Lease (the “Lease”) with Northwood S.C., LLC (“Landlord”) dated August 1, 2018**

*[Attached hereto]*

**EXHIBIT D**

**Agreement for Construction between Owner and Contractor [Cost of the Work + Fee  
w/GMAX / Short Form]**

*[Attached hereto]*

**EXHIBIT E**  
**Budget (Building and Improvement Costs)**

*[Attached hereto]*

# **ITEMS FOR INFORMATION**



# MORGAN STATE UNIVERSITY – Thurgood Marshall Hall

DESIGN REVIEW

July 10, 2020



hord | coplan | macht



MOODY•NOLAN

# APPROVED PROGRAM

CONVENIENCE STORE	1,600 SF
CAMPUS DINING FACILITY	32,612 SF
ACADEMIC TUTORING	1,300 SF
COMMONS / RES LIFE OFFICE	6,130 SF
RECEPTION	800 SF
CORE / CIRCULATION	12,485SF

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<b>SUB-TOTAL AMENITY SPACES</b>	<b>54,927 SF</b>
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<b>RESIDENTIAL BEDS</b> 660 @265 SF/BED	<b>174,870 SF</b>
(INCLUDES CORE AND CIRCULATION)	

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TOTAL BUILDING	229,797 GSF
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# EXISTING CONDITIONS

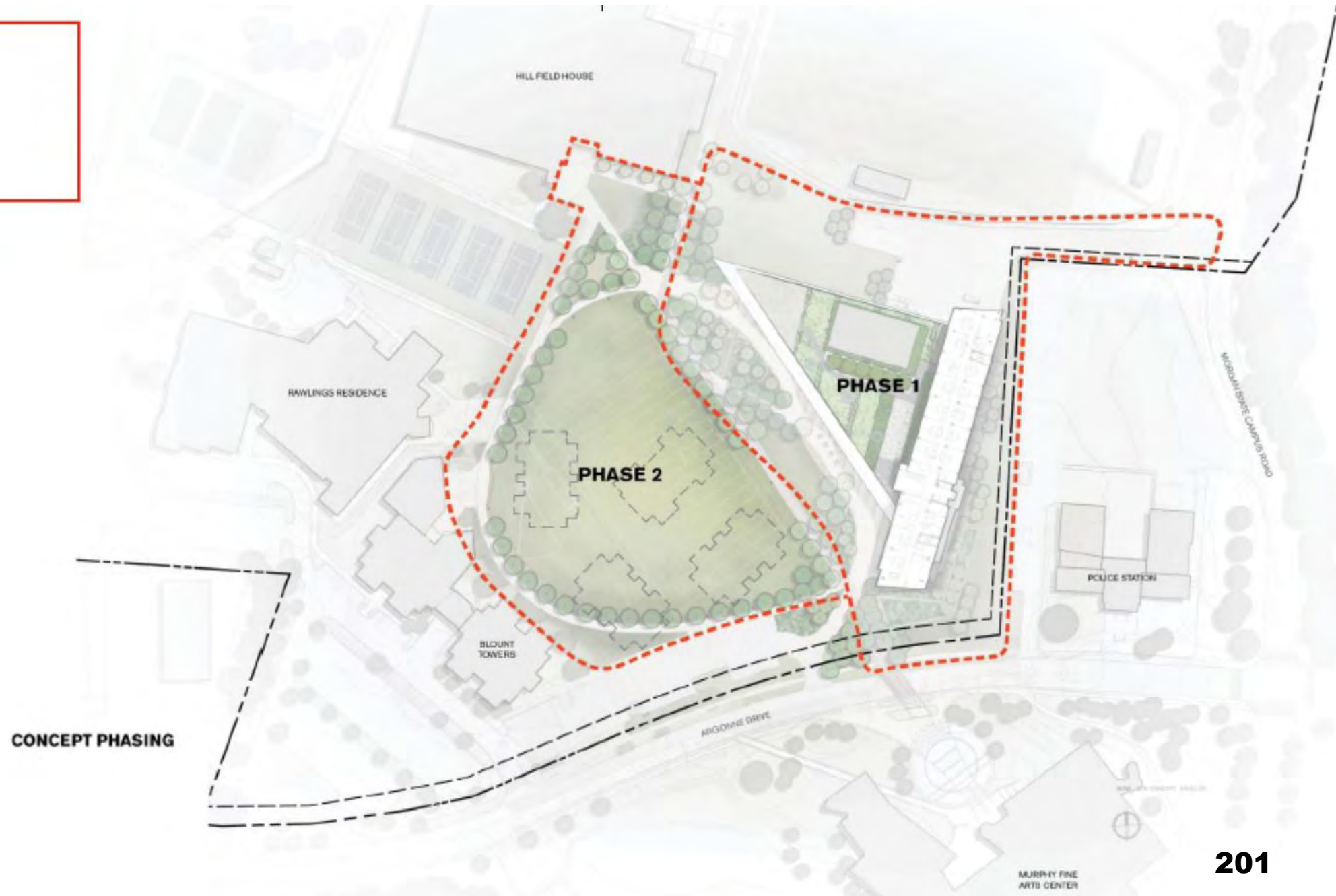




# PROPOSED PHASE-1

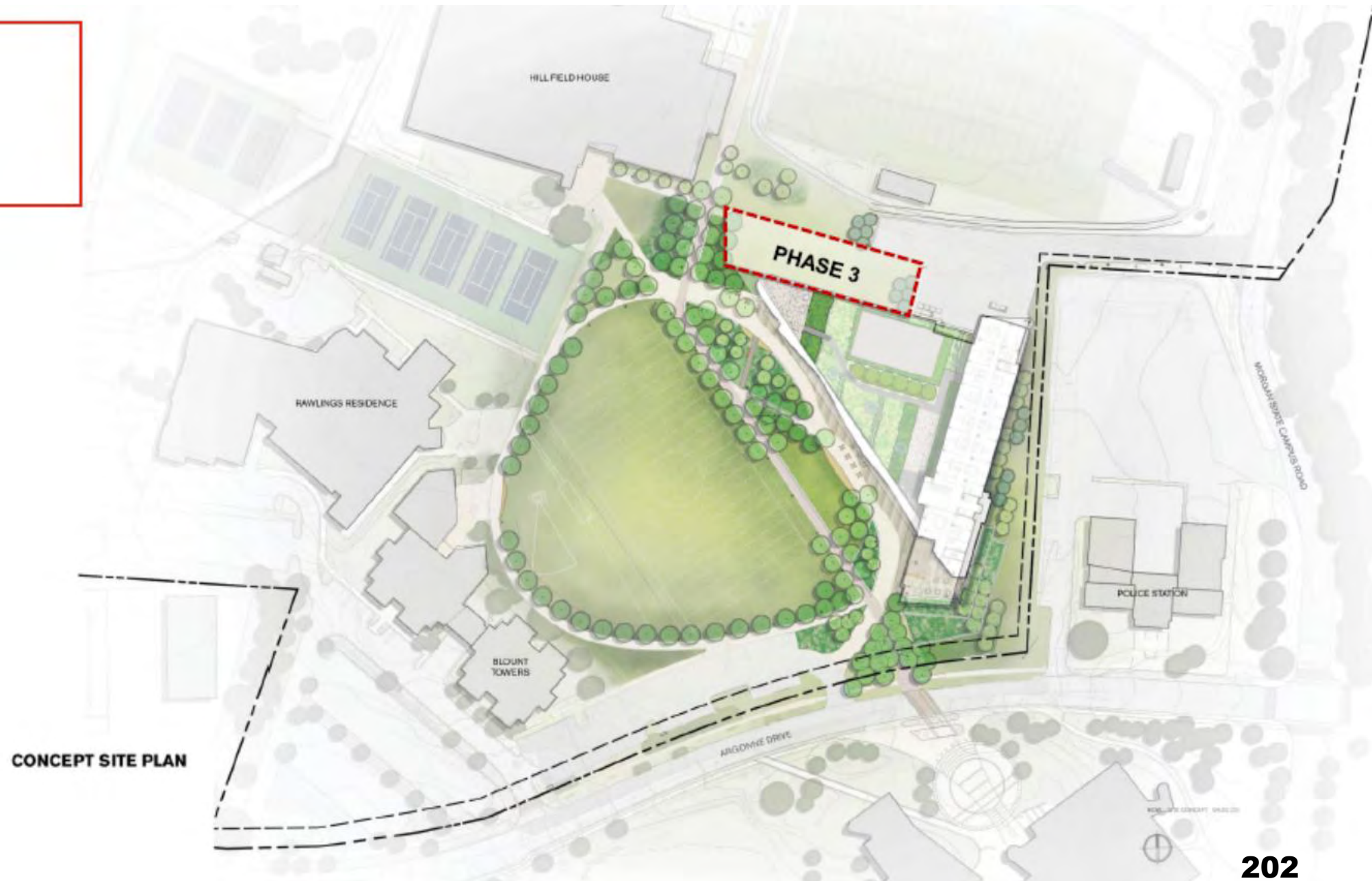


# PROPOSED PHASE-2

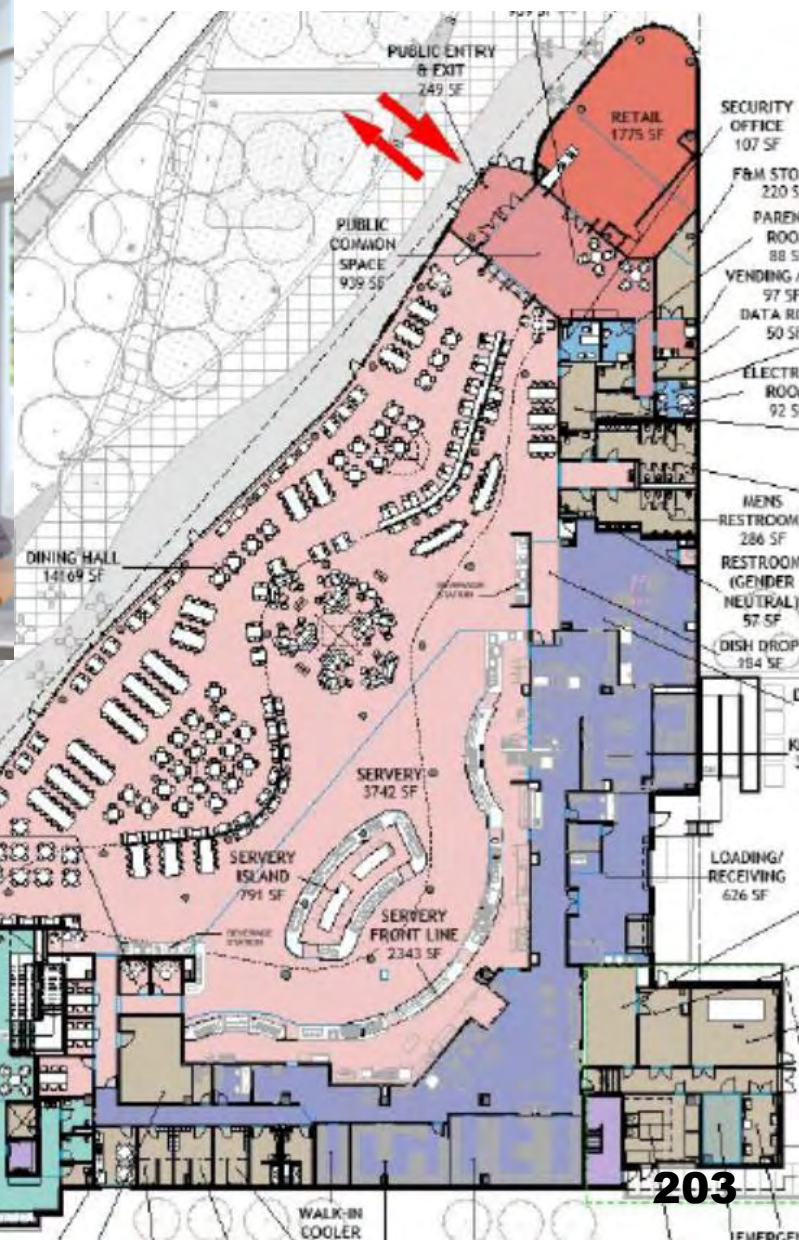




# FUTURE PHASE









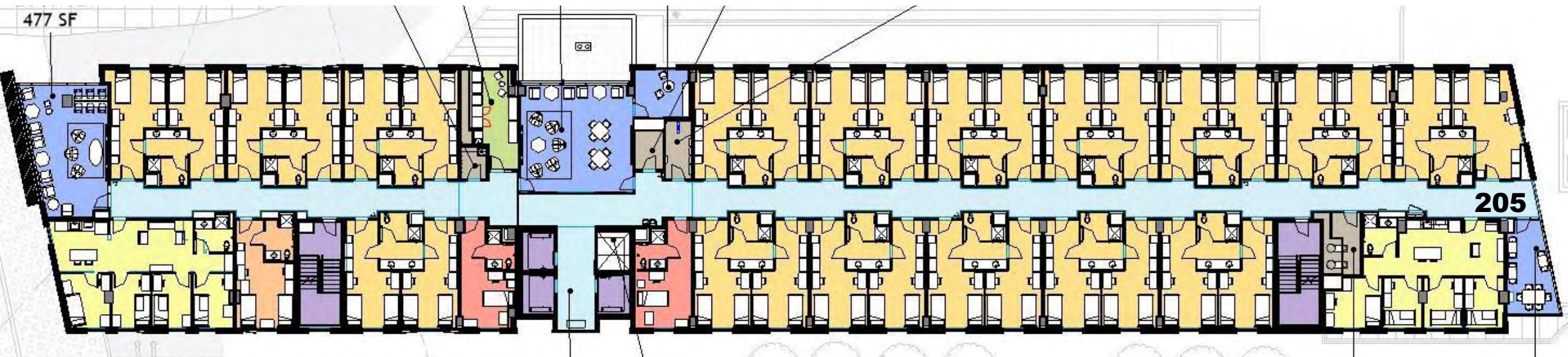
# RESIDENTIAL LOBBY

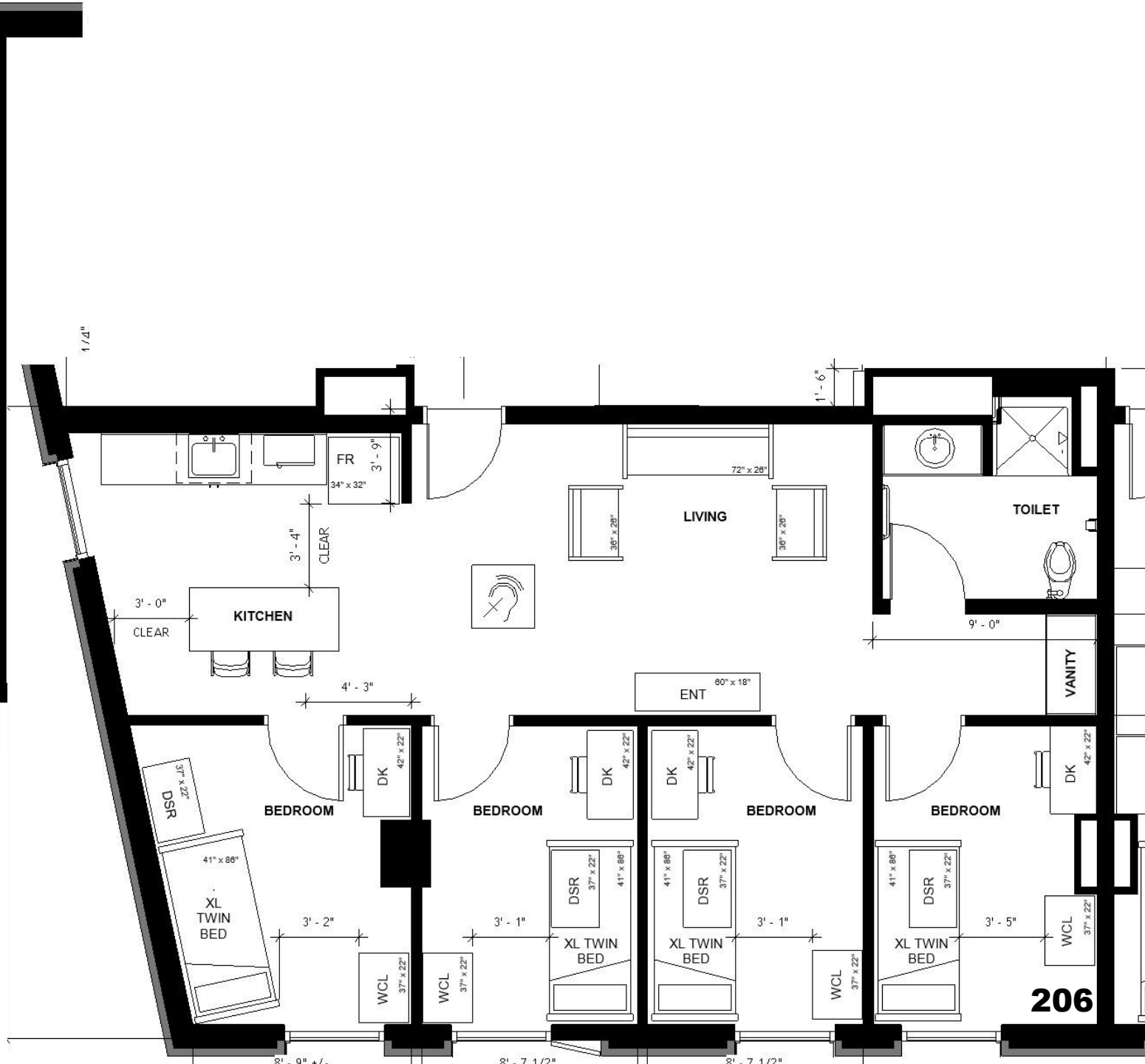






## SECOND FLOOR / FLOORS THREE – NINE









# FLOOR LOUNGES

**CENTER / SOUTH END  
ALSO A SIMILAR ONE  
ON NORTH END**







LAH LAMORAN CORP

MORGAN

VIEW OF RESIDENTIAL ENTRY





VIEW OF DINING ENTRY AT NIGHT





VIEW FROM SOUTH AT NIGHT

Presentation to the  
Morgan State University Board of Regents  
Finance and Facilities Committee  
**Proposed Thurgood Marshall Project  
Capital Structure**

**August 3, 2020**

# Transaction Overview – New Money

The Thurgood Marshall housing and dining project is expected to cost approximately \$96.5MM to design and construct. The current design includes the following:

- Approximately 670 beds of semi-suites and full suites with kitchenettes. The new facility will replace approximately 280 beds of dated apartment-style housing and provide approximately 390 new beds to reduce the University's need for third-party master leases.
- A new approximately 30,000 square foot dining facility for the campus to replace the existing Rawlings Dining Hall and enable the University to expand and enhance its dining program.
- Total cost is estimated to be between \$110MM to \$120MM depending on financing structure utilized. The proceeds will be used to cover debt service reserve fund, capitalized interest, escrow fund and closing costs.

The student housing portion of the project will be owned by Maryland Economic Development Corporation (MEDCO) and will be secured by all student housing revenues. Housing revenues will be used to pay operating costs, pay debt service on any MEDCO bonds, and fund required reserve funds with the residual cash flow being distributed to the University as ground rent annually.

The dining and retail will be owned by the University and will be secured by a general obligation pledge of the University.



# Pro-forma MSU Debt Profile

	Audited 2018 (1)	Audited 2019 (1)	Projected 2020	Projected 2021	Projected 2026	Projected 2033
<b>Total Bonds</b>						
Current Portion	4,200,000	4,420,000	4,640,000	1,795,000	2,727,433	1,749,738
L-T Portion	26,985,000	27,326,938	25,443,965	26,130,000	61,976,936	41,237,997
<b>Total</b>	<b>31,185,000</b>	<b>31,746,938</b>	<b>30,083,965</b>	<b>27,925,000</b>	<b>64,704,370</b>	<b>42,987,735</b>
Debt Service	5,798,510	5,820,720	5,921,618	13,482,661	5,145,132	5,144,882
<b>Capital Lease</b>						
Current Portion	1,746,338	1,798,235	1,851,675	1,906,702	-	-
L-T Portion	12,687,460	10,889,224	9,037,550	7,130,848	-	-
<b>Total</b>	<b>14,433,798</b>	<b>12,687,460</b>	<b>10,889,224</b>	<b>9,037,550</b>	-	-
Debt Service	2,159,351	2,159,351	2,159,351	2,159,351	1,079,675	-
<b>Total Bonds and Capital Lease</b>						
Current Portion	5,946,338	6,218,235	6,491,675	3,701,702	2,727,433	1,749,738
L-T Portion	39,672,460	38,216,162	34,481,515	33,260,848	61,976,936	41,237,997
<b>Total</b>	<b>45,618,798</b>	<b>44,434,397</b>	<b>40,973,190</b>	<b>36,962,550</b>	<b>64,704,370</b>	<b>42,987,735</b>
Debt Service	7,957,861	7,980,070	8,080,969	15,642,012	6,224,807	5,144,882
<b>Debt Capacity Analysis</b>						
MSU Debt Capacity	88,000,000	88,000,000	88,000,000	88,000,000	88,000,000	88,000,000
Total existing debt	45,618,798	44,434,397	40,973,190	36,962,550	64,704,370	42,987,735
Unused HBCU Loan Capacity	-	20,238,062	17,481,035	45,000,000	-	-
Headroom (available debt)	42,381,202	23,327,540	29,545,776	6,037,450	23,295,630	45,012,265

(1) Based on actual audited operating results for such fiscal years provided by the University

(2) Reflects paydown of 2018 HBCU Loan

***MSU current bonding capacity is  
\$88 million***





# Pro-forma Debt Service & Coverage

	Audited 2018 (1)	Audited 2019 (1)	Projected 2020	Projected 2021	Projected 2026	Projected 2033
<b>Revenue (2):</b>						
Academic Fees	69,027,178	68,267,388	68,819,875	72,185,075	79,699,000	91,549,000
Auxiliary Fees	43,154,741	43,989,424	42,389,439	44,425,000	49,049,000	56,343,000
	<u>112,181,919</u>	<u>112,256,812</u>	<u>111,209,314</u>	<u>116,610,075</u>	<u>128,748,000</u>	<u>147,892,000</u>
<b>Expenses (2):</b>						
Auxiliary Expenses (3)	36,197,258	37,528,493	39,405,000	45,775,000	58,422,000	82,207,000
<b>Net Revenues Available for D/S</b>	<u>75,984,661</u>	<u>74,728,319</u>	<u>71,804,314</u>	<u>70,835,075</u>	<u>70,326,000</u>	<u>65,685,000</u>
<b>Debt Service:</b>						
1993 Bonds	3,111,360	3,116,605	3,112,395	3,108,730	-	-
2012 Bonds	2,687,150	2,701,550	2,702,950	2,691,750	1,906,000	1,905,750
2018 HBCU Loan	-	2,565	106,273	7,682,181	-	-
2020 HBCU Loan	-	-	-	-	3,239,132	3,239,132
Capital Leases	2,159,351	2,159,351	2,159,351	2,159,351	1,079,675	-
	<u>7,957,861</u>	<u>7,980,070</u>	<u>8,080,969</u>	<u>15,642,012</u>	<u>6,224,807</u>	<u>5,144,882</u>
<b>Coverage:</b>						
Prior Bonds (1993 & 2012)	13.10	12.84	12.35	12.21	36.90	34.47
Prior Bonds + HBCU Loan's	13.10	12.84	12.13	5.25	13.67	12.77
Bond, HBCU and Capital Lease Debt	9.55	9.36	8.89	4.53	11.30	12.77
Rate Covenant = 1.2	<b>PASS</b>	<b>PASS</b>	<b>PASS</b>	<b>PASS</b>	<b>PASS</b>	<b>PASS</b>

(1) Based on actual audited operating results for such fiscal years provided by the University

(2) Assumptions: Revenues growth at 2%; expenses growth at 5%

(3) Auxiliary fees include: housing & board, parking, athletics, bookstore, student center and other revenues



# Financing Considerations

## *Primary Goals*

1. Minimize balance sheet impact / Preserve debt capacity
2. Borrow at the lowest cost of capital
3. Increase housing and board rates to reduce amount of debt issued by Morgan State

## *Financing Sources*

1. Current housing and board rates are insufficient to support project
2. MEDCO Tax-Exempt Bonds – Minimizes balance sheet impact of a low cost of capital
3. HBCU Loan – Very low cost of capital on MSU's balance sheet

## *Financing Approach*

1. Maximize MEDCO Tax-Exempt Bonds to minimize balance sheet impact
2. Utilize HBCU Loan where an impact to the balance sheet cannot be avoided
3. Leverage Morgan View to minimize the University's equity/debt contribution

## *Financing Options Considered*

- Option 1: 100% MEDCO Bonds / University Master Lease of Dining & Part of Housing / Morgan View Excluded
- Option 2: MEDCO Bonds plus HBCU Loan for Dining & Part of Housing / Morgan View Excluded
- Option 3: 100% MEDCO Bonds / University Master Lease of Dining & Part of Housing / Morgan View Included
- Option 4: MEDCO Bonds plus HBCU Loan for Dining & Part of Housing / Morgan View Included





# Financing Option 1

100% MEDCO Bonds

University Master Lease of Dining & Part of Housing

Morgan View Excluded

Structure	Standalone
Housing Financing Method	Tax-Exempt Bond
Dining Financing Method	Master Lease
Morgan View	Excluded
Par Amount	\$ 109,515,000
Net Premium/(Discount)	6,692,910
HBCU Loan - Housing	-
HBCU Loan - Dining	-
<b>Total Sources of Funds</b>	<b>\$ 116,207,910</b>
Student Housing Dev Costs	\$ 72,500,000
Dining Development Costs	24,000,000
Capitalized Interest Fund	11,833,704
Debt Service Reserve Fund	6,848,250
Pooled Escrow	-
Bond Cost of Issuance	1,025,956
HBCU Cost of Issuance	-
<b>Total Uses of Funds</b>	<b>\$ 116,207,910</b>

Arbitrage Yields	4.197%
True Interest Cost (TIC)	4.556%
Bond Final Maturity	2056
Max Annual DS	\$ 6,847,750

## HBCU Loan Statistics:

HBCU Interest Rate	NA
HBCU Loan Final Maturity	NA
HBCU Loan Annual DS	NA

## Cash Flow Statistics:

Minimum Bond DS Coverage	1.27
Max Annual Dining Lease Pmt	\$ 2,155,545
Max Annual Addtl Lease Pmt	\$ 2,533,235

MEDCO B/S \$116MM  
MSU B/S \$68MM

***NOT RECOMMENDED***  
***Higher utilization of debt capacity***  
***Higher cost of capital***

**Pros:** (1) Maximizes MEDCO bonds utilizing a master lease to fund MSU's obligation instead of equity (2) Future ground rent from Morgan View remains unlevered

**Cons:** (1) Higher cost of capital requires a higher university obligation (2) Master lease structure will have a balance sheet impact (3) Utilizes over \$68MM of debt capacity (4) Annual obligation is \$11.5MM



# Financing Option 2

MEDCO Bonds plus HBCU Loan for Dining & Part of Housing  
Morgan View Excluded

## Assumptions:

Structure	Standalone
Housing Financing Method	Tax-Exempt Bond
Dining Financing Method	HBCU Loan
Morgan View	Excluded

Par Amount	\$ 51,005,000
Net Premium/(Discount)	3,117,281
HBCU Loan - Housing	33,415,000
HBCU Loan - Dining	24,000,000
<b>Total Sources of Funds</b>	<b>\$ 111,537,281</b>

Student Housing Dev Costs	\$ 72,500,000
Dining Development Costs	24,000,000
Capitalized Interest Fund	6,708,153
Debt Service Reserve Fund	3,190,000
Pooled Escrow	3,021,838
Bond Cost of Issuance	745,907
HBCU Cost of Issuance	1,371,383
<b>Total Uses of Funds</b>	<b>\$ 111,537,281</b>

## Bond Statistics:

Arbitrage Yields	4.197%
True Interest Cost (TIC)	4.556%
Bond Final Maturity	2056
Max Annual DS	\$ 3,190,000

## HBCU Loan Statistics:

HBCU Interest Rate	2.000%
HBCU Loan Final Maturity	2050
HBCU Loan Annual DS	\$ 2,693,950

## Cash Flow Statistics:

Minimum Bond DS Coverage	1.27
Max Annual Dining Lease Pmt	\$0
Max Annual Addtl Lease Pmt	\$0

MEDCO B/S \$54MM

MSU B/S \$57MM

***NOT RECOMMENDED***  
***Higher utilization of debt capacity***

**Pros:** (1) Incorporates HBCU Loan to lower the overall cost of capital and minimize the University obligation (2) Future ground rent from Morgan View remains unlevered (3) Annual obligation is \$5.9MM

**Cons:** (1) The HBCU Loan is a direct, on balance sheet obligation of the University (2) Utilizes over \$57MM of debt capacity



# Financing Option 3

100% MEDCO Bonds

University Master Lease of Dining & Part of Housing

Morgan View Included

## Assumptions:

Structure	Cross-Collateralized
Housing Financing Method	Tax-Exempt Bond
Dining Financing Method	Master Lease
Morgan View	Included

Par Amount	\$ 111,670,000
Net Premium/(Discount)	6,177,710
HBCU Loan - Housing	-
HBCU Loan - Dining	-
<b>Total Sources of Funds</b>	<b>\$ 117,847,710</b>

Student Housing Dev Costs	\$ 72,500,000
Dining Development Costs	24,000,000
Capitalized Interest Fund	12,068,564
Debt Service Reserve Fund	8,245,646
Pooled Escrow	-
Bond Cost of Issuance	1,035,500
HBCU Cost of Issuance	-
<b>Total Uses of Funds</b>	<b>\$ 117,849,710</b>

## Bond Statistics:

Arbitrage Yields	4.197%
True Interest Cost (TIC)	4.284%
Bond Final Maturity	4.624
Max Annual DS	\$ 8,114,500

## HBCU Loan Statistics:

HBCU Interest Rate	NA
HBCU Loan Final Maturity	NA
HBCU Loan Annual DS	NA

## Cash Flow Statistics:

Minimum Bond DS Coverage	1.27
Max Annual Dining Lease Pmt	\$2,183,215
Max Annual Addtl Lease Pmt	\$219,427

MEDCO B/S \$117MM  
MSU B/S \$50MM

***NOT RECOMMENDED***  
***Lower utilization of debt capacity***  
***but at higher cost of capital***

**Pros:** (1) Maximizes MEDCO bonds utilizing a master lease to fund MSU's obligation instead of equity (2) Leverage Morgan View to further reduce MSU's obligation

**Cons:** (1) Higher cost of capital requires a higher university obligation (2) Master lease structure will have a balance sheet impact (3) Utilizes over \$50MM of debt capacity (4) Annual obligation is \$10.5MM



# Financing Option 4

MEDCO Bonds plus HBCU Loan for Dining & Part of Housing  
Morgan View Included

## Assumptions:

Structure	Cross Collateralized
Housing Financing Method	Tax-Exempt Bond
Dining Financing Method	HBCU Lease
Morgan View	Included

Par Amount	\$ 81,065,000
Net Premium/(Discount)	4,330,664
HBCU Loan - Housing	6,055,000
HBCU Loan - Dining	24,000,000
<b>Total Sources of Funds</b>	<b>\$ 115,450,664</b>

Student Housing Dev Costs	\$ 72,500,000
Dining Development Costs	24,000,000
Capitalized Interest Fund	9,385,918
Debt Service Reserve Fund	6,372,146
Pooled Escrow	1,581,840
Bond Cost of Issuance	888,995
HBCU Cost of Issuance	721,765
<b>Total Uses of Funds</b>	<b>\$ 115,450,664</b>

## Bond Statistics:

Arbitrage Yields	4.313%
True Interest Cost (TIC)	4.644%
Bond Final Maturity	2056
Max Annual DS	\$ 6,161,500

## HBCU Loan Statistics:

HBCU Interest Rate	2.000%
HBCU Loan Final Maturity	2050
HBCU Loan Annual DS	\$1,412,200

## Cash Flow Statistics:

Minimum Bond DS Coverage	1.27
Max Annual Dining Lease Pmt	\$0
Max Annual Addtl Lease Pmt	\$0

MEDCO B/S \$85MM

MSU B/S \$30MM

**RECOMMENDED**  
*Lower utilization of debt capacity  
at lower cost of capital*

**Pros:** (1) Incorporates HBCU Loan to lower the overall cost of capital and minimize the University obligation (2) Leverage Morgan View to further reduce MSU's obligation (3) Annual obligation is \$7.5MM

**Cons:** (1) The HBCU Loan is a direct, on balance sheet obligation of the University (2) Utilizes over \$30MM of debt capacity



# MSU Sponsored Housing & Board Rates

## 1. Current Rates

- On Campus Housing - \$6,696
- MHG - \$8,452
- Morgan View - \$8,710 (based on 10 months)
- Board - \$2,149

## 2. Proposed Differential Rates

- Singles
- Double
- Triple

## 3. New Thurgood Marshall Rates

- Semi-Suite 2BD/1BH (Double) - \$10,014
- Semi-Suite 1BD/1BH (Double) - \$11,015
- Full-Suite 4BD/1BH (Single) - \$12,116



# Factors for Consideration

1. Capital Debt Affordability Committee Notification
  - Possibility debt capacity increase
2. Standard and Poor's and/or Moody's notification
3. Market Study Outstanding
4. Capital Market Interest Rate Volatility
5. Proposed Series 2012 Refunding





# Transaction Overview – Refunding

The University's Academic Fees and Auxiliary Facilities Fees Revenue and Refunding Bonds, Series 2012 Bonds are eligible for refinancing:

- The proceeds will be used to refinance the outstanding Series 2012 Bonds and to pay cost of issuance.
- The net present value savings are approximately \$2.81 million or 17.43%.
- Total cost is estimated to be \$22MM to cover debt service reserve fund, escrow fund and closing costs.



# Proposed Refunding of 2012 Bonds

Morgan State University Academic Fees & Auxiliary Facilities Fees Rev Ref Bonds

**RECOMMENDED**  
*Results in lower debt service*

## HBCU Loan - Taxable Advance Refunding Scenario

### Refunding Results

Sources of Funds	
Par Amount	\$19,093,000
<b>Total Sources</b>	<b>\$19,093,000</b>

### Uses of Funds

Refunding Proceeds	\$17,705,599
Cost of Issuance	381,860
Pooled Escrow	1,004,893
Additional Proceeds	648
<b>Total Uses</b>	<b>\$19,093,000</b>

### Key Statistics

Dated / Delivered:	<b>10/22/2020</b>
True Interest Cost	0.762%
<b>All-In TIC</b>	<b>1.238%</b>
Average Life (years)	6.17

<b>Net PV Savings</b>	<b>\$2,811,649</b>
% Savings	17.431%
Negative Arbitrage	\$180,441

### Refunding Debt Service and Annual Savings Comparison

Period Ending	Principal	Interest	Servicing Fee	Debt Service	Prior DS	Savings
06/30/2021	320,000	29,496	5,226	354,722	403,250	48,528
06/30/2022	1,568,000	139,614	24,735	1,732,349	806,500	-925,848
06/30/2023	1,580,000	128,034	22,683	1,730,717	2,181,250	450,532
06/30/2024	1,592,000	115,699	20,498	1,728,197	1,876,750	148,553
06/30/2025	1,604,000	104,131	18,448	1,726,579	1,876,750	150,170
06/30/2026	1,616,000	91,592	16,227	1,723,819	1,873,750	149,931
06/30/2027	1,628,000	79,673	14,115	1,721,788	1,872,625	150,837
06/30/2028	1,642,000	66,614	11,802	1,720,416	1,868,250	147,835
06/30/2029	1,653,000	54,326	9,625	1,716,951	1,870,375	153,425
06/30/2030	1,667,000	41,686	7,385	1,716,071	1,868,750	152,679
06/30/2031	1,679,000	28,943	5,128	1,713,071	1,863,375	150,305
06/30/2032	1,693,000	16,122	2,856	1,711,978	1,864,000	152,022
06/30/2033	851,000	3,216	570	854,786	1,860,375	1,005,590
<b>Total</b>	<b>19,093,000</b>	<b>899,145</b>	<b>159,297</b>	<b>20,151,442</b>	<b>22,086,000</b>	<b>1,934,558</b>

Note:



# Next Steps

Week of	Event
August 4th	MSU Board of Regents Quarterly Meeting
August 10th	Submit HBCU Application
September 21st	Rating Agency Presentation
October 1st	CDAC Meeting
October 7th	Board of Public Works Meeting
October 19th	Closing HBCU Loan
December 3rd	Closing of Bond Transaction

**MORGAN STATE UNIVERSITY**  
**BOARD OF REGENTS**  
**Finance and Facilities Committee**  
**August 3, 2020**

**FY 2020 OPERATING CLOSING SUMMARY**

Fourth Quarter

**INTRODUCTION**

Despite the current financial challenges faced nationally and by the State, the University was able to substantially operate within its resources of state support and tuition revenue for fiscal year 2020. Enrollment was relatively flat. However, tuition revenue declined due to a decrease in undergraduate out-of-state enrollment, and undergraduate and graduate in-state enrollment.

In experiencing the decrease in tuition revenue, the University issued COVID-related refunds resulting from stay-at-home orders by the Governor for mandatory fees, housing and board payments made totaling approximately \$7 million for the spring 2020 semester. In addition, the University continued to provide funding for numerous enhancements to include: maintenance repairs and replacements, school accreditations, contractual conversions, Tyler Hall software, lab renovations, and various consulting services. Additionally, the University incurred increased expenditures for PPE equipment, and additional costs to support remote instruction and a telework environment (mostly technology expenses).

Shown in Attachment I, the University realized \$272.9M in operating revenues as of June 30, 2020. Expenses for the same period were \$272.8M. For both revenues and expenditures, the actuals were 93.7% and 93.7% of the annual budget, respectively. Expenditures are within budget for the year.

**STATE SUPPORT**

Per Attachment II, the University realized \$169.9 million of revenues or 92.1 percent of the budget. As outlined per Attachment V, the University expended \$170.4 million or 92.4 percent of the working budget.

**AUXILIARY ENTERPRISES**

Per Attachment II, Auxiliary Enterprises realized \$43.6 million of revenues or 89.3 percent of the budget. As outlined per Attachment III, the program expended \$43.0 million or 88.1 percent of the working budget.

**GRANTS AND CONTRACTS**

See report in the Division of Research and Economic Development section.

**SUMMARY**

As COVID-19 spreads nationally, the impact on higher education continues to cause pressure on the University's ability to operate within existing resources. Forced to teach and support students remotely, the University continues to look for ways to strategically balance what is truly mission-critical and what alternatives are available. With uncertainty around the length of the pandemic's financial impact, the University was successful to preliminarily close the full year

financial forecast for FY 2020 at breakeven with the help of the CARES Act funding. The CARES Act funding covered deficits due to unexpected COVID-19 expenses, the refunding of fees and an anticipated decline in enrollment. It is anticipated that \$10.6M of the CARES Act funding will be applied to the FY 2020 operating budget. This amount will be used to offset refunds, lost revenues and increased COVID-related expenses. Early implemented cost containment initiatives implemented in March will also assist the University in operating within its available resources; however, there is still considerable financial instability, both in the form of unexpected costs and potential reductions in revenue going forward. Ongoing efficient expenditure planning as well as new creative revenue models are a constant focus of the University with the understanding of not knowing what the long-term effects will be or length of time it may take to recover. We are extremely grateful for the assistance received from the State of Maryland for their CARES Act allocation (\$2.5M).

### **FINANCIAL STATEMENTS**

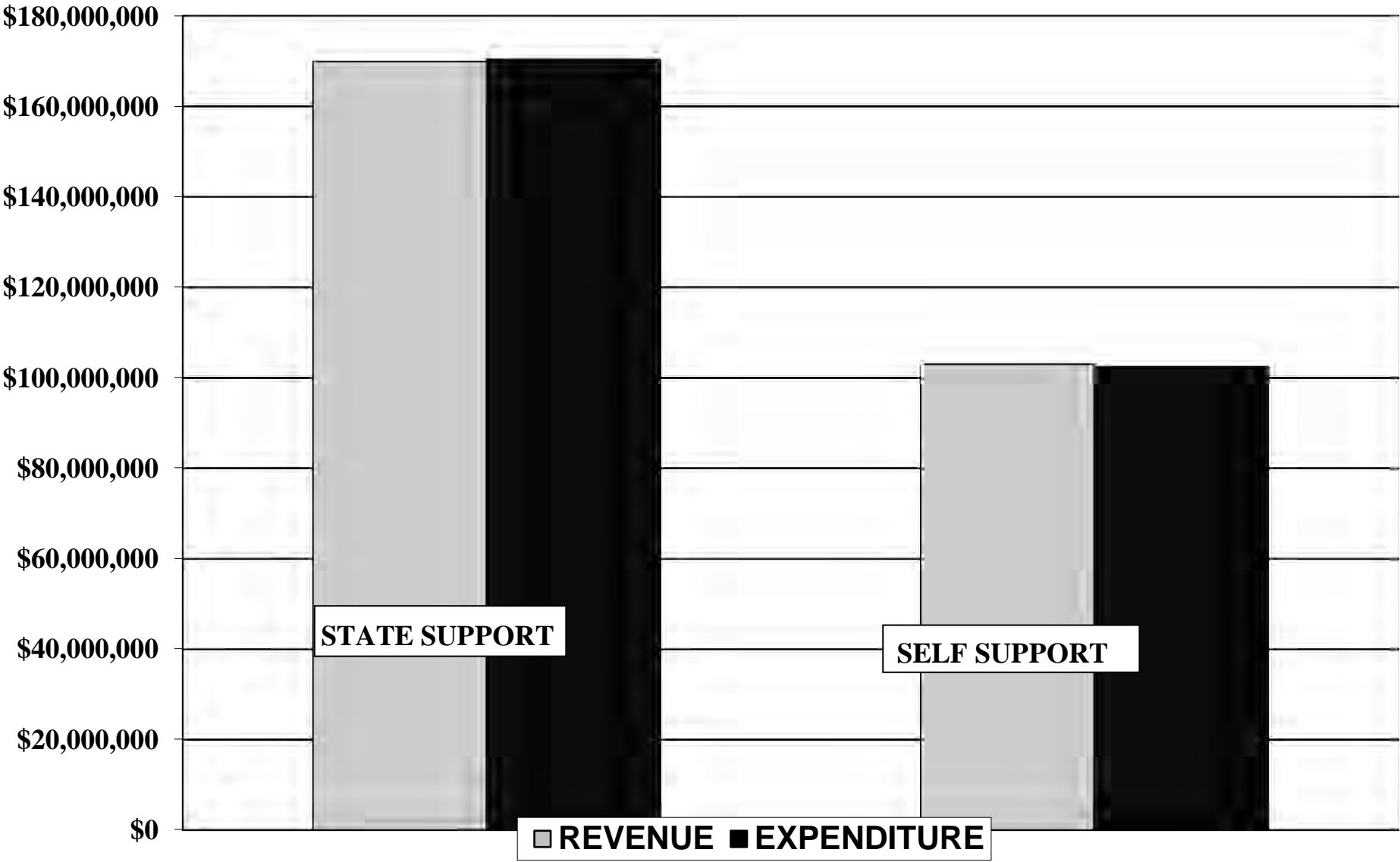
We anticipate the final audited FY 2020 financial statements to be issued on time by October 7, 2020. It is very important to note that the audited financial statements are reported using Generally Accepted Accounting Principles (GAAP), which is different from the cash basis reporting used during the year for the operating budget.

**MORGAN STATE UNIVERSITY**  
**REVENUE VS. EXPENDITURES**  
**FISCAL YEAR 2020**

Actual for the Period Ending June 30, 2020

	<u>REVENUES</u>	<u>EXPENDITURES</u>	<u>BALANCE</u>
<b>CURRENT REVENUE</b>			
STATE - SUPPORTED PROGRAMS	169,860,511	170,371,374	(510,863)
SELF - SUPPORTED PROGRAMS	103,014,993	102,420,905	594,088
<b>TOTAL</b>	<u><u>272,875,504</u></u>	<u><u>272,792,280</u></u>	<u><u>83,225</u></u>

**REVENUE VS. EXPENDITURES**  
Actual Period Ending  
6/30/2020



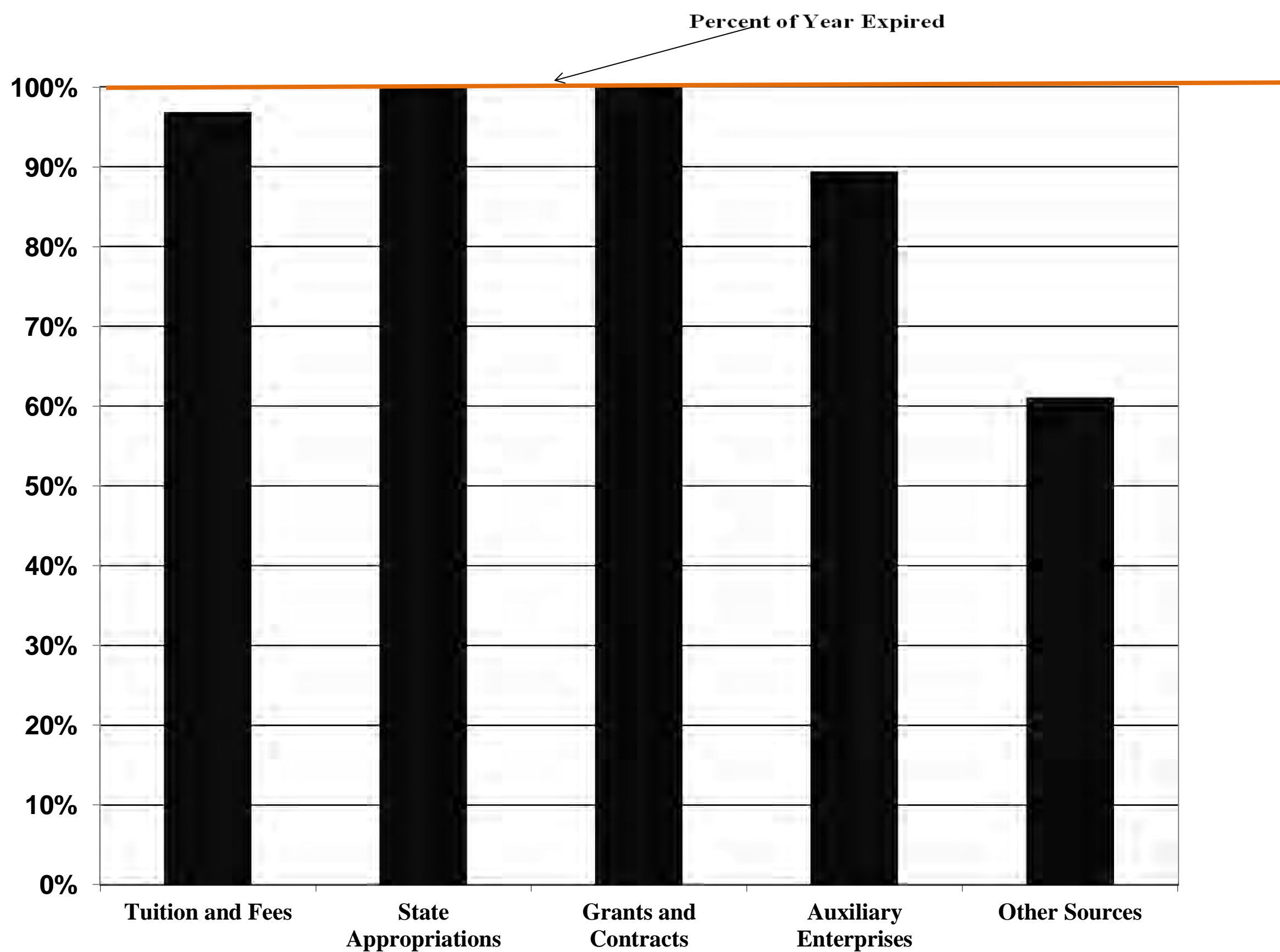


**MORGAN STATE UNIVERSITY  
WORKING BUDGET VS. REVENUE REALIZED  
FISCAL YEAR 2020**

Actual for the Period Ending June 30, 2020

	<u>WORKING BUDGET</u>	<u>REVENUES</u>	<u>BALANCE</u>	<u>% OF REALIZED OF WORKING BUDGET</u>
<b>STATE - SUPPORTED PROGRAMS:</b>				
Tuition and Fees	68,819,875	66,590,765	2,229,109	96.8%
State Appropriations	102,341,753	102,341,753	-	100.0%
Grants and Contracts	3,500,000	2,836,109	663,891	81.0%
Other Sources	5,188,651	2,464,052	2,724,599	47.5%
Plant Revenue	4,556,792	2,619,176	1,937,616	57.5%
Mandatory Fee Refund	-	(6,991,345)	6,991,345	
<b>TOTAL STATE - SUPPORTED PROGRAMS</b>	<b><u>184,407,071</u></b>	<b><u>169,860,511</u></b>	<b><u>14,546,560</u></b>	<b><u>92.1%</u></b>
<b>SELF - SUPPORTED PROGRAMS:</b>				
Sales and Services - Auxiliary Enterprises	48,839,629	43,623,396	5,216,233	89.3%
Federal Grants and Contracts	54,000,000	56,829,757	(2,829,757)	105.2%
State Grants and Contracts	2,000,000	1,126,355	873,645	56.3%
Private Grants and Contracts	2,000,000	1,435,486	564,514	71.8%
<b>TOTAL SELF - SUPPORTED PROGRAM</b>	<b><u>106,839,629</u></b>	<b><u>103,014,993</u></b>	<b><u>3,824,636</u></b>	<b><u>96.4%</u></b>
<b>TOTAL UNIVERSITY</b>	<b><u>291,246,700</u></b>	<b><u>272,875,504</u></b>	<b><u>18,371,195</u></b>	<b><u>93.7%</u></b>

**WORKING BUDGET VS. REVENUE REALIZED**  
Actual for the Period Ending June 30, 2020



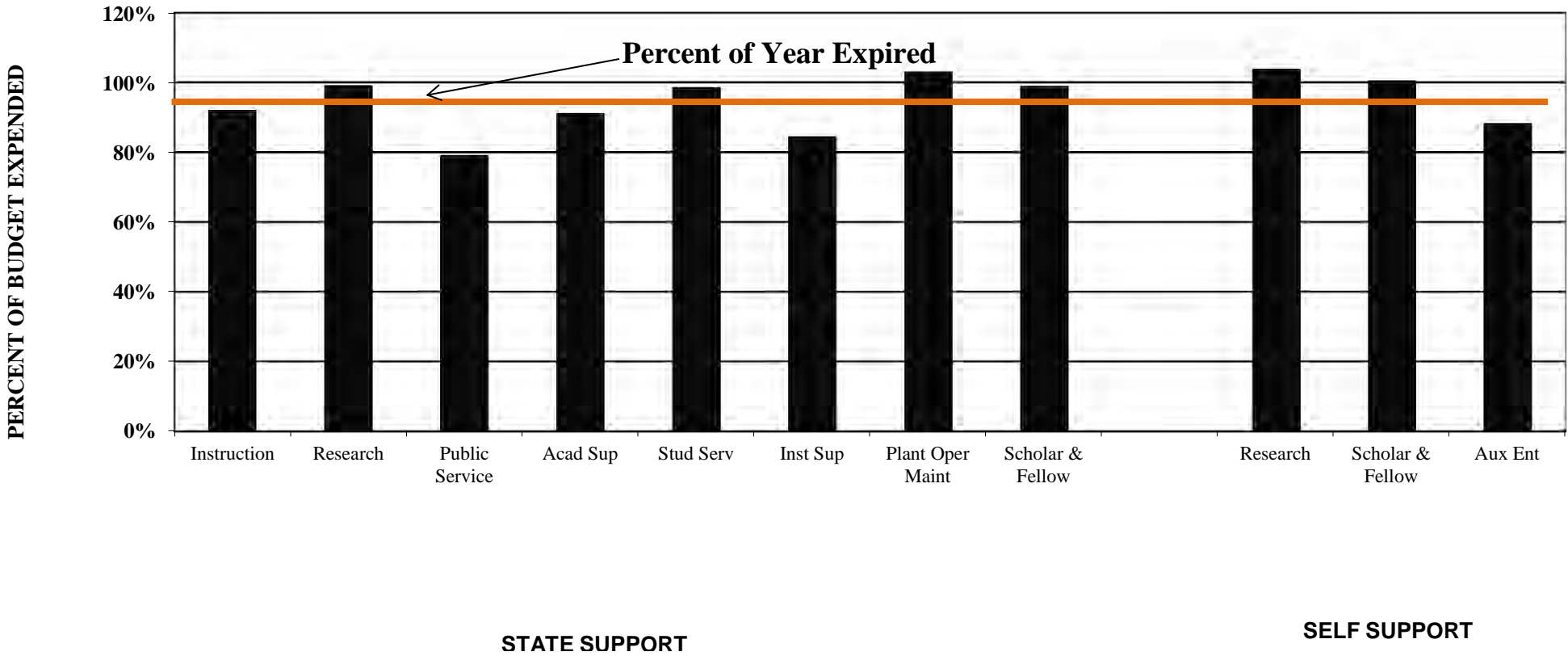
MORGAN STATE UNIVERSITY  
WORKING BUDGET VS. EXPENDITURE  
FISCAL YEAR 2020

Actual for the Period Ending June 30, 2020

STATE - SUPPORTED PROGRAMS:	WORKING BUDGET	EXPENDITURES	BALANCE	PERCENT EXPENDED
Instruction	60,647,577	55,720,247	4,927,331	91.9%
Research	3,028,098	2,995,007	33,091	98.9%
Public Service	453,453	357,918	95,535	78.9%
Academic Support	26,992,948	24,562,083	2,430,865	91.0%
Student Services	8,988,443	8,845,879	142,564	98.4%
Institutional Support	44,265,087	37,334,626	6,930,461	84.3%
Plant Operations and Maintenance	24,477,766	25,190,167	(712,402)	102.9%
Scholarships and Fellowships	15,553,698	15,365,446	188,252	98.8%
<b>TOTAL STATE - SUPPORTED PROGRAM</b>	<b>184,407,070</b>	<b>170,371,374</b>	<b>14,035,696</b>	<b>92.4%</b>
<b>SELF-SUPPORTED PROGRAMS:</b>				
Research	36,000,000	37,305,424	(1,305,424)	103.6%
Restricted Scholarships and Fellowships	22,000,000	22,086,173	(86,173)	100.4%
Auxiliary Enterprises	48,839,629	43,029,308	5,810,321	88.1%
<b>TOTAL SELF-SUPPORTED PROGRAM</b>	<b>106,839,629</b>	<b>102,420,905</b>	<b>4,418,724</b>	<b>95.9%</b>
<b>TOTAL UNIVERSITY</b>	<b>291,246,699</b>	<b>272,792,280</b>	<b>18,454,420</b>	<b>93.7%</b>

PERCENT OF BUDGET EXPENDED BY PROGRAM  
FISCAL YEAR 2020

Actual for the Period June 30, 2020



**MORGAN STATE UNIVERSITY**  
**BOARD OF REGENTS**  
**Finance and Facilities Committee**  
**August 3, 2020**

**FY 2021 OPERATING BUDGET OVERVIEW**

The FY21 operating budget was based on the FY20 base budget and adjusted for certain operating assumptions at the state and auxiliary (self-supporting) budget levels, and the net state appropriation for FY21 to arrive at the FY21 base budget. Key assumptions used to derive at the FY21 base budget include:

- **10% general reduction in enrollment and related revenues;**
- Reduced activity and events at many of the University's premier venues (e.g., MFAC, etc.);
- Reductions in housing and food service utilization due to social distancing requirements, and continued remote instruction activities and additional temporary off-campus housing to handle overflow;
- **15% reduction in fall 2020 mandatory fees;**
- A reduction in the state appropriation of \$ 8.9M; and
- An increase in operating-related expenses to support the reopening plan and other COVID-related expenses.

Further, over the last few months, senior University leadership engaged in some tough dialogue around "right-sizing" our operating budget in light of an external environment over which we have no control. Considerable time was invested going over proposed budget reductions for FY21, resulting in a reduction in the state operating budget by approximately 5% in total or by \$8.5 million. While proposed reductions are uneven at the unit level, the various units are contributing from 2% to 10% of their budget to the overall reduction. Because there are still a number of uncertainties for the fall and into the next calendar year, we are keeping our hiring freeze and cost containment plans in place during FY21.

Despite the aforementioned efforts, we are projecting a deficit in excess of \$12.6M for FY21. The majority of this deficit relates to the auxiliary enterprise budget, which is impacted by reduced activity in housing and food service revenues, and the reduction in fall 2020 mandatory fees. The state-supported budget has a projected deficit of \$1.5M, while the auxiliary budget shows an \$ 11.1M projected deficit. A detailed summary of the FY 2021 operating budget for state support and self-support is shown per Attachment IV.

It is important to note that this projected deficit does not include expected recoveries from the CARES Act or other expected federal and state grant/recovery programs from which the University derived a significant benefit during FY20 year. The University is currently evaluating how to use the remaining CARES Act funds to offset some of the FY21 projected deficit. While there is another stimulus proposal in Congress, it is not possible to know how the new funds will impact the University at this time. The Office of Finance and Management continues to monitor

this fluid situation and will make future recommendations for the appropriate course of action, after the fall enrollment numbers are finalized in October. The goal still remains to have a balance operating budget by the end of FY 2021 (June 30, 2021).

### LEGISLATIVE DECISION – FY 2021 OPERATING BUDGET

The University's base general fund operating budget has increased to **\$106.5M** in FY 2021 from **\$102.7M** in FY 2020 or by 3.7% to fund the following priorities:

Tyler Hall Operating	\$1.4M
Tyler Hall Equipment	3.2M
Tuition Buy Down 3%	0.7M
Technology Transfer Funding	-1.0M
Safety Enhancement	5.0M
Statewide Retirement Adjustment	0.3M
Statewide Health Insurance Adjustment	3.5M
Across the Board Adjustment	-0.3M
FY19 COLA Adjustment	-0.4M
COLA	.75M
Legislative Reduction	-0.3M
DBM Reduction	-8.9M
Health Insurance Adjustment	<u>-0.2M</u>
<b>Total</b>	<b><u>\$3.8M</u></b>

*\*This increase includes a statewide adjustment of health insurance and retirement benefits of \$3.8M. As such, this funding is not accessible to the University.*

It should be noted that Morgan's operating budget after the 2020 legislative session was \$114.5M, the largest appropriation ever received by Morgan. However, due to the economic impact of COVID-19 on the State, DBM issued a reduction in this record state appropriation of \$11.5M or 10%. However, after further budget analysis work by DBM, the final budget reduction to Morgan was \$8.9M. The University made a number of careful and thoughtful decisions to reduce its operating budget to meet the request of the State of Maryland. President Wilson implemented three planning scenarios which were used to assist management in the pathway forward for the new fiscal year with the Coronavirus as a primary concern.

As for the State operating budget, funding for FY 2021 COLA is currently in DBM's budget and is expected to be appropriated to the University upon the passing of the final budget. However, it is not clear and has not been fully confirmed if the COLA will be fully or partially funded. As a result, and in light of ongoing economic uncertainty, we have taken the conservative approach and assumed COLA will be funded at only 50% of the expected funding level.

As we are aware, the COVID-19 pandemic is taking a toll not only in the lives and health of Marylanders, but also the State of the Maryland's economy. As a result, the State of Maryland is facing significant budget shortfalls in the current and upcoming fiscal year. The Bureau of Revenue Estimates projected general fund revenue losses that could reach a staggering \$2.8

billion in the current fiscal year, if the shutdown continues through the end of June. Final revenue estimates will not be available until early August.

To that end, DBM has established aggressive FY 2021 agency general fund reduction targets and is asking all agencies to identify reduction options that may be implemented early in the fiscal year. As previously mentioned, Morgan's target is \$8.9M or 8.0%. The President worked with the Cabinet team to determine the source of the reductions. The reduction plan was submitted and approved by DBM.

### **FY 2022 PRELIMINARY OPERATING BUDGET**

The fiscal impact of the COVID-19 pandemic is expected to have an ongoing impact into 2022 and the FY 2022 operating budget. While we have not yet received our FY 2022 budget targets from DBM, we have been informed by DBM that budgets are expected to be adjusted based on the State's most recent revenue projections.

## Morgan State University

## Fiscal Year 2021 Projected Operating Budget - State Supported + Auxiliary (Open Campus Case + 15% fall fee reduction)

Revenue Categories	FY20 Base Budget	FY21 Operating Adj	State GF Approp	FY21 Base Budget	FY21 VP	FY21 Revised Base	Comments
	State+AUX Total	State+AUX Total	Adj for FY2021 Net GF Adj	State+AUX Total	Reductions State+AUX Total	Budget State+AUX Total	
Tuition Regular Semester	\$ 61,553,937	\$ (3,000,000)	\$ -	\$ 58,553,937		\$ 58,553,937	10% reduction in enrollment
On-Line	500,000	(80,000)	-	420,000		420,000	Enrollment driven
Summer School	5,100,000	(1,100,000)	-	4,000,000		4,000,000	Enrollment driven
Winter MiniMester	1,100,000	(1,100,000)	-	-		-	No Jan21 session
Other Fees	1,000,000	(150,000)	-	850,000		850,000	Enrollment driven
Indirect Cost Recoveries	3,000,000	(500,000)	-	2,500,000		2,500,000	Lower grant activity
Morgan View	754,593	(500,000)	-	254,593		254,593	Lower demand and increased expenses such deferred maintenance
Sales and Services	500,000	(250,000)	-	250,000		250,000	Reduced 50 % due to no students on campus
Investment Income	1,500,000	-	-	1,500,000		1,500,000	
Facilities Fees	1,200,000	(327,478)	-	872,522		872,522	Down due to enrollment, 15% Academic Facility fee
Health Center Fees	250,000	(44,005)	-	205,995		205,995	Down due to enrollment, 15% Academic Facility fee
MFAC Fund	375,000	(375,000)	-	0		0	No events due to Covid-19/social distancing
WEAA	300,000	(130,000)	-	170,000		170,000	Revenue trending down as per FY 2020 actual
Access Orientation	375,000	(375,000)	-	-		-	No CASA Summer of 2020
Aux Facility Fee	3,826,675	(644,774)	-	3,181,901		3,181,901	10% reduction in enrollment, 15% Auxiliary Facility fee
Morgan View Ground Lease	550,000	-	-	550,000		550,000	10% reduction in enrollment
Parking Operation	1,273,116	(178,144)	-	1,094,972		1,094,972	10% reduction in enrollment, 15% Transportation fee
Aux Parking Garage	117,943	(11,794)	-	106,149		106,149	10% reduction in enrollment
Aux Administration	252,258	(25,226)	-	227,032		227,032	10% reduction in enrollment
Dining Service	7,594,125	(700,000)	-	6,894,125		6,894,125	10% reduction in enrollment
F&A Distribution	-	-	-	-		-	10% reduction in enrollment
B&N Bookstore	444,317	(44,432)	-	399,885		399,885	10% reduction in enrollment
Athletics	11,654,102	(1,601,741)	-	10,052,361		10,052,361	10% reduction in enrollment, 15% Athletic fee
Residence Life	20,403,944	(3,400,000)	-	17,003,944		17,003,944	reconfig housing to less per room
Student Center	4,108,985	(701,411)	-	3,407,574		3,407,574	10% reduction in enrollment, 15% Student Union and
Student Center Ticketmaster	35,000	(3,500)	-	31,500		31,500	10% reduction in enrollment
State Appropriations	102,716,813	-	3,815,045	106,531,858		106,531,858	DBM Budget cut, DBM COLA funding adjustment
Expected FY21 Cares Act Funding (\$9 of 19 mil)	-	-	-	-	-	-	
	\$ 230,485,809	\$ (15,242,505)	\$ 3,815,045	\$ 219,058,349	\$ -	\$ 219,058,349	
Salaries and Wages	\$ 119,593,893	\$ 1,654,092	\$ 5,683,637	\$ 126,931,622	\$ 821,000	\$ 126,110,622	Contractuals Conversions, DBM COLA funding adjustment, faculty incentives
Contractual Salaries	24,670,228	(758,594)	(2,000,000)	21,911,633	4,251,000	17,660,633	Contractuals Conversions
Communications	1,199,196	-	-	1,199,196	111,000	1,088,196	
Travel	3,321,516	-	(314,256)	3,007,260	343,000	2,664,260	
Utilities	8,682,827	368,813	(500,000)	8,551,640	506,000	8,045,640	
Vehicles	537,140	-	-	537,140	50,000	487,140	
Contractual Services	21,015,184	2,500,000	(73,000)	23,442,184	988,000	22,454,184	
Supplies and Materials	3,141,498	-	-	3,141,498	348,000	2,793,498	
Equipment	2,422,515	-	3,200,000	5,622,515	843,000	4,779,515	
Financial Aid	19,586,564	1,500,000	(1,000,000)	20,086,564		20,086,564	EAB Financial Aid Optimization
Fixed Charges	11,870,031	-	-	11,870,031	195,000	11,675,031	
Off Campus Rental	6,090,663	1,050,000	-	7,140,663		7,140,663	
Land and Structures	4,935,515	-	(181,336)	4,754,179	1,000	4,753,179	
Bad Debt	1,420,836	-	-	1,420,836		1,420,836	
Administrative Cost	1,124,872	-	-	1,124,872		1,124,872	
Other	375,060	-	(1,000,000)	(624,940)		(624,940)	
Additional Cares Act Costs	-	-	-	-	-	-	
	\$ 229,987,538	\$ 6,314,311	\$ 3,815,045	\$ 240,116,894	\$ 8,457,000	\$ 231,659,894	
Net	\$ 498,270	\$ (21,556,815)	\$ -	\$ (21,058,545)	\$ (8,457,000)	\$ (12,601,545)	



**MORGAN STATE UNIVERSITY  
BOARD OF REGENTS  
Finance and Facilities Committee  
August 3, 2020**

**FY 2022 CAPITAL BUDGET REQUEST UPDATE**

At the last meeting of the Board of Regents held May 5, 2020, the proposed FY 2022-2026 Capital Budget Request was presented for approval. The numbers were preliminary as detailed instructions regarding the development of cost estimates had not yet been received from the Department of Budget and Management nor had detailed schedules been developed. Accordingly, the President was approved to make adjustments to the budget as future events dictate and to present those adjustments to the Board for approval at its next scheduled meeting. The University has updated the schedule and cost for all projects, and the five-year request decreased from \$518.8 million to \$486.1 million; the FY 2022 request increased only slightly from \$51.1 million to \$51.4 million (see Attachment V).

**FY 2022 Request  
(\$ in millions)**

<b>Projects</b>	<b>Initial Approval</b>	<b>Current Request</b>	<b>Difference</b>	<b>Reason for Change</b>
New HHS, Phase II	\$33.1	\$33.1	-0-	
Deferred Maintenance & Site Improvements	\$10.0	\$10.0	-0-	
New Science Center, Phase I (WSC Demo)	\$0.7	\$0.7	-0-	
Carter-Grant-Wilson Renovation	\$2.3	\$2.6	\$0.3	Revised estimate
Campus Expansion/Lake Clifton	<u>\$5.0</u>	<u>\$5.0</u>	-0-	
<b>TOTAL</b>	<b>\$51.1</b>	<b>\$51.4</b>	<b>\$0.3</b>	

After adjustments were made, the finalized submission for FY 2022 is provided below:

<b>Projects</b>	<b>Phase</b>	<b>FY 2022 Request</b>	<b>Funded to Date</b>	<b>Total Cost</b>
<b>Ongoing/Funded</b>				
New HHS, Phase II	P, C	\$33.1	\$ 9.8	\$157.8
Deferred Maintenance & Site Improvements	P, C	<u>\$10.0</u>	<u>\$20.0</u>	<u>\$59.0</u>
Sub-Total		\$43.1	\$29.8	\$216.8
<b>New</b>				
New Science Center, Phase I	P	\$0.7	-0-	\$11.6
Carter-Grant-Wilson Renovation	P	\$2.6	-0-	\$29.0
Campus Expansion/Lake Clifton	P	<u>\$5.0</u>	-0-	<u>\$12.7</u>
Sub-Total		\$8.3	-0-	\$53.3
<b>TOTAL</b>		<b>\$51.4</b>	<b>\$29.8</b>	<b>\$270.1</b>

*KEY: C – Construction, E – Equipment, P – Planning*

### **New Health & Human Services, Phase II**

This request will provide additional design funds and the first phase of construction funding for the new Health and Human Services (HHS) Building which will house the School of Community Health and Policy including Public Health, Nutrition Sciences, Nursing, Pre-Professional Physical Therapy and Health Education; the School of Social Work; the Department of Family and Consumer Sciences; and Medical Technology. The University Counseling Center will also be housed in this facility. The academic programs to be located in the new HHS are currently located in Jenkins, which is to be demolished, off-campus in the Portage Avenue Facility, and Hurt Gymnasium. These locations offer limited or substandard teaching, research and clinical space for the preparation of our students. The Counseling Center until recently was located in Carter-Grant Wilson, an outdated building that lacks sufficient and appropriate space to properly service our students. The co-location of these related academic and health service programs will promote collaboration, optimize space through the provision of shared resources and enhance students' learning experience. The New HHS Building will be located at the corner of Argonne Drive and Hillen Road at the site of the Turner's Armory (and Motor Pool) for which demolition is expected to be completed in early fall. The schematic design phase was completed in late July with the design development phase commencing in early August.

### **Deferred Maintenance/ Site Improvements**

The capital budget has provided tremendous support for major renovation/new construction projects over the last several years; however, the corresponding support required to operate and maintain these facilities has not been forthcoming in the operating budget. Consequently, the University has had to take from other operating budget needs to ensure the maintenance of these facilities. Coupled with our aging infrastructure, our deferred maintenance needs have exploded and now exceed \$100 million. The University successfully presented its case for state support to address mounting deferred maintenance needs, and the State has committed funding in each of the fiscal years in the 5-year CIP. This request will provide our 3rd round of funding and will be used to address a growing backlog of deferred maintenance issues plaguing our campus including repairs to West Campus (Parking, Road, Walls); Holmes Hall exterior stabilization/improvements, security system upgrades, replacement of seating in the Schaefer Engineering lecture hall, sprinkler and similar fire upgrades and possibly slope stabilization. If fund balances from previous years exist, they will be used for projects that still require funding. Deferred Maintenance projects to date include steam trap replacement in manholes campus wide, initiation of the design for the West Campus improvements, and replacement of air handling unit 14 in Key Hall. We are waiting to complete the approval to award process for upgrades to certain fire alarm systems. With the approval of a federal grant, deferred maintenance funds will be utilized as a match to the federal funding to preserve the chapel windows.

### **Carter-Grant-Wilson Renovation**

This request will provide funds for the renovation of Carter-Grant-Wilson. In last year's Capital Improvement Plan (CIP), this project was planned for funding in FY 2024 to follow the opening of the new Health and Human Services Building. However, the building has experienced several pipe breaks resulting in flooding and the subsequent evacuations of the building. With the exception of the Data Center, all of the occupants are surged in other facilities because of the damage caused by the flooding and concern that another break could occur at any time. Most of these functions will currently move into the recently completed Tyler Hall. The University has decided that the building will remain closed until it can be appropriately renovated. The

University is, therefore, seeking to expedite funding for this project. The building will be renovated for the School of Graduate Studies and another entity.

**Campus Expansion, Physical Education Complex at Lake Clifton, Phase I (Demolition of Lake Clifton)**

The University has been in discussions with the City regarding the transfer of Lake Clifton to the University. Constructed in 1971, the school is now closed and was declared surplus at the end of December 2019. The City has agreed that the property will go to Morgan. The University intends to demolish the facility and redevelop the site to meet University needs including the construction of a Health and Physical Education Complex. The site is approximately 45 acres.

**Out-year Projects**

In the out-years, we are requesting funds for the following new projects:

Science Building, Phase II	2023	\$221,531,000
Jenkins Hall Demolition/Campus Gateway	2025	\$ 12,346,000
Campus Expansion, Anchor Bldg. (Lake Clifton)	2026	\$191,320,000
Dixon Renovation for Physics	2026	<u>\$ 60,223,000</u>
<b>Total</b>		<b><u>\$485,420,000</u></b>

This implementation of this CIP will assist the University in achieving comparability with other mainstream institutions within a reasonable timeframe.

**Requested Action**

It is recommended that the FY 2022 Capital Budget Request submission, as approved at the May 5, 2020 meeting, be amended as summarized per Attachment V. The amount for FY 2022 is \$51.4 million and the five-year request totals \$486.1 million.

**MORGAN STATE UNIVERSITY**  
**Proposed Capital Budget**  
**FY 2022 - 2026**

Attachment V

		Prior	Budget Year										Total 5-Year	Total
	Project	Authorization	FY 2022		FY 2023		FY 2024		FY 2025		FY 2026		Request	Project Cost
001	New Health & Human Services Building, Phase II	\$9,785,000	\$33,124,000	P,C	\$64,608,000	C,E	\$50,329,000	C,E					\$148,061,000	\$157,846,000
002	Deferred Maintenance & Site Improvements	\$20,000,000	\$10,000,000	P,C	\$4,000,000	P,C	\$5,000,000	P,C	\$10,000,000	P,C	\$10,000,000	P,C	\$39,000,000	\$59,000,000
003a	New Science Center Phase I		\$678,000	P	\$10,394,000	P,D	\$552,000	D					\$11,624,000	\$11,624,000
003b	New Science Center Phase II				\$15,522,000	P	\$30,000,000	P,C	\$80,780,000	C,E	\$90,500,000	C,E	\$216,802,000	\$221,531,000
004a	Campus Expansion - Physical Education Complex at Lake Clifton, Phase I		\$5,000,000	P,D	\$7,742,000	D							\$12,742,000	\$12,742,000
004b	Campus Expansion - Physical Education Complex at Lake Clifton, Phase II										\$10,000,000	P	\$10,000,000	\$191,320,000
005	Carter Grant Wilson Renovation		\$2,618,000	P	\$13,161,000	C	\$10,937,000	C,E	\$2,261,000	E			\$28,977,000	\$28,977,000
006	Jenkins Demolition								\$1,100,000	P	\$11,246,000	D	\$12,346,000	\$12,346,000
007	Renovate Dixon Research Center										\$6,500,000	P	\$6,500,000	\$60,223,000
		\$29,785,000	\$51,420,000		\$115,427,000		\$96,818,000		\$94,141,000		\$128,246,000		\$486,052,000	\$755,609,000

Key=P-Planning, C-Construction, E-Equipment, D-Demolition, R-Renovation





**Audit and Institutional Assessment Committee Meeting  
Teleconference  
Monday, August 3, 2020  
5:00 p.m.**

**Agenda**

**OPEN SESSION**

- |                                       |                    |
|---------------------------------------|--------------------|
| • Chairman's Opening Remarks          | Regent Larry Ellis |
| • President's Remarks                 | Dr. David Wilson   |
| • Present Preliminary FY21 Audit Plan | Mr. Abraham Mauer  |
| • Vote to go into Closed Session      | Regent Larry Ellis |

**CLOSED SESSION**

- |                                     |                    |
|-------------------------------------|--------------------|
| • Office of Internal Audit's Update | Mr. Abraham Mauer  |
| • Closing Remarks                   | Regent Larry Ellis |



## **Public Session Minutes**

### **BOARD MEMBERS**

**Present:** Regent Larry Ellis, Committee Chair; Regent Tracey Parker-Warren, Vice Chair; Regent Shirley Malcom; Regent Wayne Resnick

**Absent:** Regent Frances Draper

### **STAFF MEMBERS**

**Present:** Dr. David Wilson, Mr. Sidney Evans, Mr. Thomas Faulk, Mrs. Deborah Flavin, Mrs. Kassandra Grogan, Ms. Sherita Harrison, Mr. Shinil Hong, Mr. David LaChina, Mr. Abraham Mauer, Dr. Adebisi Oladipupo, Mr. Alan Small, Dr. Don-Terry Veal

**GUESTS:** CLA (Clifton Larson Allen) Audit Firm – Mr. Remi Omisore, Principal; Ms. Kelly Sipocz, Manager

Committee Chair Ellis called the meeting to order at 8:43 a.m. He welcomed all in attendance; extended well-wishes to everyone to remain safe and healthy; acknowledged the work of the University administration during these challenging times; and thanked Ms. Grogan for all of her hard work in keeping the Audit Committee on track. He then yielded the floor to Dr. Wilson for brief remarks.

President Wilson thanked members of the Audit and Institutional Assessment Committee for their leadership and guidance during these very turbulent times. Many rapid-fire decisions have been made as a result of the coronavirus and the Governor's Executive Orders, which necessitated the need for the University to deviate from existing Board-approved policies, when necessary. However, such deviations have been reported to the Board as required by the special Resolution authorizing him to make such decisions.

President Wilson introduced our new external auditing firm partner, Clifton Larson Allen (CLA), and the lead auditor, Remi Omisore. He noted that the University expects to receive approximately \$29 million from the CARES Act, of which \$4.6 million has already been received and will go directly to students in the form of grants. From an audit standpoint, we are working to ensure appropriate controls are in place to enable us to provide appropriate documentation as to how the funds were expended to comply with the guidelines received from the U.S. Department of Education.

Mr. Omisore addressed the Committee and introduced his colleague, Kelly Sipocz. He led a brief discussion about the audit planning process, and provided an overview of the scope of services and preliminary audit approach to be provided for the year ending June 30, 2020.

Regent Ellis then stated that the Audit Committee would reconvene in Closed Session to consider items specifically exempted from public consideration under § 3-305(b)(7) of the Open Meetings Act. In Closed Session, the Audit Committee will receive an update from the Office of Internal Audit. Regent Ellis 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 Malcom and SECONDED by Regent Parker-Warren to enter into CLOSED SESSION.

The Committee moved into Closed Session at 9:24 a.m.

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

Date: Tuesday, May 5, 2020

Time: 8:30 a.m.

Location: Teleconference

Motion to close meeting made by: Regent Malcom

Seconded by: Regent Parker-Warren

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Draper

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

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

\_\_\_\_ (1) (i) To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or (ii) any other personnel matter that affects one or more specific individuals;

\_\_\_\_ (2) To protect the privacy or reputation of individuals concerning a matter not related to public business;

\_\_\_\_ (3) To consider the acquisition of real property for a public purpose and matters directly related thereto;

\_\_\_\_ (4) To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State;

\_\_\_\_ (5) To consider the investment of public funds;

\_\_\_\_ (6) To consider the marketing of public securities;

**X** (7) To consult with counsel to obtain legal advice on a legal matter;

\_\_\_\_ (8) To consult with staff, consultants, or other individuals about pending or potential litigation;

\_\_\_\_ (9) To conduct collective bargaining negotiations or consider matters that relate to the negotiations;

\_\_\_\_ (10) To discuss public security, if the public body determines that public discussion would constitute a risk to the public or to public security, including: (i) the deployment of fire and police services and staff; and (ii) the development and implementation of emergency plans;

\_\_\_\_ (11) To prepare, administer, or grade a scholastic, licensing, or qualifying examination;

\_\_\_\_ (12) To conduct or discuss an investigative proceeding on actual or possible criminal conduct;

\_\_\_\_ (13) To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter;

\_\_\_\_ (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.

**General Provisions Article, § 3-103 (a):**

\_\_\_\_ (1) To carry out an administrative function;

\_\_\_\_ (2) To carry out a judicial function;

\_\_\_\_ (3) To carry out a quasi-judicial function.

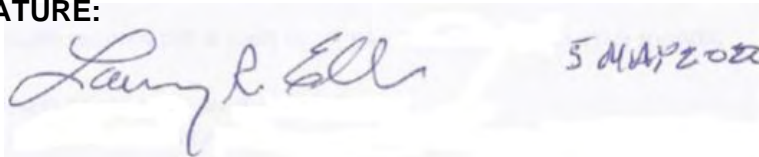
**FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:**

1. To receive an update from the Office of Internal Audit.

**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 blue ink that reads "Larry R. Ellis" is followed by the date "5 MAY 2020" also in blue ink.

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

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

# MORGAN STATE UNIVERSITY

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