

### **BOARD OF REGENTS**

Tuesday, August 2, 2022 12 noon

Earl S. Richardson Library Boardroom

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#### Board of Regents Meeting Richardson Library Boardroom Tuesday, August 2, 2022 12 Noon

#### **Agenda**

#### **Public Session**

I.	Meeting Called to Order	Chairman Kweisi Mfume
II.	Approval of Minutes of June 25, 2022	Chairman Mfume
III.	Opening Remarks	Chairman Mfume
IV.	Board Appointments for the 2022-2023 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. Performance Accountability Report
- 2. Honorary Degree Candidate Recommendations (Closed Session)

#### **Items for Information**

- 1. College of Interdisciplinary and Continuing Studies
- 2. Academic Affairs
- 3. Enrollment Management
- 4. Athletic Program
  - Academic Summary
    - o Spring 2022 Academic Highlights
    - o APR/GSR Update
  - Athletic Highlights
    - New Coaches
    - o Wrestling, Acrobatics and Tumbling

- 5. Student Affairs
  - Fall Opening Preparations
    - Housing Updates
    - o Mental Health Task Force Plans
    - o Counseling Center
  - Student Government Association Get Back Administration Priorities
- 6. New Business
  - Committee Deep Dive
- 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. New Thurgood Marshall Student Housing Project Update
- 6. FY 2022 Operating Closing Summary
- 7. FY 2023 Operating Budget Appropriation and FY 2024 Preliminary Budget
- 8. FY 2024 Capital Budget Request Update

#### Item for Action

- 1. College of Osteopathic Medicine Ground Lease
- C. Audit and Institutional Assessment Committee Regent Larry Ellis

Item for Action

1. Policy on Enterprise Risk Management

#### VIII. New Business

A. Status of Morgan's R1 Ascendency Dr. David Wilson, et al

IX. Adjournment of Public Session to Closed Session Chairman Mfume

#### X. Closed Session

A. Litigation Update

B. Evaluation Committee Update

C. Honorary Degree Candidate Recommendations

Mr. Faulk/Ms. Goodwin

Regent Linda Gilliam

Dr. David Wilson

# **Public Session**



#### **BOARD OF REGENTS MEETING**

Tuesday, May 3, 2022 12 Noon Richardson Library Boardroom

#### **Public Session Minutes**

The meeting of the Morgan State University Board of Regents was called to order by Chairman Kweisi Mfume at 12:03 p.m.

**Present:** Hon. Kweisi Mfume, Chairman, Regent; General (Ret.) Larry Ellis, Vice Chair, Regent; Hon. Tracey

Parker-Warren, Secretary, Regent (virtual); Ms. McCall Brown, Student Regent; Dr. Harold Carter, Regent; Dr. Linda Gilliam, Regent; Dr. Burney Hollis, Regent; Ms. Emily Hunter, Regent; Mr. Wayne Resnick, Regent (virtual); Mr. William Sherman, Regent (virtual); Ms. Shelonda Stokes, Regent; Mr. Carl Turnipseed, 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:** Dr. Shirley Malcom, Regent

#### **Minutes**

The Chairman opened the floor for a motion to jointly adopt the minutes of February 1, 2022 and March 7, 2022. It was MOVED by Regent Wilkinson and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

#### Chairman's Remarks

The Chairman opened the meeting by welcoming everyone to the first in-person meeting in over two years (the hybrid format would not be routine going forward). He noted that the agenda is quite ambitious and will require effort from everyone to get through it with great dispatch while maintaining a thorough review of all the items before us today. Following the Public Session, the Board would convene in Closed Session to address the matters identified as such on the agenda.

Chairman Mfume thanked board members for making time in the month of March for several called meetings, which required calendar adjustments and being flexible. He also expressed appreciation to Regents for taking part in recent events to include: the memorial service for alumnus, Earl G. Graves, Sr. held on April 6th (special thanks extended to Dr. Wilson and members of his team who worked with the family to ensure that the service went as well as it did), and the Honors Convocation held on April 7th in which Regent Brown brought forth greetings and remarks on behalf of the Board. The Spring 2022 Commencement exercises will be held outdoors in Hughes Stadium on Thursday, May 19th (graduates) and Saturday, May 21st (undergraduates). The Board Retreat is scheduled for Saturday, June 25th at the Baltimore Marriott Waterfront Hotel. Finally, individuals were reminded to complete and submit the annual financial disclosure statement, which was due by April 30th.

Chairman Mfume commended Regent Malcolm, in her absence, for receiving a prestigious honor. She was named a pioneer in science and honored by Penn State University on April 8th. The University renamed one of its campus buildings formerly known as Innovation Park. The facility is now called the Dr. Shirley M. Malcolm Building. He also commended Dr. Wilson for his recent election to the American Academy of Arts and Sciences, his selection as the commencement speaker at Tuskegee University on May 7th, and his selection as the Afro Person of the Year 2021.

The Chairman recognized Regent Brown for her service to the Board over the past year. Regent Brown thanked fellow Regents for the opportunity to serve as a member of the Board of Regents. She commented that it has been a life-changing and eye-opening experience. On behalf of the Board, Chairman Mfume wished her the best in her future endeavors.

#### **Nominating Committee Report and Election of Officers**

Regent Wilkinson reported that the call for board officer 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 Wilkinson MOVED to confirm the recommended slate of officers for the 2023 fiscal year – the Honorable Kweisi Mfume as Chair, General Larry Ellis as Vice Chair, and the Honorable Tracey Parker-Warren as Secretary. It was SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

#### Report of the President

Dr. Wilson provided a report to the Board covering some major developments that occurred at the University since the last meeting in February 2022. Those highlights include: (a) memorial service for Earl G. Graves, Sr.; (b) visits from U.S. Secretaries – commerce, army, trade, education, and transportation; (c) 2022 Honors Convocation; (d) the new strategic plan – Transformation Morgan 2030; (e) Thurgood Marshall project update; (f) Northwood Commons update; (g) Lake Clifton High School property; (h) increases in state appropriations (operating and capital); (i) plans for investment of initial HBCU Chapter 41 funds; (j) Goldman Sachs market madness team; (k) spring 2022 commencement; (l) President's town hall; (m) intercollegiate athletic winners (softball and track & field); and (n) the introduction of our new Vice President and Athletic Director, Dena Freeman-Patton.

Regent Gilliam asked if the secretary visits were by invitation. Dr. Wilson responded that all of the secretaries have come without any invitation being extended. They initiated the visits, which is extraordinarily unusual.

Chairman Mfume commented that the Lake Clifton High School property acquisition is really significant. He thanked the administration for working with the City of Baltimore to see this through.

The Chairman opened the floor for a motion to adopt the President's Report. It was MOVED by Regent Gilliam and SECONDED by Regent Stokes. The MOTION CARRIED. The President's Report was unanimously adopted.

#### Report of the Executive Committee

The Chairman provided an update from the April 29, 2022 Executive Committee meeting. He stated that the meeting was informational in nature and there were no items for action.

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

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

Regent Gilliam stated that there are nine items for action to include program proposals (7), the cultural diversity plan, and the new student regent recommendation (to be discussed in closed session).

- > Ph.D. in Computer and Electrical Systems Engineering Regent Gilliam yielded the floor to Provost Hongtao Yu and Dr. Oscar Barton, Dean of the School of Engineering, to provide a brief overview on the program proposal. Dean Barton stated that we are positioned to be the first HBCU and first public university in the State of Maryland to offer a doctoral program in Computer and Electrical Systems Engineering. It will expose graduate students to cutting edge engineering research and has the potential to positively address the lack of diversity in the tech industry. It will provide a framework for multidisciplinary engagement toward the advancement of knowledge in research and other scholarly activities; and use the synergy of computer engineering and electrical systems to address significant life problems that are interdisciplinary in nature.
- > **Ph.D. in Industrial Engineering** Dean Barton stated that we are positioned to be the first HBCU and first public university in the State of Maryland to offer a doctoral program in Industrial Engineering (IE). It will provide a framework for research in several subareas through the IE program, including ergonomics, energy systems, manufacturing and production systems, reliability and quality engineering, and systems engineering. It better prepares our graduates to meet the increasing need for efficient manufacturing and better implementation of quality control systems in the health care and manufacturing industries such as food and bio-pharmaceuticals.
- ▶ Ph.D. in Sustainable and Resilient Infrastructure Engineering Dean Barton stated that we are positioned to be the first HBCU and first public university in the State of Maryland to offer a doctoral program in Sustainable and Resilient Infrastructure Engineering. The program will prepare our graduates for the design, management, and innovation of sustainable, resilient infrastructure systems; meet the growing need for a diverse workforce in Maryland focused on urban and sustainability issues; create new opportunities for research activity and sponsorship; and incorporate industry as sustainable partners and as program constituents.

Chairman Mfume opened the floor for a motion to approve the three new doctoral programs – (1) Ph.D. in Computer and Electrical Systems Engineering, (2) Ph.D. in Industrial Engineering, and (3) Ph.D. in Sustainable and Resilient Infrastructure Engineering. It was MOVED by Regent Gilliam and SECONDED by Regent Hollis. The MOTION CARRIED unanimously.

> **B.S. in Sustainable Urban Environmental Engineering** – Dean Barton stated that this proposed program creates a first of its kind environmental engineering degree at the undergraduate level in the State of Maryland. It will increase the number of underrepresented minority groups in environmental engineering as well as in the School of Engineering; leverage existing resources within the School of Engineering to develop an interdisciplinary degree to address pressing environmental and sustainability challenges; connect minority health issues to the disparate environmental health conditions directly through its curriculum; and expose students to local environmental efforts such as the Chesapeake and Coastal Bay Watershed Protection and Resource Program.

- Ph.D. in Applied Sociology and Social Justice Regent Gilliam yielded the floor to Provost Yu, Dr. M'bare N'gom (Dean of the College of Liberal Arts), and Dr. Angela Howell (Interim Chair and Associate Professor in the Department of Sociology and Anthropology) to provide a brief overview on the program proposal. Dean N'gom commented that the proposal aligns with the University's initiative to move the institution towards R1 status. The College of Liberal Arts already offers three unique Ph.D. programs. If this program is approved, it would increase the College's doctoral program offering and inventory. Dr. Howell stated that this terminal degree will equip students to apply the sociological lens to reform the criminal justice system; promote community development and social change; advocate for racial, gender, and economic justice; and apply advanced applied sociological methods to the study of all social problems. Graduates of the program will apply their training in academia, the non-profit sector, program development and evaluation, policy analysis, consulting as well as in a range of other arenas. The program will be transdisciplinary and low residency (students only have to travel to Baltimore annually).
- > M.S. in Applied Neuroscience Regent Gilliam yielded the floor to Provost Yu, Dr. Cleo Hughes-Darden (Interim Dean of the School of Computer, Mathematical and Natural Sciences), and Dr. Christine Hohmann (Professor of Biology) to provide a brief overview on the program proposal. Dr. Hohmann stated that neuroscience is a growth industry in Maryland and nationally. There is a strong need for a neuroscience workforce trained at the intersection of biomolecular science, data science and neuroengineering. The proposed program has a health equity focus and is well-designed to meet the needs of working individuals who want to advance their job prospects. Only a few M.S. programs exist nationally that can prepare students with the skillsets offered by this program, and none are online. There is no M.S. in Applied Neuroscience Program offered in the State of Maryland for direct matriculation.
- Doctor of Social Work (DSW) Regent Gilliam yielded the floor to Provost Yu and Dr. Anna McPhatter (Dean of the School of Social Work) to provide a brief overview on the program proposal. Dean McPhatter stated that the proposed doctorate in social work is a practice-based social work degree distinct from a Ph.D. The Ph.D. focuses on preparing graduates for academic and research careers. There is a critical need for advanced clinical practitioners, administrators, and organizational leaders. This would be the first and only DSW Program at an HBCU. It is unique because of its focus on urban communities and congruent with Morgan's strategic plan. It will provide master's level social workers with advanced clinical and community-based practice knowledge and skills to serve urban families and communities; enhance credentialed status of social workers aligned with other practice-based professions (nursing, public health, physical therapy, psychologists); increase clinical practice-based research; and address critical national issues mental health, addiction, behavioral health, violence, and urban crime.

Chairman Mfume opened the floor for a motion. Regent Gilliam MOVED to approve the remaining programs – (1) B.S. in Sustainable Urban Environmental Engineering, (2) Ph.D. in Applied Sociology and Social Justice, (3) M.S. in Applied Neuroscience, and (4) Doctor of Social Work. It was SECONDED by Regent Hollis. The MOTION CARRIED unanimously.

➤ Cultural Diversity Plan – Regent Gilliam yielded the floor to Ms. Tara Berrien, Assistant VP for Diversity and EEO, to provide a brief overview. Ms. Berrien stated that the plan is required by state law, but also complements our strategic plan for transformation. She noted significant increases in our Hispanic and international population with students, staff and faculty since our last plan in 2010. This puts us in a great position to have a global impact as outlined in our strategic plan. Those goals include increasing cultural diversity while maintaining our inherent goal towards including African Americans within our educational community and responding to our culturally diverse community by implementing strategic plans that have more inclusive practices.

Chairman Mfume inquired about the three-year period. Ms. Berrien responded that three years is essentially the practice within the diversity and inclusion community. She added that the University has to submit an annual progress report that is a lot more detailed than the plan. The plan is an outline of the goals and the benchmark.

Chairman Mfume opened the floor for a motion to approve the Cultural Diversity Plan. It was MOVED by Regent Gilliam and SECONDED by Regent Hollis. The MOTION CARRIED unanimously.

Regent Gilliam stated that the informational items can be found in the Board book. She noted that the University will be filling 70 faculty positions to support these new programs. She added that since 2018, the Board has approved 12 programs plus the seven today.

Regent Gilliam yielded the floor to Dr. Kara Turner, VP for Enrollment Management and Student Success, to highlight two slides from the follow-up report on enrollment growth. Dr. Turner summarized data related to growth (majors, instate jurisdictions, and out-of-state origins and percentages) and student surveys (influences to apply and enroll).

#### **Finance and Facilities Committee**

Regent Stokes stated that there are 10 items for action (one to be discussed in closed session). She noted that the Committee received several updates related to facilities, research, institutional advancement and enrollment management. She commended Dr. Wilson, senior leaders, faculty and staff for their phenomenal work and collaborative efforts to move the University forward towards the goal of achieving R1 status.

> Revisions to Policy on Student Residency Classification for Admission and Tuition Purposes – Dr. Turner stated that two changes are being requested. One is due to a new federal law related to veteran benefits. The other is to allow students who have completed all of their AmeriCorps service hours in the State of Maryland to also be classified as in-state residents.

The Chairman opened the floor for a motion. It was MOVED by Regent Stokes to approve the revisions to the Policy on Student Residency Classification for Admission and Tuition Purposes. It was SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

FY 2024 Capital Budget Request – Ms. Kim McCalla, Associate VP for Facilities, Design and Construction Management, stated that the University will submit its FY 2024 Five-Year Capital Budget Request to the Department of Budget and Management (DBM) on July 1, 2022. The five-year request totals \$518.8 million of which \$126 million is requested for FY 2024. She noted that these figures are estimates. The President shall be authorized to make adjustments as future events dictate. Such revisions, if any, shall be reported to the Board at its next scheduled meeting.

The Chairman opened the floor for a motion. It was MOVED by Regent Stokes to approve the FY 2024 Capital Budget Request and authorize the President to make adjustments as future events dictate. It was SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

Ms. McCalla reported that we will be awarding the architectural services for the science project to Moody Nolan, a national African American design firm. Dr. Wilson added that this is the largest capital construction project in our history in the neighborhood of \$240M.

> Off-Campus Student Housing Resolutions – Mr. Sidney Evans, EVP for Finance and Administration, stated that, if approved, the three resolutions will result in the Board of Regents authorizing the President, in coordination with the Chair of Finance and Facilities Committee, to finalize the negotiated lease terms for additional student housing at the Altus, Towson Town Place, and the Varsity (owned by HH Midtown). Based on the recommendation from our legal team, we are submitting three individual resolutions for each apartment complex. The University has negotiated the business terms; however, the legal terms and the need for the leases to be approved for legal form and sufficiency is taking a bit more time.

The Chairman opened the floor for a motion. It was MOVED by Regent Stokes that the Board of Regents authorize the President, in coordination with the Chair of the Finance and Facilities Committee, to finalize the negotiated lease terms for additional student housing at the Altus, Towson Town Place and HH Midtown, and have said lease approved for form and legal sufficiency by the Office of the General Counsel and Office of the Attorney General; and approval by the Board of Public Works, if necessary, following approval by Board of Regents meeting on May 3, 2022. It was SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

> FY 2023 Additional Off-Campus Lease Housing Rate Recommendations – Mr. Evans stated that the University is seeking approval of additional housing rate increases for two apartment complexes – the Altus and Towson Town Place. It was noted that inflation and market rates were factors in making this decision. Without increasing student rates for these complexes, the University would have an estimated \$1.3 million subsidy. The proposed rates are in line and slightly above the new Thurgood Marshall rates for similar type facilities.

Chairman Mfume asked about the percentage of increase rates. Mr. Evans responded that there is not a percentage increase since these rates are brand new. It was noted, however, that these rates are higher than our current campus rates. At the low end, \$1,000 per year and \$3,500 per year at the high end.

Chairman Mfume asked if the fiscal impact would be break even. Mr. Evans responded affirmatively that these rates would enable the University to break even.

The Chairman opened the floor for a motion. It was MOVED by Regent Stokes to approve the FY 2023 additional off-campus lease housing rate recommendations. It was seconded by Regent Gilliam. The MOTION CARRIED unanimously.

➤ **HBCU Capital Financing Program Application** – Mr. Evans stated that the administration would like to submit an application to the HBCU Capital Financing Program for up to \$65M to address the current backlog of

deferred maintenance, but most importantly, to renovate residential facilities. It was noted that the State of Maryland does not fund auxiliary facilities, housing, athletics, etc.

The Chairman opened the floor for a motion. It was MOVED by Regent Stokes to grant approval to the administration to submit an application to the HBCU Capital Financing Program, through the Department of Education, for up to \$65 million. It was SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

Acquisition of Air Rights Over Legacy Bridge – Ms. McCalla stated that the City of Baltimore owns Hillen Road and the air rights above it. They gave us permission to build a bridge and now we are seeking approval to acquire the air rights for a one-time cost of \$2,600.

The Chairman opened the floor for a motion. It was MOVED by Regent Stokes to approve the acquisition of air rights over the legacy bridge. It was SECONDED by Regent Gilliam. The MOTION CARRIED unanimously.

> Northwood Basement Lease – Mr. Evans stated that the University proposes to enter into a 10-year lease for 11,605 GSF at the lower level of the Northwood Commons Shopping Center. The lease has two (2) renewal options of five (5) years each. The property is contiguous to the University campus – both the New Jenkins and School of Business facilities. The purpose of the space will be to house any one of the three new academic centers or as surge/growth office space. The lease price is \$1 dollar per year. However, there is a one-time build out capital investment of \$1.8M. Design and Construction Management will need to invest an additional \$1.5 to \$2 million to tailor the space for specific needs. The final determination will be through a transparent process with appropriate administrators.

The Chairman opened the floor for a motion. It was MOVED by Regent Stokes to approve the Northwood basement lease. It was SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

➤ Lake Clifton High School Land Disposition Agreement – Ms. McCalla stated that the acquisition of the Lake Clifton High School and associated land from the City of Baltimore totals approximately 59 acres. The cost is \$254,902.80 consisting of \$93,652.80 to pay the debt still owed by the city to the state, and \$161,250 to relocate a basketball court. Other costs will be determined as the property is developed. She noted that we received approval from the Board of Estimates and will be seeking approval from the Board of Public Works next week, pending approval by the Board of Regents.

The Chairman opened the floor for a motion. It was MOVED by Regent Stokes to approve the Lake Clifton High School land disposition agreement. It was SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

➤ Workforce Technology Center Lease – Mr. Evans stated that the University proposes to enter into a 10-year lease for 18,500 GSF with the State of Maryland Department of Education at the Workforce Technology Center, which is contiguous to the University campus. The annual amount will be \$220,500 for years one to five, and \$238,500 annually for years six to 10 for a total of \$2.3 million over the life of the agreement. The annual lease payment covers our portion of the operating expenses for the building. This facility will provide office space for the Physical Plant staff and allows for the demolition of the Washington Service Center and construction of the Science Center. A budget of \$3.5M has been established for technology, finishes and renovations to retrofit the facility.

The Chairman opened the floor for a motion. It was MOVED by Regent Stokes to approve the Workforce Technology Center Lease. It was SECONDED by Regent Carter. The MOTION CARRIED unanimously.

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

Regent Ellis stated that the Audit and Institutional Assessment Committee met earlier this morning. There were no items for action. The Committee had a fruitful discussion on the draft policy on enterprise risk management and the draft enterprise risk assessment grid. He believes we are moving forward in the right direction.

Dr. Wilson commented that we are close to having a legally approved policy on enterprise risk management. With the feedback received this morning from the Audit Committee, we will work with the legal team and get their last comments and then send a draft of that proposed policy to the Audit Chair and committee members. They will look it over, provide feedback, and we would take that feedback into consideration and then bring it before the Audit and Institutional Assessment Committee as an action item eventually. We hope to have a policy ready for the Committee and the full board to act on no later than the August meeting. In the meantime, we are standing up within the institution an Office of Enterprise Risk Management and Compliance. We are proceeding to start the process of recruiting a director for this office with the understanding that the policy may be approved by the full board later this summer or early fall. He noted that the administration also brought to the Committee an illustration of what an enterprise risk management program would look like in terms of how we calculate risk. The grid is not static; it will move depending on emerging risks.

Chairman Mfume shared the concern he raised during the Executive Committee meeting, in which he stated that he wanted to make sure that if we develop, stand up, and establish an Office of Enterprise Risk Management and Compliance, that it does not bump up against or compromise the principles in the Audit Charter that was adopted. At that time, Dr. Wilson responded that he did not think a problem existed, and Regent Ellis stated that it was an opportunity for us to talk some more.

Regent Ellis suggested the possibility of setting aside some time during the retreat to present this to the full board for a comprehensive review. Chairman Mfume agreed, noting that it is important for everybody to have an opportunity to weigh in, have some sense of authorship, and an opportunity to raise questions, comments and observations.

Regent Ellis stated that the Audit Committee adjourned after receiving an update from the Office of Internal Audit in closed session.

#### **New Business**

There were no new business items brought forward for the Board's consideration.

#### **Adjournment of the Public Session**

Chairman Mfume announced that the Board of Regents would convene in Closed Session to consider items specifically exempt from public consideration under § 3-305(b)(1)(2)(7)(8) of the Open Meetings Act. In Closed Session, the Board of Regents will receive an update from the Evaluation Committee; consider Honorary Degree Recommendations; consider the New Student Regent Recommendation; receive an EEO Report; receive a Litigation Update and consider Naming Opportunities. The Board may reconvene in Public Session at the conclusion of the Closed Session, if necessary.

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

The Public Session adjourned at 2:46 p.m.

#### Naming Opportunity - School of Engineering (in Closed Session)

Chairman Mfume opened the floor for a motion to approve the naming of Engineering Room 251 to the Dr. Eugene DeLoatch Jr. Lecture Hall. It was MOVED by Regent Gilliam and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

#### New Student Regent Recommendation (in Closed Session)

Chairman Mfume opened the floor for a motion to approve the new student regent recommendation. It was MOVED by Regent Gilliam and SECONDED by Regent Parker-Warren. The MOTION CARRIED unanimously.

#### **Honorary Degree Recommendations (in Closed Session)**

Chairman Mfume opened the floor for a motion to approve honorary degree candidate one. It was MOVED by Regent Gilliam and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

Chairman Mfume opened the floor for a motion to approve honorary degree candidate two. It was MOVED by Regent Gilliam and SECONDED by Regent Hollis. The MOTION CARRIED unanimously.

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

Date: Tuesday, May 3, 2022	Time: 12:00 p.m.	Location: ESR Library Boardroom
Motion to close meeting made by: R	legent Hollis	
Seconded by: Regent Gilliam		
Members voting in favor: All Regent	s in attendance	
Opposed:		
Abstaining:		
Absent: Regent Malcom		
THE STATUTORY AUTHORITY TO that apply):	CLOSE THIS MEETIN	NG CAN BE FOUND AT ( <u>check all</u>
General Provisions Article, § 3-30	5 (b)(1)(2)(7)(8):	
compensation, removal, resignation	n, or performance eval	ment, promotion, discipline, demotion, uation of appointees, employees, or ny other personnel matter that affects
X (2) To protect the privacy or public business;	reputation of individual	s concerning a matter not related to
(3) To consider the acquisition related thereto;	n of real property for a	a public purpose and matters directly
(4) To consider a matter that could to locate, expand, or remain in the S		or a business or industrial organization
(5) To consider the investmen	t 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 Evaluation Committee Update.
- 2. To consider Honorary Degree Recommendations.
- 3. To consider the New Student Regent Recommendation (FY23).
- 4. To receive an EEO Report.
- 5. To receive a Litigation Update.
- 6. To consider Naming Opportunities.

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

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

**SIGNATURE:** 

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

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



#### **BOARD OF REGENTS RETREAT**

Baltimore Marriott Waterfront Hotel Saturday, June 25, 2022 8:30 A.M.

#### **Public Session Minutes**

The Morgan State University Board of Regents Retreat was called to order by Chairman Kweisi Mfume at 8:44 a.m.

**Present:** Hon. Kweisi Mfume, Chairman, Regent; General (Ret.) Larry Ellis, Vice Chair, Regent; Hon.

Tracey Parker-Warren, Secretary, Regent; Dr. Linda Gilliam, Regent; Ms. Emily Hunter, Regent; Dr. Shirley Malcom, Regent; Mr. Wayne Resnick, Regent; Mr. William Sherman,

Regent; Ms. Shelonda Stokes, Regent; Mr. Winston Wilkinson, Regent

**Absent:** Ms. McCall Brown, Student Regent; Dr. Harold Carter, Regent; Dr. Burney Hollis, Regent; Mr.

Carl Turnipseed, Regent

Staff: Dr. David Wilson, President; Mr. Thomas Faulk, Principal Counsel for Morgan State University,

Office of the Attorney General; Mrs. Kassandra Grogan, Executive Administrator for the Board

for Regents

#### **Minutes**

The Chairman opened the floor for a motion to adopt the minutes of May 3, 2022. It was MOVED by Regent Stokes and SECONDED by Regent Wilkinson. The MOTION CARRIED unanimously.

#### Chairman's Remarks

The Chairman opened the meeting by welcoming board members and Dr. Wilson. He thanked all in attendance for taking time out of their busy schedules to come together for this day-long meeting. He stated that following the Closed Session, the Board would reconvene in Public Session to receive updates on the matters identified as such on the agenda.

The Chairman announced that the Board of Regents would convene in Closed Session to receive the Evaluation Committee Report and discuss board affairs, which are specifically exempted from public consideration under § 3-305(b)(1)(7) and § 3-103(a)(1) of the Open Meetings Act.

After reading the citation into the record, the Chairman opened the floor for a motion to adjourn the PUBLIC SESSION to move into CLOSED SESSION. It was MOVED by Regent Malcom and SECONDED by Regent Stokes to adjourn the PUBLIC SESSION. The MOTION CARRIED unanimously.

The PUBLIC SESSION adjourned at 8:48 a.m.

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The Board of Regents reconvened in PUBLIC SESSION 2 at 12:55 p.m.

Add'l Staff: Mr. David LaChina, AVP for Finance and Administration; Dr. Patricia Lessane, AVP for

Academic Affairs; Ms. Kim McCalla, AVP for Facilities, Design and Construction Management; Dr. Willie May, VP for Research and Economic Development; Dr. Don-Terry Veal, VP for State

and Federal Relations and Chief of Staff

Maryland Economic Development Corporation (MEDCO) Supplemental Letter of Intent (LOI)

Dr. Wilson yielded the floor to Mr. LaChina to present this action item. Mr. LaChina stated that the University is continuing to move forward with plans to demolish the old Thurgood Marshall Complex (Stage 2) and build an additional tower (Stage 3) at the new Thurgood Marshall housing and dining facility starting as soon as practical. In Stage 3, MEDCO will design and build additional replacement (expansion) housing to accommodate up to 600 students. The plan is to have these additional units ready for occupancy by August 2024. The current project (Stage 1) to provide replacement housing for 670 students is on track for occupancy by August 2022. Due to economic volatility, rising interest rates, and stress within the global supply chain, a reassessment of costs was

needed as it relates to the Stage 3 tower. The revised construction costs required a further review and development of the project cash flows pro forma statements to determine the marketability/viability of the project. Relevant analysis was completed for further development of an updated LOI. Further discussions occurred regarding the LOI and the general relationship and status of the overall project. It was determined that additional development costs were required to keep the project on track (late July 2024 completion) as we advance our plans to build an additional tower (Stage 3). The predevelopment costs (new cap of \$5M) are expected to be reimbursed by MEDCO to the University as part of the Tower 3 financing. The supplemental LOI is needed to address costs through the actual financing (expected in the fall 2022).

Ms. McCalla commented that much of the equipment and materials for the project are being ordered more than a year in advance in order to keep the project on track. In addition, some Phase 3 utility work must be done under Phase 2 to prevent having to disrupt newly installed work.

Chairman Mfume asked about the primary driver for increased costs. Mr. LaChina responded that the two primary drivers are architectural costs (several iterations of tower configuration) and contractors.

Regent Resnick inquired about the delay in opening food services. Ms. McCalla responded that the main focus has been on the housing portion of the project, adding that the dining facility is anticipated to open soon after as the installation of the flooring was pushed back to avoid any damage. She added that students will start moving into the new facility on August 12th. Construction/finishing is mostly from the top down with the Dining Hall being the last area to be completed.

Dr. Wilson stated that he recommends approval of the supplemental LOI to keep the project on track to build an additional tower for occupancy by late July 2024.

The Chairman opened the floor for a motion to approve the MEDCO Supplemental Letter of Intent. It was MOVED by Regent Gilliam and SECONDED by Regent Stokes. The MOTION CARRIED unanimously.

#### Report of the President

Dr. Wilson provided a report to the Board covering some major developments that occurred at the University since the last meeting in May 2022. Those highlights include: (a) Tuskegee University Commencement; (b) MSU Commencement 2022; (c) Amelia Love Johnson High School Graduation – President Wilson served as the commencement speaker at his former high school; (d) enrollment update – anticipated fall 2022 enrollment 8,500-8,650; (e) Maryland College of Osteopathic Medicine update; (f) grand opening of Harbor Bank at Northwood Commons; (g) NASDAQ Summit; and (h) the choir tour to Peru and Ecuador.

As a follow up to the College of Osteopathic Medicine (COM) update, Chairman Mfume stated that the Affiliation Agreement calls for the appointment of two MSU representatives and a MSU Board of Regents ex-officio representative. He appointed Regent Gilliam as an ex-officio member to the COM Board of Trustees. He noted that two additional Regents will be appointed to the COM Board of Trustees at the next meeting in August.

#### Lake Clifton Property Acquisition and the Way Forward

Dr. Wilson provided a summary of the timeline with regard to property discovery; meetings with state and local officials; submission of unsolicited and formal expressions of interest; stages of approval – Baltimore City (Board of Estimates and Planning Department), MSU Board of Regents, Legislative Policy Committee, and the Board of Public Works; and next steps (development plan). He also mentioned the Frequently Asked Questions (FAQs) sheet, which was prepared and included in the May board book and shared again today.

A brief discussion followed regarding the current, interim and long-term plans for the property, which totals 59 acres and is less than 1.5 miles from the main campus. The draft vision includes a multi-purpose facility consisting of an 8,000-seat arena, fitness/wellness center, classrooms, intramural sports and other multi-purpose rooms; a research/innovation building to support R1 research activities; graduate/family student housing; retail and mixed-use properties; restoration/renovation of the Valve House; green space for community activities; and development along Harford Road to North Avenue and Hillen Road to campus.

Regents asked questions related to (1) the timelines associated with the COM and Lake Clifton initiatives in terms of the priorities (e.g., housing for COM students, the overlay of the strategic housing plan, increased research and post-docs, etc.); (2) possible relocation of the sports arena to the satellite campus to free up space on the main campus; (3) agricultural plans; and (4) elevated vision for innovation/incubator space and other unique needs of the community.

The Chairman asked Dr. Wilson to provide a comprehensive update to the Board at the November meeting with regard to where Morgan is and the overall direction as it moves towards achieving R1 status.

#### **Enterprise Risk Management (ERM) Policy and Oversight**

Dr. Wilson stated that the administration has developed a proposed draft Enterprise Risk Management Policy for consideration by the Audit Committee in August. The University has never had an ERM Policy, and it is critical that we have such a policy. There are a number of risks that actually go beyond the Office of Legislative Audits and Internal Audit findings, which governing boards must pay attention to. Some of these risks include strategic risks (Lake Clifton and COM), financial risks (enrollment and building additional housing), operational risks, and reputational risks. In essence, the policy says that we will develop a comprehensive approach to risk management at the institution at a higher level, which will initially involve the Audit and Institutional Assessment Committee. Subsequently, on an annual basis, there will be a discussion with Board regarding all of the major institutional risks. He also referenced the Enterprise Risk Assessment grid that was developed for illustrative purposes to get the Board and the administrative team thinking about what this would look like. The grid serves as a template to jumpstart the thinking as it relates to who owns the risk, the likelihood of that risk occurring (high, medium, or low), and proposed mitigation plans. He concluded that Morgan would benefit significantly if it moves in this direction.

The Chairman opened the floor for further discussion, observations and comments. Regent Ellis stated that the draft policy lends itself to best practices in business and government organizations, and it will shift our current manner of assessing and managing risk to the University. A structure will need to be put in place to oversee this process, which the administration is working through.

Regent Malcom commented that reputational risk basically crosses all categories, and it is not clear who claims ownership within the board structure. Regent Ellis responded that during the last Audit Committee meeting, it was suggested that those items identified/raised by a board member (i.e., reputational matters) be given an elevated status (not lower than medium risk category regardless of the dollar value), which would draw visibility and prevent it from dropping off the list until the matter is fully resolved. Dr. Wilson commented that a distinction could be made in terms of those risks that should be handled by the Board and those that should be handled by management.

The Chairman stated that he would like the Audit Committee Chair and Dr. Wilson to make a formal presentation at the next meeting or perhaps an unscheduled meeting for the benefit of board members who are not in attendance today so that they understand the level of importance, what it can prevent as well as what it can help, and have an opportunity to ask questions. Regent Ellis commented that the draft policy has been reviewed by the Audit Committee as well as Internal Audit and feedback was received.

Dr. Wilson commented that he disagrees with the added language in Section IV of the policy that was suggested by legal. He stated that he does not believe the Board wants to start a process whereby approved policies include aspects of the presidential evaluation.

The Chairman asked whether this is a concern or recommendation of the Office of the Attorney General or General Counsel or both. Mr. Faulk responded that this was not a concern by either office, but rather the draft policy was modeled after the University System of Maryland's policy.

After further discussion regarding the language in question, the Chairman stated that this matter is being remanded back to the Audit and Institutional Assessment Committee for further work and a final recommendation, which the Board will receive at a future date or as early as the next meeting in August.

#### **Adjournment of the Public Session**

The Chairman announced that the Board of Regents would convene to discuss the Evaluation Committee Report and board matters, which are specifically exempted from public consideration under § 3-305(b)(1)(7) and § 3-103(a)(1) of the Open Meetings Act. The Board may reconvene in Public Session at the conclusion of the Closed Session, if necessary.

After reading the citation into the record, the Chairman opened the floor for a motion to adjourn the PUBLIC SESSION to move into CLOSED SESSION. It was MOVED by Regents Gilliam and Stokes and SECONDED by Regent Resnick to adjourn the PUBLIC SESSION. The MOTION CARRIED unanimously.

The PUBLIC SESSION adjourned at 3:35 p.m.

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

Date: Saturday, June 25, 2022	Time: 8:30 a.m.	Location: Baltimore Marriott Waterfront Hotel
Motion to close meeting made by: Reger	nt Malcom	
Seconded by: Regent Stokes		
Members voting in favor: All Regents in a	attendance	
Opposed:		
Abstaining:		
Absent: Regents Brown, Carter, Hollis and Turnipseed		
THE STATUTORY AUTHORITY TO CLOSE THIS MEETING CAN BE FOUND AT (check all that apply):		
General Provisions Article, § 3-305 (b)	(1)(7):	
X (1) (i) To discuss the appointment, er compensation, removal, resignation, or officials over whom this public body has j one or more specific individuals;	performance evalua	ation of appointees, employees, or
(2) To protect the privacy or repurpublic business;	tation of individuals	concerning a matter not related to
(3) To consider the acquisition of related thereto;	real property for a p	public purpose and matters directly
(4) To consider a matter that conce to locate, expand, or remain in the State;		a business or industrial organization
(5) To consider the investment of p	ublic 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):
X (1) To carry out an administrative function;
(2) To carry out a judicial function;
(3) To carry out a quasi-judicial function.

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

- 1. To receive the Evaluation Committee Report.
- 2. To discuss Board Affairs.

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

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

**SIGNATURE:** 

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

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

# Academic and Student Affairs



# Board of Regents Academic and Student Affairs Committee Meeting

Monday, August 1, 2022 (Virtual) 1:00 - 4:00 P.M.

#### **AGENDA**

I.	Remarks by the Chairperson	Regent Linda J. Gilliam
II.	General Remarks	Dr. David Wilson, President
	Action Items	
III.	Approval of Committee Minutes of May 2, 2022	Regent Linda J. Gilliam
IV.	Performance Accountability Report (PAR)	Dr. Solomon Alao, Assistant VP Assessment and Operations
	Brief Updates	
V.	College of Interdisciplinary and Continuing Studies (CICS)	Dr. Hongtao Yu, Provost and Senior VP Academic Affairs Dr. Nicole Westrick, Assistant VP and CICS Dean
VI.	Academic Affairs	Dr. Hongtao Yu
VII.	Enrollment Management (see Finance Section)	Dr. Kara Turner, Vice President Enrollment Management & Student Success
VIII.	Athletic Program	Ms. Dena Freeman-Patton, VP and Director of Athletics
	Academic Summary	
	<ul> <li>Spring 2022 Academic Highlights</li> </ul>	

APR/GSR UpdateAthletic HighlightsNew Coaches

o Wrestling, Acrobatics and Tumbling

#### **Information Items**

IX. Student Affairs

Dr. Kevin Banks, Vice President Student Affairs

- Fall Opening Preparations
  - Housing Updates
  - Mental Health Task Force Plans
  - Counseling Center
- Student Government Association Get Back Administration Priorities
- X. New Business

o Committee Dive Deep Dr. David Wilson

XI. Public Meeting Adjourned Regent Linda J. Gilliam

#### **Closed Session**

XII. Honorary Degree Candidate Recommendations Dr. David Wilson

### COMMITTEE MINUTES MAY 2, 2022



## Board of Regents Academic and Student Affairs Committee Meeting (Virtual) Monday, May 2, 2022

#### **Committee Meeting Minutes**

The meeting of the Board of Regents Academic and Student Affairs Committee was held on Monday, May 2, 2022. Committee Chairman Linda Gilliam opened the meeting at 1:04 p.m.

#### **Board Members**

Present: Regent Linda Gilliam (Committee Chairman), Regent Larry R. Ellis, Regent Burney Hollis, Regent William Sherman, Student Regent McCall Brown, Regent Emily Hunter

Staff Present: David Wilson, Kevin Banks, Oscar Barton, Sydney Beatty, Tara Berrien, Fikru Boghossian, Cleo Hughes-Darden, Jaden Dawson, Thomas Faulk, Julie Goodwin, Kassandra Grogan, Sherita Harrison, Christine Hohmann, Angela Howell, Jacqueline Jones, Phyllis Keys, Anna McPhatter, M'bare N'gom, Jerome Schiele, Kara Turner, Don-Terry Veal, Erlease Wagner, Hongtao Yu

#### Remarks by the Chairperson and President Wilson

Regent Gilliam called the meeting to order, welcoming everyone to the meeting. She yielded the floor to President Wilson for remarks. President Wilson remarked about the completion of the Finance and Facilities Committee meeting agenda, and the importance of the Academic and Student Affairs Committee meeting agenda regarding transformation at Morgan State University. Regent Gilliam stated that this is Student Regent McCall Brown's final Committee meeting.

#### **Action Items**

• Approval of the Minutes of January 31, 2022 and March 10, 2022 - It was MOVED by Regent Ellis and SECONDED to approve the Minutes of January 31, 2022 and March 10, 2022. The MOTION CARRIED.

#### **Approved Programs**

- Architecture, Urbanism and Built Environments (beginning Fall 2022)
- Musical Theater (beginning Fall 2022)
- M.S. Data Analytics (beginning Fall 2022)
- B.S. Coastal Science (beginning Fall 2022)

• B.S. Cyber Security Intelligence Management (approved, not current starting date)

Dr. Keys spoke about programs that have been approved recently (last 2-3 years), launched in 2018, the B.S. Transportation Systems Engineering (current enrollment -10 students) and B.S. Interior Design (current enrollment-47 students), two in Fall 2020, the B.S. Cloud Computing (current enrollment-18 students) and M.S. Advanced Computing (current enrollment- 16 students), and two in Fall 2021, the B.S. Mechatronics Engineering (current enrollment-5 students) and Ph.D. Secure Embedded Systems Engineering (current enrollment-19 students), started in Fall 2021. Dr. Keys stated that the Cyber Security Management program is still in process for MHEC approval. President Wilson stated that the Cyber Security Management program has not been approved by MHEC yet, due to an objection. Regent Gillam indicated that the issue with the Cyber Security program was raised due to duplication. Dr. Keys stated that MHEC has indicated the need for additional Cyber Security programs due to lack of employees in the field. MHEC is communicating with institutions about increasing Cyber Security programs to avoid duplication concerns. Provost Yu stated that Secretary Fielder of MHEC stated that he wants all Maryland institutions to have cybersecurity programs in Computer Science. President Wilson stated that the University will respond to that because we are not going to embrace the strategy from MHEC, to include his concern regarding duplication of programs across institutions.

#### **Program Proposals**

- **Ph.D.** in Computer and Electrical Systems Engineering- Dean Barton provided an overview; he stated that although the Doctor of Engineering program allowed for additional career opportunities for a diverse student population in educational and research institutions, the Ph.D. program meets the need for more research-based terminal degrees in three remaining Engineering disciplines, and aligns with President Wilson's strategic plan from R2 to R1 institution. It was MOVED by Regent Hollis and SECONDED to approve the Ph.D. in Computer and Electrical Systems Engineering. The MOTION CARRIED.
- **Ph.D. in Industrial Engineering-** Dean Barton provided an overview that the proposed Ph.D. in Industrial and Systems Engineering program will allow a focus on the fundamental, theoretical, and original research in several areas of industrial engineering including ergonomics, energy systems, manufacturing and production systems, reliability and quality engineering, and systems engineering and information. It was MOVED by Regent Ellis and SECONDED to approve the Ph.D. in Industrial Engineering. The MOTION CARRIED.
- **Ph.D. in Sustainable and Resilient Infrastructure Engineering-** Dean Barton provided an overview. He stated that the proposed Ph.D. in Sustainable and Resilient Infrastructure Engineering will have a pass-through Master of Science in SRIE. It was MOVED by Regent Hollis and SECONDED to approve the Ph.D. in Sustainable and Resilient Infrastructure Engineering. The MOTION CARRIED.
- **B.S. in Sustainable Urban Environmental Engineering-** Dean Barton provided an overview. The B.S in Sustainable Urban Environmental Engineering program is to design, develop, maintain, and improve urban systems associated with urban living and environments, focusing on ultimately improving human and environmental well-being. This program creates a first of its kind of Environmental Engineering degree at the undergraduate level in the State of

Maryland. It was MOVED by Regent Hollis and SECONDED to approve the B.S. in Sustainable Urban Environmental Engineering. The MOTION CARRIED.

- **Ph.D.** in Applied Sociology and Social Justice- Dean N'gom and Dr. Howell provided an overview, stating that the two central features of this program are its transdisciplinary nature (the curriculum includes elective coursework from 18 other graduate programs on campus) and the low- residency option so that students from all over the world can matriculate through the program and only have to travel to Baltimore annually. It was MOVED by Regent Hollis and SECONDED to approve the Ph.D. in Applied Sociology and Social Justice. The MOTION CARRIED.
- M.S. in Applied Neuroscience- Dean Hughes-Darden and Dr. Hohmann provided an overview, stating that the M.S. in Applied Neuroscience program aims to develop professionals who have a clear understanding of the prevailing brain health disparities in Maryland and beyond and who know how to apply their interdisciplinary skills to address them. Dr. Hohmann indicated that she anticipates twenty students to start the program, with the reasoning that it will not be asynchronously taught as both an on campus and an online program. The new cohort is anticipated to begin Fall 2023; and is designed as a two-year program. This degree program will provide opportunities for students looking for careers in managing labs in molecular biology, neuroscience and academia, governmental agency, neuro-imaging research, clinical, industry, and research opportunities. It was MOVED by Regent Hollis and SECONDED to approve the M.S. in Applied Neuroscience. The MOTION CARRIED.
- Doctor of Social Work- Dean McPhatter and Dr. Schiele provided an overview, stating that the proposed Doctor of Social Work (DSW) is a practice-based doctoral program that allows Master of Social Work (MSW) practitioners to receive advanced practice skills, resulting in an expansion of the workforce that can deliver human health services, particularly mental health programs. There is a critical need for advanced clinical practitioners, organizational leaders. Once approved, the Doctor of Social Work program would be the only DSW program at an HBCU. Regent Gilliam asked how many graduates do we have at this point, and how will that look in five years; Dr. Schiele indicated that we have currently fifty-five Ph.D. graduates since 2010, with an average of five per year. The average of five per year is about one more than the national average, which is four. He added that it is anticipated that enrollment will increase with the Doctor of Social Work program, with the accommodation of fifteen-twenty students in the practice-based DSW program. It was MOVED by Regent Hollis and SECONDED to approve the Doctor of Social Work. The MOTION CARRIED.

President Wilson commented regarding the total number of Doctoral degrees awarded at the University; ten or twelve years ago, the University was granting about twenty-nine Doctoral degrees annually. The University's Strategic Plan calls for approximately two hundred to two hundred and fifty doctoral degrees annually by 2030. The approved programs are in alignment with the University's Strategic Plan. We are currently granting seventy plus doctoral degrees annually. Provost Yu stated that he received a report from the National Data Clearinghouse; compared with other research HBCUs, Morgan State University has a similar amount of bachelor programs with other HBCUs. However, Morgan is way ahead of the average at the Master's and Doctoral level in comparison to the other HBCUs. He stated that with the approval of the proposed

programs, Morgan State University will have twenty-eight doctorate programs. Regent Gilliam indicated that this is the reason why we are expecting to hire an additional seventy faculty members. Provost Yu stated that he will provide the update regarding the additional faculty members.

#### **Cultural Diversity Plan**

Ms. Tara Berrien described the Cultural Diversity Plan. Ms. Berrien indicated that the Cultural Diversity Plan is required by state law. Cultural Diversity is the racial and ethnic groups that are underrepresented in higher education; but does not include age, gender, sexual orientation, equality, discrimination or harassment. The Morgan State three-year plan will include our goals and benchmarks. Annually, the law requires us to provide a summary of our progress. Ms. Berrien added that Morgan experienced significant increases in our Hispanic and international population since the previous Cultural Diversity Plan in 2010. Morgan State University maintained to be a predominantly black institution for faculty, staff and students. The Cultural Diversity Plan includes the results from the Campus Climate Survey, completed in March 2022. The Plan incorporates a more inclusive and culturally diverse, increasing organizations based on affinity groups, partnering with community resources that provide resources to individuals that identify beyond the cultural diversity required by state law. Ms. Berrien provided additional highlights. It was MOVED by Regent Hollis and SECONDED to approve. The MOTION CARRIED.

#### **Brief Updates**

#### **Division of Academic Affairs**

Provost Yu presented the Division of Academic Affairs updates:

- HBCU Coalition Settlement Fund
- o (\$15.1 million, 2022-2023)
- 35 new faculty lines and others
- Four New State Approved Centers
- (\$9.6 M 2022- perpetuity)
- 35 new faculty lines

Provost Yu presented the State Supported Centers. The University has appointed an Advisory Committee for State Supported Centers to provide guidance and oversight for all Morgan State University Centers that receive significant appropriations from the State of Maryland. Three new centers are approved to launch in July 2022. The three new centers include: the Center for Equitable Artificial Intelligence and Machine Learning (\$3.1 million), the Center for Urban Violence Reduction (\$2.0 million), and the Center for Data Analytics and Sports Gaming (\$1.5 million). Morgan State University currently has four existing centers including: the Center for Urban Health Equity (approved 2021, \$3.0 million), the Center for Cybersecurity Assurance and Policy (approved 2018, \$2.0 million), PEARL- Patuxent Environmental and Aquatic Research Laboratory (approved 2004), and the Institute for Urban Research (approved 1978).

Provost Yu stated that the Division of Academic Affairs has been conducting searches for two new Deans. The first is for the School of Computer, Mathematical and Natural Sciences (SCMNS), and the second is for the College of Interdisciplinary and Continuing Studies. Thus far, Dr. Nicole

Westrick from Temple University has been hired as the Dean of the College of Interdisciplinary and Continuing Studies, while the SCMNS dean search continues.

Regent Gilliam asked about the sustainability of the new faculty hires. Provost Yu indicated that we would build into Chapter 41 of the HBCUs settlement fund, to build out the funding in the positions, to include the expectation of enrollment. He indicated that there will be an enrollment target. President Wilson added that he will work with the other HBI Presidents in the upcoming legislative sessions to ensure that we are considering making the funding permanent at some level. He stated that we must have a thoughtful dialogue regarding the funding coming from the State of Maryland in its perpetuity. President Wilson added that we intend to hire long-term faculty. Regent Gilliam asked if the programs listed will have an online modality. Provost Yu stated that some programs will be offered with an online and traditional teaching modality. Regent Gilliam requested to ensure language in the future states that Academic programs will include online teaching modality.

#### **Enrollment Management and Student Success**

Dr. Turner opened with the presentation regarding enrollment updates, specifically Record High Applicants and Admitted Students:

- 16,631- Total Completed Undergraduate Applications Fall 2012-2022
- 14,038- Total Admitted Undergraduate Students
- Projected 2,750- Total New Enrolled Undergraduate Students

Regent Sherman asked if we are rejecting applications regarding restricted housing capabilities; Dr. Turner indicated that we are not. She stated that typically, the application is open until August; however, last year due to the housing demand we closed the application on June 30th. This year, we are going to close (the freshman application) at an earlier date because we don't want to admit additional freshman students that request housing, and due to our restricted housing capabilities, we cannot accommodate their request. She added that May 1 is the national decision day, but we have been flexible with our prospective students. President Wilson commented on the enrollment trend, to include not turning students away, in comparison to accepting too many students. He stated that the brand of Morgan and interest in attending the institution is high. In the Finance and Facilities Committee meeting, we put forth three leases, two are in Towson, and one is HH Midtown, where we are leasing the vast majority of the building. The off-campus housing spaces are primarily geared toward upper-class students and primarily all of our freshman students will be housed on campus.

Dr. Turner presented a report on the Fall 2021 Enrollment Increase:

- Morgan experienced record enrollment in Fall 2021 to include the largest freshman class ever totaling 2288 students. Previous record was 1431 students in 2008.
- Morgan experienced its highest enrollment in Fall 2021 totaling 8469 students. The previous record was 8018 in 2011.
- Morgan has experienced 11 straight years above 70% retention
- At a glance, the highest growth majors are NURS, BUAD, PSYC, GENR, and BIOL.

Dr. Turner discussed the increased positive buzz around Morgan State University in the media, the growing visibility of our High-Quality Academic Programs, Financial Aid Optimization, and

Streamlined Admission Process. Regent Gilliam stated that this presentation was driven by the question from Regent Sherman, "What did we do right?" Regent Sherman stated that he appreciated the effective and thorough nature of the presentation.

Regent Hunter asked about continued online courses at the University. Provost Yu stated that we will continue to accommodate our students. All classrooms have been updated to teach all courses remotely. Regent Hollis stated that eight new states have students that apply to attend Morgan State University. Regent Gilliam indicated that Regent Stubbs gives his greetings and will complete his Master's program in two weeks. President Wilson commented on the challenges students faced concerning online learning. He stated that some of the students have begun to like online courses for convenience, but not for the skills necessary to be competitive long-term.

#### **Information Items**

#### **Division of Student Affairs**

Dr. Banks presented the following:

- Mental Health Task Force- Dr. Banks discussed the updates for the Mental Health Task Force to include training for employees. Additionally, he stated that the University Counseling Center has made significant progress and hired one staff psychologist and one embedded counselor for the Office of Residence Life and Housing. The new Director of the University Counseling Center, Dr. Clyburn, and the Counseling staff have eliminated the waitlist. Currently, students are able to be seen for eight-twelve sessions. He stated that they have launched a procurement process for 24 hour online mental health services for Morgan State University students, with the intention to have this finalized by the end of May. Morgan State University was recognized by NAMI "I Will Listen Campaign" (video included). Morgan State University has worked to add Wellness Days into the Academic Calendar for the upcoming academic year. The Mental Health Task Force will conduct another assessment on how we are progressing with mental health services offered on campus. We currently have 22 employees registered for Mental Health First Aid training.
- Fall 2022 Housing Updates- Dr. Banks stated that the housing application was launched for the Fall 2022. Currently we have 1400 applications submitted, which includes 800+ new students, approximately 562 returning students who have applied for University-managed housing. The Finance and Facilities Committee approved the three off campus housing facilities. This summer we are closing the majority of the residence halls to begin to address deferred maintenance projects. We want to make sure our students living in our on and off campus facilities have an excellent experience. All students are required to submit COVID-19 vaccination documentation as a part of the procedures for University-managed housing. We will continue our COVID-19 procedures as followed in the Fall.
- Student Government Association- Final Report for Legacy Administration and Introduction of New Leadership. The new SGA President, Jaden Dawson and SGA Vice President, Sydney Beatty introduced themselves. Dr. Banks thanked outgoing SGA leadership Jamera Forbes and Dai'Shona Jones for their outstanding dedication, hard work, and communication regarding their advocacy for the MSU student community. Dr. Banks indicated that Ms. Forbes and Ms. Jones are planting a legacy tree on campus that will honor lost Morganites during their administration and tenure as students at Morgan State. University.

President Wilson congratulated Ms. Dawson and Ms. Beatty and commented on the Student Government Association "Get Back" Administration. Additionally, he thanked the outgoing leaders, Ms Forbes and Ms Jones for their leadership. He emphasized that we must listen to our student leaders, and shared a story about a meeting we convened with the SGA leadership last Spring 2021 regarding in-person Spring Commencement. He stated that we came to the conclusion that we could not have an in-person Spring 2021 Commencement because of the surge in Covid cases. Dr. Banks pulled together SGA leaders, and President Wilson was prepared to convey the message that we could not host a Spring 2021 Commencement. President Wilson stated that the conversation was the most amazing leadership moment of everyone's career, because they realized they were on the verge of taking something from the students after so much loss was experienced. President Wilson stated that no decision was made regarding Commencement. The following week, after reflection, President Wilson and the Board approved the Spring 2021 Commencement.

#### **Athletics**

Ms. Erlease Wagner presented the Athletics NCAA Report:

- Student-Athlete Graduation success rate in comparison to federal rate
- FY 2015-2016 Academic Year- Student Athletes at Morgan State University have a graduation rate of 63% in comparison to the 44% graduation rate for all students. The total graduate success rate for student athletes at Morgan State university totals 78%. The difference between the federal rate and the graduation success rate, is that the federal rate does not take into account the student athletes that transfer to Morgan State University.
- Presented the information regarding the Student-Athletes by Sport Category and Undergraduate-Enrollment Data. The student athlete retention rate has increased due to the improved student experience at Morgan State University.

President Wilson stated that the Vice President for Athletics/Athletics Director (VPAD) search has come to a close and wants to be in the position to announce a choice in the next coming days. He stated that we are moving along with the selection process for a new Football coach; however, the new VPAD will recommend a new hire to President Wilson. We are utilizing the same search firm, and once a new VPAD is appointed, the Football coach search process will conclude. The appointed VPAD will begin full-time no later than July 1, 2022, and determine a new Football coach.

#### **New Business**

Regent Hollis indicated that Provost Yu stated that Morgan State University will award its 1000th Doctoral Degree during the Spring 2022 Commencement ceremony. Provost Yu was informed by the Graduate School Dean at that time that Morgan State University would award 1000th Doctoral degrees during the Spring 2022 Commencement ceremony before the Board of Regents meeting; however, we are just short of 1000 graduates, as of the Spring 2022 Commencement. The Graduate School Dean informed Provost Yu later that we actually would not reach 1000 graduates until the Fall 2022 semester.

#### **Meeting Adjourned**

It was MOVED and SECONDED to close the public session of the Academic and Student Affairs Committee. The meeting adjourned at 3:35 p.m.

Respectfully submitted,

Wayne Hill Recorder

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

Date: Monday, May 2, 2022	Time: 1:00 p.m.	Location: Virtual
Motion to close meeting made by:	Regent Hollis	
Seconded by: Regent Ellis		
Members voting in favor: All Reger	nts in attendance	
Opposed:		
Abstaining:		
Absent:		
THE STATUTORY AUTHORITY T that apply):	O CLOSE THIS MEETI	ING CAN BE FOUND AT ( <u>check all</u>
General Provisions Article, § 3-3	05 (b)(1):	
demotion, compensation, remova	al, resignation, or per this public body has j	r, assignment, promotion, discipline, formance evaluation of appointees, urisdiction; or (ii) any other personnel
(2) To protect the privacy or public business;	reputation of individua	als concerning a matter not related to
(3) To consider the acquisiti related thereto;	on of real property for	a public purpose and matters directly
(4) To consider a matter organization to locate, expand, or r		oposal for a business or industrial
(5) To consider the investmen	nt 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 2023).

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

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

SIGNATURE:

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

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

### PERFORMANCE ACCOUNTABILITY REPORT

### **BOARD OF REGENTS**

### **MORGAN STATE UNIVERSITY**

### **SUMMARY OF ITEM FOR ACTION**

**Performance Accountability Report** 

TOPIC:

COMMITTEE:	Academic and Student Affa	airs
DATE OF MEETING:	August 1, 2022	
requires that the Perform by the Board. In accordance of the following: (1) the 2021); and (2) actual and	mance Accountability Repor ance with MHEC requirement and with our s	ucation Commission (MHEC) it (PAR) be officially approved ints, the PAR for 2022 consists trategic plan and goals (2010-ctives. In addition, we created data (2021 and 2022).
FISCAL IMPACT:	None	
PRESIDENT'S RECOMMENDA	ATION: The President recomme	nds approval.
COMMITTEE'S ACTION:		DATE:
BOARD ACTION:		DATE:

### **Performance Accountability Report**

#### August 2022

### **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.

For the fall 2015 cohort, the most recent year that MHEC has data, 47% of those students graduated from Morgan State University or other institutions in Maryland within six years. For African American freshmen, the six-year graduation rate also is 47%. 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 74% for all students. Second-year retention rates for African American students have averaged around 75%.

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 continued with a 4th year of EAB Metrics Mapping. EAB Metrics Mapping utilizes the Advanced Search Filter, Saved Searches, Watch Lists, and Messaging in EAB Navigate to identify, contact, and monitor students in specific subgroups. EAB Metrics Mapping reports and nudges are now a standard component of the Morgan workflow every semester. EAB Advanced Filter saved searches and draft email communications have been created for 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. Dozens of EAB campaigns are sent to students to encourage them to register for the upcoming semester, especially to students who had stopped-out for one or more semesters. One of our signature innovations is the Reclamation Project, in which we invite students back who left the University in good academic standing (2.0 GPA or better) and earned at least 90 credits to return in their 5th or 6th academic year to finish Morgan "on-time" in six consecutive years or less. These initiatives are aligned with the State higher education goals of ensuring equitable access and promoting student success.

Another best practice is that all first-year freshman students at Morgan are advised by professional staff from the Center for Academic Success and Achievement (CASA) and the Office of Student Success and Retention (OSSR). Holds are placed on every first-year student's account preventing them from making changes to their course schedule without consulting with an academic advisor first. Once first-year students have earned at least 24 credits with a 2.0 minimum cumulative GPA and a declared major, they are reassigned to their departmental/faculty advisor for the balance of their matriculation. All of the notes from first-year advising meetings are saved in Starfish for faculty advisors to refer back to in subsequent advising meetings. Every student has an online advising folder through Starfish.

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-one 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 36% in 2019 to 40% in 2022. 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.

Beginning in 2020, out of concern for the unknown consequences of the COVID-19 pandemic on enrollment, several rounds of emails to students were added to the withdrawal process for students who request to withdraw from their classes. Morgan was able to help a good number of students to stay enrolled because of the changes to the withdrawal process; the new process will continue indefinitely.

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 26% of the incoming freshmen in fall 2021. Another component of our goal of Student Success is to add to the racial and ethnic diversity of the student body. Currently, 11.8% 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, was at 1% in 2022. Transfer Student Programming (TSP) at Morgan assists transfer students with orientation, transition, and onboarding once they have been evaluated by Transfer Evaluation and Articulation (TEA) in the Registrar's Office. TSP continues to build transfer student pipeline programs such as the CONNECT program. TSP has completed revamped transfer student orientation with a new more detailed orientation experience known as *Bear Notes*. TSP also has been working with the transfer coordinators in each college/school at Morgan to make sure that all transfer students receive early and accurate advisement and access to registration through the technology tools Degree Works and Schedule Planner. TSP partners with the Registrar's Office and TEA to provide the best possible experience for new transfer students. Additionally, 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 33% for the past four years.

Morgan State University continues to generate strategies to increase student enrollment and retention in the STEM fields. For academic year 2021-2022, 265 bachelor's degrees were awarded in the STEM fields. Two initiatives with Google and Intel provide our STEM students with opportunities to work with these leading innovators in technology.

For the past, several years, Morgan State University has continued to rate well in relation to its outcome quality indicators. The ability of graduates to gain employment in fields related to their majors is comparable to the statewide average. For the 2019 to 2022 period, survey results indicate that on average 58% 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 31% for the bachelor's recipients from the 2020-2021 academic year.

#### 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 70 doctoral degrees during Academic Year 2021-2022, 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.

In Fiscal Year 2022 (FY2022), MSU's research enterprise was authorized to spend \$36 million in grants, cooperative agreements, and contracts. In FY2022, 78 faculty members were engaged as Principal Investigators in funded research or contracts, and MSU had several major prestigious grants funded by the National Institutes of Health (NIH), National Aeronautics and Space Administration (NASA), Department of Defense (DoD), and the National Science Foundation (NSF).

NIH: ASCEND (A Student-Centered Entrepreneurship Development Training Model to Enhance the Diversity of Biomedical Research Workforce) is an NIH-funded cooperative agreement that brings approximately \$4 million to the campus every year (cumulatively \$40 million over 10 years), resulting in enhanced research infrastructure, preparedness of faculty members, and training of the students in biomedical research. RCMI (Research Centers in Minority Institutions) is another major NIH-funded cooperative agreement that brings over \$3 million to the campus every year (cumulatively \$15 million over 5 years). The funds are spent for enhancing the research infrastructure of the university, as well as conducting research on health disparities in Baltimore. We have several other research and training grants from the NIH, all contributing to MSU's move toward R1.

The GESTAR-I cooperative agreement was 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 17 Goddard-based scientists and a 2-person program office. GESTAR continues to receive top marks from NASA for research. The program is in the 10th year of funding. The current value of GESTAR MSU is \$21,042,171.

The GESTAR II cooperative agreement is a consortium of the University of Maryland Baltimore County and Morgan partnered with Arizona State University, Colorado State University and Penn State University as additional partners. The consortium supports NASA Goddard's Earth Science Division within the Science Mission Directorate. The GESTAR II MSU program currently consists of 41 research scientists and a 3-person program office. Morgan also provides

the senior associate director, chief scientist, and the recruiting lead for the consortium. Morgan's share of GESTAR II is valued at \$27.9M over three years.

DoD: MSU has established a Center of Excellence for Advanced Electro-Photonics with 2D Materials using a major cooperative agreement received from the DoD. MSU's major partner is Johns Hopkins University, and the funds for this center are \$7.5 million.

NSF is another major source of funding for MSU's sponsored activities. We have multiple research grants (specially Excellence in Research or EiR), major research equipment (MRI) grants, and research training grants from the NSF.

MSU faculty members have been remarkably successful in publishing the results of their research. Stanford University listed 6 of MSU's faculty members among the top 2% researchers in the world. Several faculty members have over 5,000 citations to their research, and one has even over 20,000 citations. We hope that funds allocated to create endowed professorships will bring more such faculty members to Morgan, elevating the research status of the university. For academic year 2021-2022, the average number of scholarly publications and activities per full-time tenured/tenure track faculty was 3.5.

#### 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 has made progress in reducing energy consumption. The average decrease of electrical usage for the past four years is 5%. The average increase in gas usage for the past four years is 12%. A plan has been developed for fall 2021 to curtail gas usage and to continue to reduce the use of electricity campus wide.

The Division of Information Technology (DIT) provided various services to mature the university's cyber security portfolio in support of the return of employees and students to the campus and new initiatives. This included, but was not limited to Sophos endpoint protection deployment; system and application updates; device upgrades; Standard Operating Procedures (SOPs) creation and updates; security awareness training on a new, more interactive platform; etc. In spring of 2022, the Service Desk deployed the first phase of its new IT Service Management (ITSM) tool. This tool allows for the documentation and tracking of IT service requests and inquiries. The second deployment phase, scheduled for fall 2022, includes the launch of a self-service client portal featuring a service catalog, knowledgebase articles, and more.

#### **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 30,000 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 young alumni portfolio of 6,000 recent graduates. At this writing, we are still finalizing fundraising results and going through the FY' 22 audit process but, estimate that the annual private and philanthropic support during FY'22 was \$25M.

#### **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 381 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. This past academic year approximately 1,031 students participated in university sponsored internship and field experience classes. A recent economic impact study found that Morgan students provide over 20,000 hours of community service annually.

#### **Institutional Response**

This year, the Commission requests that you respond to the following prompt for the institutional response:

• What is the biggest challenge your institution faces as it attempts to equitably meet the goals, objectives, and performance measures in the 2017-2021 State Plan for Postsecondary Education?

#### Response:

The biggest challenge Morgan faces as it attempts to equitably meet the goals, objectives, and performance measures in the 2017-2021 State Plan for Postsecondary Education is addressing the basic needs of our students. The pandemic has exponentially increased and exacerbated existing challenges faced by college students at Morgan and across the state and nation related to mental health, housing insecurity and food insecurity. Students cannot concentrate on class assignments and exams when they are hungry, not sure where they are going to sleep that night, or experiencing anxiety, depression, or other mental health challenges. Morgan has done much to address these challenges, including hiring additional staff for the Counseling Center and a University caseworker, opening a Food Resource Center, starting a student emergency fund, and providing students with direct grants through the federal Higher Education Emergency Relief Fund appropriations. We also used Lumina Foundation's Beyond Financial Aid (BFA) toolkit and developed a BFA website to link students with university and external resources. Additionally, the University offers a one credit financial literacy class that students can take as partial fulfillment of their 2 credits of University Requirements.



### **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)

2019 Act	2020 Act	2021 Act	2022 Act		2023	Estimated 2024
42%	46%	48%	47%		47%	48%
42%	48%	48%	47%		47%	48%
	42%	42% 46%	42% 46% 48%	42% 46% 48% 47%	42% 46% 48% 47%	42% 46% 48% 47% 47%

<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)

	2019	2020	2021	2022	<b>Estimated</b>	<b>Estimated</b>
Outputs:	Act	Act	Act	Act	2023	2024
Six-year graduation rate of Pell recipients	36%	38%	42%	40%	43%	44%

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

	2019	2020	2021	2022		<b>Estimated</b>	<b>Estimated</b>
Inputs:	Act	Act	Act	Act		2023	2024
FTE student-authorized faculty ratio	18.1:1	17.9:1	18.8:1	22.5:1		22.5:1	22.5:1
Average class size of first year course offering	25	26	28	31		30	30
Percent of authorized faculty in first year of	30%	34%	44%	61%		60%	60%
Outputs:							
Second-year retention rate <sup>2</sup>	72%	75%	77%	73%		73%	74%
Second-year retention rate of African-	72%	76%	78%	74%		74%	75%
		•			•		

<sup>&</sup>lt;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)

2019	2020	2021	2022		Estimated	<b>Estimated</b>
Act	Act	Act	Act		2023	2024
228	282	246	599		625	625
14%	21%	21%	26%		27%	27%
	<b>Act</b> 228	Act Act 228 282	Act         Act         Act           228         282         246	Act         Act         Act         Act           228         282         246         599	Act         Act         Act           228         282         246         599	Act         Act         Act         Act         2023           228         282         246         599         625

#### <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)

	2019	2020	2021	2022	<b>Estimated</b>	<b>Estimated</b>
Inputs:	Act	Act	Act	Act	2023	2024
Total Percent of Diverse Students	15.4%	12.6%	10.9%	11.8%	11.8%	13.4%
Percent of Asian or Native Hawaiian students	0.7%	0.9%	0.7%	0.3%	0.3%	0.3%
Percent of Native American students enrolled	0.2%	0.1%	0.2%	0.1%	0.1%	0.1%
Percent of Caucasian students enrolled	1.8%	1.7%	1.6%	1.0%	1.0%	1.0%
Percent of Hispanic students enrolled	3.4%	3.9%	4.4%	4.3%	4.3%	5.0%
Percent of international students enrolled	9.3%	6.0%	4.0%	6.1%	6.1%	7.0%

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)

Inputs:	2019 Act	2020 Act	2021 Act	2022 Act	Estimated 2023	Estimated 2024
Percent of Maryland community college transfer students	2.4%	2.1%	1.8%	1.00%	1.0%	2.0%

Objective 1.7. Maintain the pool of college applicants to Morgan from urban school districts in Maryland4 at 40% in 2023. Rollins (MHEC Data ------ Gray-Cain/Turner (Estimates)

	2019	2020	2021	2022		<b>Estimated</b>	<b>Estimated</b>
Inputs:	Act	Act	Act	Act		2023	2024
Percent of freshman applicants from urban	36.0%	36.5%	32.0%	27.0%		27.0%	27.0%
Percent of students accepted from urban	66.0%	69.6%	72.0%	87.0%		87.0%	87.0%
Percent of students enrolled from urban	38.0%	33.9%	25.0%	22.0%		22.0%	22.0%
					·		

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

	2019	2020	2021	2022		<b>Estimated</b>	<b>Estimated</b>
Outputs:	Act	Act	Act	Act		2023	2024
Total number of STEM bachelor recipients <sup>5</sup>							
ENGR	190	223	169	139		160	170
SCMNS	95	106	118	92		130	140
SBM	42	32	32	34		44	54
TOTAL	327	361	319	265		334	364
[Number of underrepresented minority STEI	M] Bachelor	r's recipient	s <sup>6</sup>				
ENGR	78	84	101	91	1	101	111
SCMNS	79	85	102	86		90	95
SBM	34	26	28	30		40	50
TOTAL	191	195	231	207		231	256

Number of women STEM bachelor's recipient	ts					
ENGR	27	37	28	33	40	50
SCMNS	52	67	68	54	64	74
SBM	9	8	10	15	18	28
TOTAL	88	112	106	102	122	152
			·	·	 ·	·

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.

Objective 1.9 Increase the number of bachelor's degrees awarded in teacher education to 70 in 2023. Rollins (MHEC Data) -----Bridges/Prime (Estimates)

	2019	2020	2021	2022		<b>Estimated</b>	<b>Estimated</b>
Outputs:	Act	Act	Act	Act		2023	2024
Number of baccalaureates awarded in teacher	75	51	71	50		25	27
Praxis pass rate	100%	100%	NA	NA		NA	NA
Number of new hires teaching in Maryland	23	15	22	35		35	40
			•	•	•	•	

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)

Inputs:	2019 Act	2020 Act	2021 Act	2022 Act	Estimated 2023	Estimated 2024
Percent of students who attend graduate/professional Schools	44%	45%	25%	31%	32%	33%
Outcomes:						
Percent of students rating preparation for grad. /prof. school as (excellent, good or fair)	2019 N = 16	2020 N = 14	2021 N = 19	2022 N = 47	2023	2024
Excellent	36%	42%	33%	40%	45%	45%
Good	43%	42%	33%	40%	45%	45%
Fair	21%	11%	26%	17%	10%	10%
Poor	0%	5%	8%	2%	0%	0%
Total E-G-F	100%	95%	92%	97%	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)

	2019	2020	2021	2022	<b>Estimated</b>	<b>Estimated</b>
Inputs:	Act	Act	Act	Act	2023	2024
Percent of bachelor's recipients employed one	69%	74%	84%	90%	90%	95%
Percent of bachelor's recipients employed in	50%	50%	68%	65%	65%	65%
Outcomes:						
Percent of students rating preparation for jobs	2019	2020	2021	2022	2022	2024
(excellent, good or fair)	N = 34	N = 22	N = 31	N = 125	2023	2024
Excellent	36%	29%	20%	30%	35%	35%
Good	41%	39%	49%	46%	50%	50%
Fair	13%	16%	22%	14%	15%	15%
Poor	5%	0%	7%	2%	0%	0%
Uncertain	5%	16%	2%	9%	0%	0%
Total E-G-F	90%	84%	91%	90%	100%	100%

Objective 1.12. Increase the percentage of employers satisfied with employees who are Morgan bachelor's recipients to 95% by 2023. Rollins/Alao/-----Turner (Estimates)

	2019	2020	2021	2022	<b>Estimated</b>	<b>Estimated</b>
Outcomes:	Act	Act	Act	Act	2023	2024
Percent of employers satisfied with	N = 60	N = 76	N = 40	N = 76	N=80	N=85
Very Satisfied	42%	38%	43%	46%	50%	50%
Satisfied	53%	62%	55%	46%	50%	50%
Unsatisfied	4%	0%	2%	5%	0%	0%
Very Unsatisfied	1%	0%	0%	3%	0%	0%
Total VS and Satisfied	95%	100%	98%	92%	100%	100%



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/Karmangar (data)......All Estimates

	2019	2020	2021	2022	Estimated	Estimated
Inputs:	Act	Act	Act	Act	2023	2023
Number of faculty engaged as Principal Investigators in funded research or contracts	84	67	71	78	85	90
Outcomes:						
Value of grants and contracts (\$M)	34M	35M	34M	36M	38M	39M

Objective 2.2. Increase scholarly publications and activities per full-time tenured/tenure track faculty to 3.5 by 2023.

Alao/ Data and estimates

Outputs:	2018 Act	2019 Act	2021 Act	2022 Act	Estimated 2023	Estimated 2024
Number of scholarly publications and activities per full-time tenured/tenure track faculty	3.4	3.0	3.2	3.5	3.6	3.7

### Objective 2.3. Increase the number of doctoral degrees awarded to 55 by 2023. Rollins/Alao/------ Garrison (Estimates)

	2019	2020	2021	2022	Estimated	Estimated
Outputs:	Act	Act	Act	Act	2022	2023
Total Doctoral degree recipients	71	78	71	70	70	75
Doctoral degree recipients in STEM	12	17	20	18	15	15
Doctoral degree recipients in Non-STEM	59	61	51	52	55	60



### Morgan State University Performance Accountability Report

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)

Output:	2019 Act	2020 Act	2021 Act	2022 Act	Estimated 2023	Estimated 2024
Reduced Electricity Usage <sup>8</sup> New objective	-5%	-5%	-5%	1%	1%	-5.0%

Note: a negative number means we saved energy; a positive number means we did not.

Objective 3.2. Reduce campus natural gas usage by 7% to by 2023. Premdat (Actual and Estimates)

	2019	2020	2021	2022		Estimated	Estimated
Outputs:	Act	Act	Act	Act		2023	2024
Reduced Natural Gas Usage <sup>8</sup>	6%	12%	8%	12%		10.0%	12.0%
			•		•		

Note: a negative number means we saved energy; a positive number means we did not.



### **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)

Output:	2019 Act	2020 Act	2021 Act	2022 Act	Estimated 2023	Estimated 2024
Cumulative Private and philanthropic donations (\$M)	\$63M	\$73.5M	\$15M	\$25M	\$25M	\$30M

Summarize and/or list activities that contributed to the Attainment of this objective:

FY 21-22 was a phenomenal year for fundraising at Morgan with the \$40M gift from philanthropist, MacKenize Scott as well as several new six and seven figure institutional gifts from corporations and foundations.

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

Outputs:	2019 Act	2020 Act	2021 Act	2022 Act	Estimated 2023	Estimated 2024
Calendar Year Alumni Giving Rate (%)		14%	14%	14%	15%	15%

Summarize and/or list activities that contributed to the Attainment of this objective:

An annual fund portfolio of 30,000 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 young alumni portfolio of 6,000 recent graduates.



#### **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 (actual and estimates).

**The data for 2022 is 381**. In accordance with the new Strategic Plan, new benchmarks and/or metrics will be generated by the leadership team.

Objective 5.2. Increase the number of students participating in University sponsored community service to 630 by 2023. MCPHATTER/WOODROFFE (actual and estimates).

The data for 2021 is 900. **In 2022, more than 1,031 students** participated in University sponsored internship and field experience classes. In accordance with the new Strategic Plan, new benchmarks and/or metrics will be generated by the leadership team.

	PERFORMANCE ACCOUNTABILITY REP	ORT DATA F	OR 2022	2		
	GOAL 1: ENHANCING STUDENT SUCCESS	TARGETS BY 2023	2021	2022	1-YR S	UMM/CHANGE
Objective 1.1.	Increase the graduation rate of undergraduates	45%	48%	47%	No-Chg.	2% above Target
Objective 1.2.	Increase graduation rate of Pell recipients	40%	42%	40%	-2%	On Target
Objective 1.3.	Increase the second-year retention rate of undergraduates	80%	77%	73%	-3%	7% from Target
Objective 1.4.	Increase the percent of high ability freshmen students	27%	21%	26%	5	On Target
Objective 1.5.	Increase the diversity of undergraduates	18%	11%	12%	1%	6% from Target
Objective 1.6.	Increase the % of MD-Comm. College Transfer enrollment	10%	2%	1%	No-Chg.	9% from Target
Objective 1.7.	Maintain the pool of applicants from MD urban school districts	40%	32%	27%	-5%	13% from Target
Objective 1.8	Increase the # of B.S. degree recipients in STEM fields	240	319	265	-54	25 Above Target
Objective 1.9	Increase the # of degree awarded in teacher education	70	71	50	-21	20 from Target
Objective 1.10.	Increase the % of students satisfied with their preparation for grad/prof. study	98%	92%	97%	5%	On Target
Objective 1.11.	Increase the % of students satisfied with their preparation for the workforce	98%	91%	90%	No-Chg.	8% from Target
Objective 1.12.	Increase the % of employers satisfied with degree recipients	95%	98%	92%	-6%	3% from Target
GOAL 2: E	NHANCING MSU STATUS AS A DOCTORAL RESEARCH UNIV.	TARGETS BY 2023	2021	2022	1-YR S	UMM/CHANGE
Objective 2.1.	Increase research grants and contract awards					
,		38M	34M	36M	2M	2M from Target
Objective 2.2.	Increase scholarly publications and activities per tenured/tenure track faculty	38M 3.5	34M 3.2	36M 3.5	2M 0.3	2M from Target On Target
	-					
Objective 2.2. Objective 2.3.	Increase scholarly publications and activities per tenured/tenure track faculty	3.5	3.2	3.5	0.3 No-Chg.	On Target
Objective 2.2. Objective 2.3.	Increase scholarly publications and activities per tenured/tenure track faculty Increase the # of doctoral degrees awarded to 55 by 2023.	3.5 55 TARGETS	3.2 71	3.5 70	0.3 No-Chg.	On Target 15 Above Target
Objective 2.2. Objective 2.3.  GOAL 3: IN	Increase scholarly publications and activities per tenured/tenure track faculty Increase the # of doctoral degrees awarded to 55 by 2023.  PROVING & SUSTAINING INFRASTRUCTURE & OPERATIONS	3.5 55 TARGETS BY 2023	3.2 71 2021	3.5 70 <b>2022</b>	0.3 No-Chg.	On Target 15 Above Target UMM/CHANGE
Objective 2.2. Objective 2.3.  GOAL 3: IN Objective 3.1.	Increase scholarly publications and activities per tenured/tenure track faculty Increase the # of doctoral degrees awarded to 55 by 2023.  PROVING & SUSTAINING INFRASTRUCTURE & OPERATIONS  Reduce campus electricity usage through effective conservation strategies.	3.5 55 TARGETS BY 2023 7%	3.2 71 <b>2021</b> -5%	3.5 70 <b>2022</b> 1%	0.3 No-Chg. 1-YR S -4% 5%	On Target 15 Above Target UMM/CHANGE 3% from Target
Objective 2.2. Objective 2.3.  GOAL 3: IN Objective 3.1.	Increase scholarly publications and activities per tenured/tenure track faculty Increase the # of doctoral degrees awarded to 55 by 2023.  PROVING & SUSTAINING INFRASTRUCTURE & OPERATIONS  Reduce campus electricity usage through effective conservation strategies.  Reduce campus natural gas usage	3.5 55 TARGETS BY 2023 7% 7% TARGETS	3.2 71 <b>2021</b> -5% 8%	3.5 70 2022 1% 12%	0.3 No-Chg. 1-YR S -4% 5%	On Target 15 Above Target UMM/CHANGE 3% from Target 7% from Target
Objective 2.2. Objective 2.3.  GOAL 3: IN Objective 3.1. Objective 3.2.	Increase scholarly publications and activities per tenured/tenure track faculty Increase the # of doctoral degrees awarded to 55 by 2023.  PROVING & SUSTAINING INFRASTRUCTURE & OPERATIONS  Reduce campus electricity usage through effective conservation strategies.  Reduce campus natural gas usage  GOAL 4: GROWING MORGAN'S RESOURCES	3.5 55 TARGETS BY 2023 7% 7% TARGETS BY 2023	3.2 71 2021 -5% 8% 2021	3.5 70 2022 1% 12% 2022	0.3 No-Chg.  1-YR S  -4% 5%	On Target 15 Above Target UMM/CHANGE 3% from Target 7% from Target
Objective 2.2. Objective 2.3.  GOAL 3: IN Objective 3.1. Objective 3.2.	Increase scholarly publications and activities per tenured/tenure track faculty Increase the # of doctoral degrees awarded to 55 by 2023.  PROVING & SUSTAINING INFRASTRUCTURE & OPERATIONS  Reduce campus electricity usage through effective conservation strategies.  Reduce campus natural gas usage  GOAL 4: GROWING MORGAN'S RESOURCES  Increase private and philanthropic donations to \$40 million by 2023.	3.5 55 TARGETS BY 2023 7% 7% TARGETS BY 2023 40M	3.2 71 2021 -5% 8% 2021	3.5 70 2022 1% 12% 2022 25M	0.3 No-Chg.  1-YR S  -4% 5%  1-YR S  10M 1%	On Target 15 Above Target UMM/CHANGE 3% from Target 7% from Target UMM/CHANGE 40M Above Target
Objective 2.2. Objective 2.3.  GOAL 3: IN Objective 3.1. Objective 3.2.	Increase scholarly publications and activities per tenured/tenure track faculty Increase the # of doctoral degrees awarded to 55 by 2023.  PROVING & SUSTAINING INFRASTRUCTURE & OPERATIONS  Reduce campus electricity usage through effective conservation strategies.  Reduce campus natural gas usage  GOAL 4: GROWING MORGAN'S RESOURCES  Increase private and philanthropic donations to \$40 million by 2023.  Increase the alumni giving rate to 17% by 2023.	3.5 55 TARGETS BY 2023 7% 7% TARGETS BY 2023 40M 17% TARGETS	3.2 71 2021 -5% 8% 2021 15M 14%	3.5 70 2022 1% 12% 2022 25M 15%	0.3 No-Chg.  1-YR S  -4% 5%  1-YR S  10M 1%	On Target 15 Above Target UMM/CHANGE 3% from Target 7% from Target UMM/CHANGE 40M Above Target 2% from Target

Objective 5.2. Increase # of students participating in MSU sponsored comm-services

Up/No Change on 13 of the 21 PAR objectives [62%]	
Down on 8 of the 21 objectives [38%]	
Above/On Target on 11 of the 21 objectives [52%]	52

NA

**Above Target** 

### PERFORMANCE ACCOUNTABILITY REPORT



Tuesday, August 2, 2022

### Who AM I?

### **Mini-Bio**



DR. SOLOMON ALAO, Ph.D.

**AVP for Outcome Assessment** 

**In Academic Affairs** 

**Years in Acad. Affairs: 9-Years** 

**Years at MORGAN: 25-years** 

### **TEAMWORK**

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

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



### SPECIAL THANKS

MRS. KASSANDRA C. GROGAN
EXECUTIVE ADMINISTRATOR FOR THE BOARD OF REGENTS

### **COMMITMENT TO EXCELLENCE AND LEADERSHIP:**

- ☐ PERFORMANCE ACCOUNTABILITY REPORT (PAR)
- ☐ MANAGING FOR RESULTS (MFR) REPORT

### 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: (1) our Strategic Goals; (2) the State's Post-Secondary Education Plan; & (3) our Management for Results (MFR) Initiatives for the DBM.
- ➤ In accordance with MHEC guidelines the PAR for 2022 is divided into 3 major parts:
  - (1) Narrative (sharing and telling our own story)
  - (2) Data and estimates (performance & progress on key indicators/benchmarks)
  - (3) Response to MHEC Questions

# GENERAL STRUCTURE OF PAR REPORT ALIGNED WITH STRATEGIC GOALS 1-5 (2010-2021)

Goal 1: Enhancing Student Success

**12-OBJECTIVES** 

**31-MEASURES** 

**12-TARGETS** 

Goal 2:
Enhancing MSU
Status as a
Doctoral Research
University

**3-OBJECTIVES** 

**6-MEASURES** 

**3-TARGETS** 

Goal 3: Improving and Sustaining Infrastructure and Operational Processes

**2-OBJECTIVES** 

**2-MEASURES** 

**2-TARGETS** 

Goal 4:
Growing
Resources

**2-OBJECTIVES** 

**2-MEASURES** 

**2-TARGETS** 

Goal 5: Engaging with the Community

**2-OBJECTIVES** 

**2-MEASURES** 

**2-TARGETS** 

58

# GENERAL STRUCTURE OF PAR REPORT ALIGNED WITH STRATEGIC GOALS 1-5 (2010-2021)

**# OF STRATEGIC GOALS** 21 **# OF OBJECTIVES** # OF MEASURES/KPIs 43 21 **# OF TARGETS/BENCHMARKS** 

### ABOVE/ON TARGET ON 11 OF THE 21 OBJECTIVES [52%]

**STATUS** 

2% above Target

**On Target** 

**On Target** 

**25 Above Target** 

**On Target** 

**STATUS** 

2M from Target

**On Target** 

**15 Above Target** 

**STATUS** 

**40M Above Target** 

**Above Target** 

**Above Target** 

27%

240

98%

**TARGETS** 

**BY 2023** 

38M

3.5

55

**TARGET** 

**BY 2023** 

40M

375

630

26%

265

97%

2022

36M

3.5

70

2022

25M

381

1031

	GOAL 1: ENHANCING STUDENT SUCCESS	TARGETS BY 2023	2022
Objective 1.1.	Increase the graduation rate of undergraduates	45%	47%
Objective 1.2.	Increase graduation rate of Pell recipients	40%	40%

Increase the % of students satisfied with their preparation for grad/prof. study

Increase scholarly publications and activities per tenured/tenure track faculty

Increase the percent of high ability freshmen students

Increase the # of B.S. degree recipients in STEM fields

Increase research grants and contract awards

Increase the # of doctoral degrees awarded

Increase private and philanthropic donations

**Increase partnerships with Baltimore City Community** 

**GOAL 2: ENHANCING MSU STATUS AS A DOCTORAL RESEARCH UNIV.** 

**GOAL 4: GROWING MORGAN'S RESOURCES** 

Increase # of students participating in MSU sponsored comm-services

**Objective 1.4.** 

**Objective 1.8** 

**Objective 2.1.** 

**Objective 2.2.** 

**Objective 2.3.** 

Objective 4.1.

**Objective 5.1.** 

**Objective 5.2.** 

Objective 1.10.

### **DOWN ON 8 OF THE 21 OBJECTIVES [38%]**

		B1 2023			
Objective 1.2.	Increase graduation rate of Pell recipients	40%	40%	-2%	On Target
Objective 1.3.	Increase the second-year retention rate of undergraduates	80%	73%	-3%	7% from Target
Objective 1.7.	Maintain the pool of applicants from MD urban school districts	40%	27%	-5%	13% from Target
Objective 1.8	Increase the # of B.S. degree recipients in STEM fields	240	265	-54	25 Above Target

## **GOAL 3: IMPROVING & SUSTAINING INFRASTRUCTURE AND OPERATIONS**

Reduce campus natural gas usage

Increase the % of employers satisfied with degree recipients

Reduce campus electricity usage through effective strategies.

Objective 1.12.

**Objective 3.1.** 

**Objective 3.2.** 

**GOAL 1: ENHANCING STUDENT SUCCESS** 

95% **TARGETS BY 2023** 

7%

7%

**TARGETS** 

**50** 92% 2022

1%

**12%** 

-4%

5%

2022

-21 20 from Target -6% **3% from Target** 1-YR SUMM/CHANGE

**3% from Target** 

7% from Target

1-YR SUMM/CHANGE

**Objective 1.9** Increase the # of degree awarded in teacher education **70** 

### **IN CONTRAST TO LAST YEAR (2021)**

UP/NO CHANGE ON 13 OF THE 21 PAR OBJECTIVES [62%]



DOWN ON 8 OF THE 21 OBJECTIVES [38%]



ABOVE/ON TARGET ON 11 OF THE 21 OBJECTIVES [52%]



### !!!!THANK YOU!!!!



### ACADEMIC AFFAIRS

## **Academic Affairs Update**

De f la la	
Area/Initiative	Totals
Faculty Lines	\$5,867,212.79
Academic Schools Budget Enhancements	\$800,001.31
Marketing	\$1,500,000.00
Morgan Completes You - CICS	\$1,500,000.00
Teaching Assistantships	\$1,501,740
F&M - Budget Management of Chapter 41	\$114,400
Lecturer Conversion to Receive Benefits	\$1,087,000
Faculty Development	\$1,329,646
Faculty Recruitment - Start-Up Funding	\$1,200,000
Total	\$15,100,000.10

New Degree
Programs Approved
by the Board of
Regents

Action Item	Current Status
Academic Degree Programs	
B.S. in Coastal Science & Policy Program	MHEC Approved, plan to start in Spring 2023
M.S. in Data Analytics & Visualization	MHEC Approved, plan to start in Fall 2023
Bachelor of Fine Arts in Musical Theater	MHEC Approved, plan to start in Fall 2022
B.S. in Cybersecurity Intelligence Management	Process pending at State Attorney General's Office
Ph.D. in Computer & Electrical Engineering	BOR Approval, May 2022; Under MHEC Review
Ph.D. in Industrial Engineering	BOR Approval, May 2022; Under MHEC Review
Ph.D. in Sustainable & Resilient Infrastructure	BOR Approval, May 2022; Under MHEC Review
Engineering	
B.S. in Sustainable Urban Environmental	BOR Approval, May 2022; Under MHEC Review
Engineering	
PD. in Applied Sociology & Social Justice	BOR Approval, May 2022; Under MHEC Review
M.S. in Applied Neuroscience	BOR Approval, May 2022; Under MHEC Review
Doctor of Social Work	BOR Approval, May 2022; Under MHEC Review
Eighteen (18) Morgan Completes You Programs	MHEC Approved in Summer 2021; launched in Spring
	2022 with 12 students enrolled.

# **Faculty Promotion and Tenure/ New Hires 2022-2023**

- Five (5) Faculty Promoted to Full Professors
- Eight (8) Faculty Tenured and Promoted to Associate Professor
- Ten (10) Faculty Approved for Second Third-Year Contract
- Forty (40) New Faculty Members to Start August 10, 2022

# **ATHLETICS**





# **MORGAN STATE UNIVERSITY**

DEPARTMENT OF ATHLETICS

Board of Regents - Committee Report

August 1, 2022







# MORGAN ATHLETICS ACADEMIC SCORECARD - SPRING 2022



# DEPARTMENT GPA 2 (9)5

PROGRAMS W/
TEAM GPA

ABOVE 3.0

62%
STUDENTFATHLETES
OVER 3 ()

HIGHEST TEAM GPA



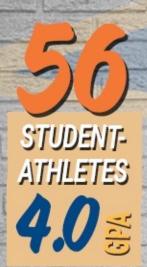


#THE MORGAN WAY





# MORGAN ATHLETICS ACADEMIC SCORECARD | 2021-22



# DEPARTMENT GPA



PROGRAMS W/

ABOVE 3.0

63%

STUDENTFATHLETES



HIGHEST TEAM GPA





#THE MORGAN WAY



## **Other Academic Highlights**

- 46 Spring Student-Athletes Named to the MEAC All-Academic Team
- 24 Student-Athletes Inducted into the Chi Alpha Sigma Athlete Honor Society (Maryland Nu Chapter)
- Natalie Miranda (Bowling) Honored as an Arthur Ashe Jr. Sports Scholar. 18
  Total Student Athletes Honored
- **⊘** Volleyball Team Earns Third Straight USMC/AVCA Team Academic Award
- Bowling Team Received NTCA All-Academic Team Honors, with Aliya Adams, Ashanti Fernades, and Natalie Miranda named to the NTCA All-Academic Team

#### NCAA Division I 2020 - 2021 Academic Progress Rate Institutional Report

This report is based on NCAA Division I Academic Progress Rate (APR) data submitted by the institution for the 2017-18, 2018 -19, 2019-20 and 2020-21 academic years.

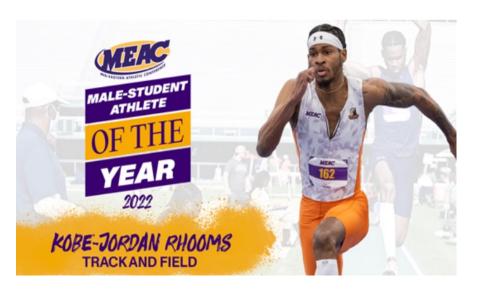
Institutions are encouraged to forward this report to appropriate institutional personnel on campus.

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

	APR			Eligibility/Graduation		Retention	
Sport	Multiyear Rate (N)	Multiyear Rate Upper Confidence Boundary	2020 - 2021 (N)	Multiyear Rate	2020 - 2021	Multiyear Rate	2020 - 2021
Men's Basketball	939 (53)	N/A	920 (14)	921	920	907	920
Men's Cross Country	961 (27)	985	1,000 (5)	981	1,000	941	1,000
Football	932 (333)	N/A	916 (84)	925	901	932	933
Men's Tennis	1,000 (30)	N/A	1,000 (9)	1,000	1,000	1,000	1,000
Men's Track	967 (88)	N/A	985 (18)	982	1,000	945	969
Women's Basketball	982 (60)	N/A	981 (15)	973	967	971	1,000
Women's Bowling	970 (27)	990	1,000 (6)	980	1,000	960	1,000
Women's Cross Country	934 (36)	N/A	923 (7)	928	923	941	923
Women's Softball	964 (91)	N/A	975 (23)	966	978	957	971
Women's Tennis	1,000 (27)	1,000	1,000 (7)	1,000	1,000	1,000	1,000
Women's Track	952 (115)	N/A	953 (22)	950	953	954	953
Women's Volleyball	984 (51)	N/A	932 (14)	979	913	978	952



## NC44 Athletics Highlights



MTN Mikeal Carpenter - MEAC 1st Team

MTN Nihit Rawal - MEAC 1st Team

Women's Tennis finishes 2<sup>nd</sup> in MEAC

**Softball wins MEAC Regular Season Title** 







TM



#### 2022 FOOTBALL



#### **BEARS** 2022 FOOTBALL COACHING STAFF



Hometown: Laurel. Md.

Years at MSU: 1st season

Alma Mater: Bowie State '98

**DAMON** WILSON HEAD COACH



Hometown: New Carrollton, Md.

Alma Mater: Bowie State '03

Years at MSU: 1st season

**ANTONE'** SEWELL ASSISTANT HEAD COACH DEFENSIVE COORDINATOR



SHERMAN OFFENSIVE COORDINATOR

Hometown: Cincinnati, Ohio Alma Mater: Morgan State '03 Years at MSU: 1st season





ORTIZ HEAD COACH

2022 VOLLEYBALL COACHING STAFF

**XIOMARA** 

2022 VOLLEYBALL

Hometown: South Setauket, N.Y. Alma Mater: Binghamton '14 Years at MSU: 1st season Previously at: Shippensburg Univ.



Hometown: Washington, D.C.

Alma Mater: N.C. Central '94

Years at MSU: 1st season

MOSES WARE PASS GAME COORDINATOR WIDE RECEIVERS



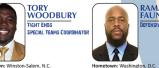
RAMAL



Hometown: Windsor Mill, Md. Alma Mater: N.C. Central '96 Years at MSU: 1st season



Hometown: Bowie, Md. Alma Mater: Bowie State '01 Years at MSU: 1st season



DEFENSIVE LINE



Hometown: Baltimore, Md. Alma Mater: West Virginia State '05 Years at MSU: 1st season





Hometown: Los Angeles, Calif. Alma Mater: San Jose State, 99 Years at MSU: 2nd season



Alma Mater: Shepherd '11

-Years at MSU: 1st season

Hometown: Indianapolis, Ind. Alma Mater: Ball State, '12 Years at MSU: 5th season



MITCH BEREZNAY DIRECTOR OF FOOTBALL ANALYTICS

Hometown: Syracuse, N.Y. Alma Mater: Syracuse, 22 Years at MSU: 1st season





## **Other Athletics Highlights**









# Thank You!





# STUDENT AFFAIRS

# MSU Board of Regents Academic and Student Affairs Updates

Kevin Banks, Ed.D., VPSA Monday, August 1, 2022



# Academic & Student Affairs Updates

#### Fall Housing Updates July 20, 2022

1.	<b>New Students Apps</b>	1873
----	--------------------------	------

2. Returning Students Apps 1561

**Total Applications** 3434

Capacity 3451

3. Waitlist Activated



# Academic & Student Affairs Updates

#### Mental Health Task Force Recommendations

- Launched Mental Health First Aid Training for the campus:
  - i. Info Sessions for Faculty & Staff Institute
  - ii. Training will be offered during Wellness
    Days
- 2. Institutionalizing Health and Wellness Committee
- 3. Conducting Campus Assessments





Mental Health FIRST AID
MARYLAND

from NATIONAL COUNCIL FOR MENTAL WELLBEING

# MENTAL HEALTH FIRST AID

CC

This program is a topnotch service to area communities like ours and we are so grateful for the opportunity to have this program."

Nikki Carber,
 Speak Out Against Suicide

#### WHY MENTAL HEALTH FIRST AID?

Mental Health First Aid teaches you how to identify, understand and respond to signs of mental illness and substance use disorders. This training gives you the skills you need to reach out and provide initial support to someone who may be developing a mental health or substance use problem and help connect them to the appropriate care.

On average,

people die by suicide each day.

 American Foundation for Suicide Prevention From 1999 to 2016.

630,000

people died from drug overdose.

 Centers for Disease Control and Prevention Nearly

1<sub>IN</sub>5

U.S. adults lives with a Mental Illness.

 National Institute of Mental Health via the National Survey on Drug Use and Health and the Substance Abuse and Mental Health Services Administration

#### THREE LEARNING OPTIONS

- VIRTUAL. First Aiders will complete a 2-hour, self-paced online course, and then participate in a 4.5 to 5.5-hour, Instructor-led video conference.
- BLENDED LEARNING. After completing a 2-hour, self-paced online course, First Aiders will participate in a 4.5-hour, in-person, Instructorled class
- IN-PERSON. First Aiders will receive their training as an 8-hour, Instructor-led, in-person course.

#### WHO SHOULD TAKE IT

- Employers
- Police officers
- Hospital staff
  - tal staff
- First responders
- Faith leaders





 Caring individuals



# Academic & Student Affairs Updates

#### **Counseling Center Updates**

- 1. Hired Social Worker
- 2. Expanded Mental Health Services





# STUDENT GOVERNMENT ASSOCIATION



THE GET BACK ADMINISTRATION

2022-2023 ACADEMIC SCHOOL YEAR OUTLINE OF INITIATIVES

BOARD OF REGENTS PRESENTATION

SGA President: Jaden Dawson (jadaw4@morgan.edu)

SGA Vice President: Sydney Beatty (sybeal@morgan.edu)

Instagram: @morganstatesga



# Introductions

SGA President: Jaden Dawson

Classification: Senior

Major: Biology

Hometown: Northern Virginia

SGA Vice President: Sydney Beatty

Classification: Senior

Major: Nursing

Hometown: Prince George's County, Maryland





# Initiatives Under The Get Back Administration

The Get Back Administration aims to enhance to overall student experience and provide a surplus of opportunities for traditional and nontraditional students here at Morgan State University.

01

#### Wellness

We plan to continue the implementation of wellness days in the academic calendar as they have shown positive results in student mental health. We plan to push for updated services in the health center such as emergency contraception for students.



### **Outreach**

We would like to incorporate increased outreach to the Baltimore City schools to educate youth on the importance of furthering their education and supporting HBCUs.



# **Awareness and Accessibility**

The get back administration wants to educate the student body on the opportunities and resources that our campus has to offer. Additionally we plan on advocating for change to make meal plans and food options on campus more accessible and affordable for on campus students and commuters.



## Retention

Our Administration would like to increase retention by advocating for the permanent reimplementation of the pass/ fail option for non major classes.



## Safety

We feel our campus needs is safety. Notably our campus has issues with sexual assault, robberies and most recently gun violence. Our Administration has heard the concerns of students and we will work closely with MSUPD to provide increased security and patrol on campus and surrounding areas.



# Campus Engagement and Tradition

We plan to reimplement senate walks, senate talks, the homecoming parade, large campus gatherings, fully in person coronation and the true spirit of being on the yard.



# Finance & Facilities



#### **BOARD OF REGENTS**

Finance and Facilities Committee Meeting Monday, August 1, 2022 (Virtual) 9:00 A.M. – 12:00 P.M.

A. Remarks by the Chair

Dr. Shirley M. Malcom

B. Remarks by the President

Dr. David K. Wilson

#### ITEMS FOR INFORMATION

• Facilities, Design and Construction Management Update

Ms. Kim McCalla, Assoc. VP Facilities, Design and Construction

Morgan's transformation continues with the final approval received to acquire the Lake Clifton Property, the opening of our first on-campus housing facility in over 30 years (Thurgood Marshall – 670 beds), the construction of the new Health and Human Services Building, and many other projects across campus. Morgan of recent years has hired its first African American owned architecture firm as the prime architect to design its new Science Complex. Our infrastructure and our legacy buildings require significant attention, of which the process of renovating and replacing these structures has begun. It is an exciting time to be at Morgan as we work to transform the physical condition of the campus.

• Division of Research and Economic Development Update

Dr. Willie May, Vice President Research and Economic Development

This report summarizes the accomplishments of D-RED for fiscal year 2022. We report record levels of both Sponsored Research Income and Expenditures. We also report continued growth of our activities at PEARL and within GESTAR. We reaffirm our commitment toward achieving R-1 Status by 2030.

Division of Institutional Advancement Update

Ms. Donna Howard, Vice President Institutional Advancement

The report highlights the engagement, fundraising, and communications activities the division has been engaged in during the last quarter of FY'22. Preliminary accounting for FY'22 shows outright and deferred gifts and income from sponsorships totaling \$26,406,910. Recent awards of note include a \$1 million gift from Baltimore Ravens owner Steve Bisciotti and his wife, Renee, to create the Ozzie Newsome Scholars Program, which funds scholarships in honor of Ozzie Newsome – the Ravens' longtime personnel executive and Pro Football Hall of Famer. The University also received a \$1 million gift during the last quarter of FY'22 from the Henry Luce Foundation to support the Center for the Study of Religion and the City in the Gilliam College of Liberal Arts. Upcoming events include Morgan on the Vineyard scheduled August 7th thru 14th and the 38th Annual Homecoming Gala scheduled for October 7th at Martin's West.

Division of Enrollment Management and Student Success Update

Dr. Kara Turner, Vice President Enrollment Management & Student Success

The entering freshman class for fall 2022 is expected to be as large or slightly larger than last year's record-breaking class of 2,288. Graduate applications are up by more than 30%. Fall 2022 headcount enrollment, inclusive of all undergraduate and graduate students, is up close to over 10% over the same time last year. When we freeze enrollment

in the fall, we expect to surpass last fall's record enrollment of 8,469. Finally, May 2022 marked the fourth straight year above 40% six-year graduation rate and the second highest rate on record at 45.5%.

#### ITEMS FOR ACTION

• Finance and Facilities Committee Minutes of May 2, 2022

Chairwoman Malcom

• College of Osteopathic Medicine Ground Lease

Mr. Sidney Evans, Executive VP Finance and Administration

The University proposes to lease ground space, known as the Montebello Complex, to the College of Medicine (COM) for the development and operation of an accredited college of osteopathic medicine on the Premises to be owned and operated by COM. The new medical school will enhance and expand the teaching and research capabilities of the University for the benefit of its faculty, students and related entities. COM, at its own expense, will demolish the existing building (Montebello) and construct new facilities for the development and operation of the COM and other affiliated academic and research programs by COM including, parking, student services, and ancillary and related programs, business operations and services of the COM. Upon the expiration or earlier termination of this Lease, all improvements existing upon the Premises shall revert to and become the property of the University without compensation to, or requirement of consent or act of COM and COM shall thereafter have no further rights thereto or interest therein. This Lease shall be for an initial term of thirty-five (35) years and shall have two (2) options to extend for ten (10) years each. The Net Present Value of the lease to Morgan is estimated at \$9.8M over the term of the lease. (Note that some minor terms of the lease may still be subject to change).

#### **ITEMS FOR INFORMATION**

• New Thurgood Marshall Student Housing Project Update

The residential component will house 670 beds with a 24/7 dining hall to service approximately 720 students. The goal is to complete the building to have the beds ready for occupancy by August 13th. There have been last minute issues with receiving certain critical items due to the supply chain. The general contractor is working overtime with second shifts and continued weekend work. Electrical systems are being brought on-line, carpet and furniture being installed, etc. The lobby and lounges remain in progress with the rooms being finished. Construction of the dining hall will not be completed until October. MEDCO and the general contractor are concentrating on completing the residential building.

Budget Updates
 Mr. Sidney Evans

o FY 2022 Operating Closing Summary

While the future may still hold considerable challenges, FY 2022 started off well with the University's final fall enrollment headcount reaching 8,469, an increase of 834 students or 10.9% as compared to FY 2021, resulting in the largest enrollment in the University's history; led by the largest freshman class in the University's history. Final spring enrollment was 7,651, an increase of 848 (12%) students over spring 2021, but a decrease of 818 (-10%) students from fall 2021. Despite the decline in spring enrollment, tuition projections are expected to be greater than budget. With an improved COVID-19 environment, improved University financial results are being realized. However, uncertainty of the economy continues to add pressure on the University's ability to operate within existing resources and to invest for the future. Considerable financial uncertainty remains, both in the form of unexpected costs and potential future pressure on revenue. These uncertainties include inflation, interest rate, supply chain bottlenecks, and labor shortages. All of these challenges are being taken into consideration for the current budget development process.

O FY 2023 Operating Budget Appropriation and FY 2024 Preliminary Budget
The University's base general fund operating budget has increased to \$151.5M in FY 2023 from \$117.01M in FY 2022 or by 29.0% to fund several priorities totaling \$34.6 million. This increase also includes the HBCU C41 funds allocation of \$15.1M.

The FY 2024 budget target includes salary adjustments (including FY 2022 COLA and increment annualizations, FY 2023 COLA and increment annualizations and FY 2023 Annual Salary Review (ASR) adjustments) as well as statutory changes, removal of one-time or sunsetting mandates, and other changes implemented by the Office of

Budget Analysis. As a result, our General Fund target is \$133.7M and the HEIF target is \$3.9M (unchanged) for a combined target appropriation of \$137.5M (increase of 9%). Note that this does not include an expected distribution of \$24M related to the HBCU Settlement General Funds or C41 Funds as referred to at Morgan.

FY 2024 Capital Budget Request Update

Ms. McCalla/Mrs. Cynthia Wilder,

University Facilities Planner

The University has updated the schedule and cost for all projects. The five-year request increased to \$692.6 million from \$518.8 million, and the FY 2024 request increased to \$145.2 million from \$126 million. The capital budget request includes the new HHS, the new Science Complex and other key projects.

# **ITEMS FOR INFORMATION**



# CAPITAL PROJECTS UPDATE

April – June 2022

#### Planning, Physical Plant and Design & Construction Management

#### A. EXECUTIVE SUMMARY

Planning, Design and Construction Management (DCM) and the Physical Plant continue to remain extremely busy working to maintain the physical needs as well as the University's strategic plan and the vision of the campus at large. The Physical Plant and DCM continue to increase staff to better manage the work. The Physical Plant is working to provide training to management, supervisors and eventually the trade units. Several studies are in process which will better serve the campus community and buildings at large. Our capital and deferred maintenance programs remain aggressive, while navigating the demands of the campus. All departments continue to work with Siemens regarding the energy program and other initiatives they are spearheading with the common goal of creating a more energy efficient campus.

**Studies:** Several studies have been in progress over the past year. These projects include Rain Works and Historic Stewardship.

The Rain Works project is in collaboration with Civil Engineering, the Environmental Protection Agency (EPA) and several private organizations studying Morgan's impact on the watershed and potential mitigation measures that could include student involvement.

Historic Stewardship is our second stewardship grant from the National Park Service (NPS). This plan is to study the campus as a whole, the contributing factors of our legacy buildings, our landscape, our historic features such as the Frederick Douglass statue, and the history around the campus as in the "spite wall." This document will serve as a guide as we continue to develop the campus and legacy buildings.

**Lake Clifton High School:** The acquisition is on the agenda of the Board of Public Works (BPW) for July 27<sup>th</sup>. This is the final approval, which began with the Board of Estimates, the City of Baltimore Planning Department, and the MSU Board of Regents. Subsequent to BPW approval, the closing is anticipated within three months.

**FY 2024/Five-Year Proposed Capital Budget Request:** The final FY 2024 and five-year capital budget is being submitted to DBM for approval. Adjustments were made restoring the funds reduced by the state. Our budget hearing with the Department of Budget and Management (DBM) is July 28<sup>th</sup>.

**Inflated Costs/Supply Chain Issues:** Supply chain issues continue to be a challenge; higher costs, lengthy material orders and fewer experienced workers are creating additional challenges for all of the university's capital projects. We believe these conditions will be around for a while and are rethinking how to approach all capital projects.

**Staffing:** We are working to supplement Physical Plant staff with addition trade members and other positions immediately and over the next several years. Interviews for the new Physical Plant Director are expected to be concluded by early August. DCM is looking for 1-2 project managers and an administrative assistant.

**MBE Goals for Major Capital Projects**: We continually monitor the contractors' MBE payments. Many projects are exceeding the University's MBE goal of 30%, with some smaller specialty contracts being less. This quarter averages 36.36%. Out of \$184,649,154 paid out in contracts, payments to date to MBEs equate to \$67,147,381.

Note: These MBE calculations do not include the MBE calculations for deferred maintenance, the Public Safety Building or the Thurgood Marshall Housing project. Those numbers are being tracked separately since deferred maintenance is multiple smaller projects; and Public Safety and Thurgood Marshall projects are by a private company striving for 30% MBE goals each.

#### B. PLANNING

#### **CAPITAL BUDGET REQUEST**

We submitted the FY 2024 capital project request to DBM. Our annual budget meeting with DBM is to be held at the end of July. The updated capital project request is included with the board materials.

#### **PROGRAMMING**

The State of Maryland requires submission of a program for every capital project that is requesting capital funding. Two components typically make up the programs: Part I is the justification of the project and Part II includes the special requirements for the building programs and spaces. The following programs in process are:

**Dixon Renovation (Physics):** Programming continues for the renovation and expansion of Dixon. We anticipate submitting the Part I program to DBM before the end of 2022.

**Concrete Lab at CBEIS:** This project was not in our capital budget request. The Legislature pre-authorized \$3,000,000 in FY 2024 for the design, construction and equipping of a concrete laboratory to assist State agencies in the research and development of high-performance and sustainable building materials. After further discussion with engineering, the costs were increased to accommodate equipment, building and space requirements. COMAR (Code of Maryland Regulations) requires a program be submitted for all capital projects.

**PEARL Lab Expansion:** This project was not in our capital budget request. The Legislature appropriated \$500,000 in FY 2023 and pre-authorized \$2,000,000 in FY 2024 for the design, construction and equipping of improvements to the oyster laboratory at the PEARL. After discussions with the PEARL, the costs were increased to accommodate equipment, building and space requirements.

**Programs Recently Completed and Submitted:** Electrical Upgrade Expansion (Part I) and Carter-Grant-Wilson (Part II).

#### **BUILDING CONDITION SURVEYS**

Similar to programming, building condition surveys are also required by the State for all capital projects being considered involving existing buildings. Requests for proposals for surveys for McKeldin, Truth, Dixon and Engineering were completed regarding their future renovation.

#### SPACE INVENTORY GUIDELINES and APPLICATION PROGRAM (SGAP) PROJECT/REPORT

Meetings continue with the various departments regarding a common way to account for the various position classifications. Our allotment of spaces is determined by this information. The inventory of research centers and surveys to determine the number of faculty and staff associated with each center were completed. We also prepared responses to the Maryland Higher Education Commission regarding enrollment projections.

#### **SPACE INVENTORY**

We continue to rectify discrepancies between the Registrar's Office and Planning regarding the calculation of contact hours. An inventory of computer labs was developed utilizing the Registrar's information to determine the capacities and utilization rates. The room/utilization studies for Engineering and Physical were also completed.

#### C. PHYSICAL PLANT

#### American Federation of State, County and Municipal Employees (AFSCME)

The current collective bargaining agreement expired, and negotiations are underway with AFSCME.

#### **ACCURENT CAPITAL PLANNING / GORDAN – DEFERRED MAINTENANCE ANALYSIS**

This analysis process and program is assisting Morgan to determine the facilities condition index of each building. The final report was received in June. It showed that, to maintain the campus in its current state over a 20-year period, we would need to expend almost \$50 million annually (see summary chart at the end of this report). Representatives from various units participated in the process (Academic Affairs, Student Affairs, Enrollment Management, IT, Environmental Safety, Energy Management, Finance, Physical Plant and DCM).

#### **GENERAL**

The Physical Plant has been working on a staffing plan to increase employment in necessary trades to be phased in over the next several years. Supervisors participated in training through the Association of Physical Plant Administrators (APPA), which specializes in university facility management. Training for managers and other team members will follow as courses are geared for specific levels.

#### D. DESIGN AND CONSTRUCTION MANAGEMENT

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

HHS is the new home for the School of Community Health and Policy, School of Social Work, Medical Science, Counseling Center, and Family and Consumer Science. Specialty spaces include: virtual reality lab/simulation lab, social work clinic for community outreach simulation spaces and textile labs.

The furniture and equipment remain to be bid out as the list awaits approval from DBM. All major construction has been approved by BPW. Underground stormwater filtration and holding systems were installed. Caissons (50% are installed) as underground utilities continue installation. Students from construction management and architecture visited the site this past spring. An intern from the School of Architecture and Planning was hired by HOK. Inflation and material shortages continue to challenge the project. Final capital funding will be allocated in FY 2024. Material availability remains of concern, and fabrication times are six months to one year, sometimes longer. The construction manager is doing what he can to release as much as possible.

Health and Human Sei			
	Appropriation	Obligations	Balance
Design	13,857,000	13,036,253	820,747
Construction	87,020,000	86,590,699	429,301
<b>Capital Equipment</b>	8,000,000	3,000,000	5,000,000
Reverted Funds			C
Total	\$108,877,000	\$102,626,952	\$6,250,048

Design: HOK/KDA MBE Goal: 30% CM: Barton Malow/JLN MBE Goal: 39% Commissioning Agent: Setty & Assoc. International MBE Goal: 5%

LEED Anticipated: Silver with the possibility of Gold

#### **SCIENCE PHASE I AND PHASE II**

The design of Phases I and II will run concurrently (design for demolition and the new building). Moody Nolan was selected to be the architect of record for both the demolition and the new facility (Phases I and II). Moody Nolan is a nationally recognized African American architectural firm. Opening is planned for the Fall of 2027. This building, for biology and chemistry, will be located on the southwest corner of Cold Spring Lane and Stadium

Way.

The request for proposals for construction management services is in process of being written. We will perform the same process for the selection of the remainder of the team (the construction manager and the commissioning agent). Phase I work is to prepare the site for the new building. Phase II work includes but is not limited to relocating tanks (providing new tanks in new locations) and demolition of all structures. Currently, the design team is surveying and becoming familiar with the site.

#### SCIENCE PHASE I – DEMOLITION OF THE WASHINGTON SERVICE CENTER (WSC)

SCIENCE PHASE I (Dem			
	Appropriation	Obligations	Balance
Design	784,000	772,000	12,000
Construction			C
Reverted Funds			C
Capital Equipment			C
Total	\$784,000	\$772,000	\$12,000

Design Phase I: Moody Nolan MBE Goal: 63.74%

CM, Phase I: TBD

Design Phase II: Moody Nolan MBE Goal: 47.75%

CM, Phase II: TBD

#### STUDENT HOUSING (THURGOOD MARSHALL REPLACEMENT)

Phase I (670 New Beds): The project is located along Argonne Drive across from the Murphy Fine Arts Center. The residential component will house 670 beds with a 24/7 dining hall to service approximately 720. The mad dash is on to have the beds ready for occupancy by August 13<sup>th</sup>. There have been last minute issues with receiving certain critical items. The contractor is working overtime with second shifts and continued weekend work. Electrical systems are being brought on-line, carpet and furniture being installed, etc. The lobby and lounges remain in progress with the rooms being finished. Construction of the dining hall will not be completed until October. Forces are concentrating on completing the residential building.

Phase II (284 Beds Lost): The demolition of Thurgood Marshall apartments was completed in June. Utilities for Phase III have been run though the area prior to fully grading the site for the fields. Site work is being pushed towards Phase I prior to continuing Phase II. Phase II will replace the javelin, discus and hammer throw along with approximately half a football field for recreation activities.

Phase III (604 New Beds): The addition of approximately 604 beds adjacent to the Phase I tower, which will be connected via the new dining hall and green roof. The design was reviewed by the State of Maryland Architecture Review Board and approved with comments. Material availability and costs remain a concern. The team is looking to start ordering materials this year to maintain the scheduled opening in 2024. The Letter of Interest was approved by the Board to increase the amount to \$5 million to allow for work to continue.

The construction documents were sent to Gilbane for review and bidding. The DCM teams are intended to remain the same throughout the three project phases.

MEDCO: Project Oversight/Financing

Project Budget, Phase I: \$95,185,707

Design: HCM / Moody Nolan MBE Goal: 33.25% CM: Gilbane Building Company MBE Goal: 30%

#### DEFERRED MAINTENANCE FY 2020/2021/2022/23: FUNDING \$62,000,000

Deferred Maintenance money is typically for projects where their maintenance has been deferred and where buildings are past their useful life. It involves various types of projects across campus. Committed to date is approximately \$20 million (in progress) with approximately \$27 in design or bidding, \$11 million planned, and \$3.6 million not yet allocated.

The University is having difficulty identifying small, specialized firms to perform the work, requiring rebids and delaying the bidding process. When possible, we are looking to combine some of the individual deferred maintenance projects into one to attract other firms.

Projects awarded since the last board meeting include the academic quad steam and condensate replacement. This work involves the replacement of the steam and condensate trunk lines, followed by the branch lines to the buildings. At the conclusion of this work in 2023, the steam and the condensate system for the Academic Quad will have been replaced.

#### STEAM TRAP/MANHOLE/ACADEMIC STEAM REPLACEMENT

Three projects are included: the steam trap and manhole replacements were performed under one contract with the Academic Quad Steam Line. The steam trap work is complete, and the manhole replacement is expected to be completed prior to the heating season in October. The steam line replacement on the Academic Quad is focusing on mainlines followed by the branch lines to the buildings. Work is expected to be completed before the heating season with the balance to be completed in the spring. The most critical lines are being targeted as the priority. Extended workdays are being planned to complete as much as possible as soon as possible. Not much time was afforded for this work.

Trap/Manhole Contractor: EMJAY Mechanical MBE: 0%

Steam Line Replacement

Engineer: RMF Engineering MBE: 0%
Contractor: Pipe Way MBE: 15%

#### WEST CAMPUS PARKING/ROAD/FENCING

This project was issued for bid by the Office of Procurement on June 28<sup>th</sup> and bids are due by August 2<sup>nd</sup>. The major scope of work includes rebuilding the structural wall at the north end of the Behavioral and Social Science Center (BSSC) lot; expanding the parking on the northwest side of the BSSC lot; adding a new road on the west side of the site from Argonne Drive; demolishing and rebuilding the Qn Lot; general additions of a new security wall, fencing, cameras, and blue lights along the perimeter of the property; stormwater management systems and landscaping. The anticipated start time is September.

Engineer: Whitley Baily Cox Magnani (WBCM) MBE: 30%

#### **MEMORIAL CHAPEL**

There are three deferred maintenance projects associated with the Chapel, of which two include partial funding from the federal Department of the Interior's National Park Service for an HBCU grant totaling \$500,000 each for the window restoration/preservation and roof replacement/repairs. Both of these projects will exceed the grant funding with the balance made up from deferred maintenance funds. The third project (water Infiltration) is a deferred maintenance project with no federal grant funding. Construction is planned to go through the end of 2024.

#### WINDOW PRESERVATION

We did not receive any qualified construction bidders for this work; we will be rebidding this work in late summer/early fall.

Design: Gant Brunette Associates MBE Design: 4.8%

Contractor: Out to Bid - TBD MBE Construction: TBD

#### **ROOF REPLACEMENT/REPAIR**

Work includes replacing the Chapel's roofs and repairing the stone walls. The architect was selected through a competitive process and approved by the NPS.

Design: Gant Brunette Associates MBE Design: 24.74%

#### WATER INFILTRATION (TRUTH HALL/CHAPEL)

Construction bidding was delayed until late summer/fall as we are not receiving bids for these small specialty projects.

Design: Murphy Dittenhafer Architects MBE Design: 58.98% Contractor: Bidding delayed MBE Construction: TBD

#### **SUBMETERING**

Work involves adding approximately 190 submeters to the various utilities on each building to allow for accurate and more complete monitoring and tracking of utility consumption. This tracking can lead to recognizing problems with big swings in consumption, thus resulting in energy cost savings and efficiency. Approximately 18 buildings have been completed (these meters have yet to be activated) with approximately 19 buildings remaining. Siemens is working with IT to activate the systems with Truth and Holmes Hall being the first two buildings.

Design / Construction: MCEC/Siemens MBE: 34.5%

#### **FIRE ALARM UPGRADE**

This project is being managed by the Maryland Clean Energy Committee (MCEC)/Siemens. A fire protection engineering company has been hired to review the work/design being performed. The project requires the state fire marshal's review of the design prior to work progressing further. In addition, Morgan has hired a fire protection manager to oversee the testing and maintenance of campus' fire alarm systems and fire safety programs.

Design/Construction: MCEC/Siemens MBE: 23%

#### STADIUM WAY SLOPE STABLIZIATION

The project is expected to go out to bid by the end of the year with an anticipated completion in 2024. Work includes taking measurements to change the slope of the hill and securing the slope with structural means. Work will also include altering the out-flows of storm pipes from the top of the slope to the bottom (before they have a direct flow on the slope and into the Herring Run). The project will also rebuild portions of Stadium Way. Coordination and approvals will be required from the Corps of Engineers, the City Departments of Public Works and Recreation and Parks, and the Departments of the Environment and Natural Resources.

#### **CAMPUS-WIDE ELECTRICAL UPGRADES**

Campus-wide upgrades will be in two phases: the first phase will be as a part of deferred maintenance and the second phase will be a part of the capital program. Phase I will replace our Cold Spring substation as it is old and past its useful life. Phase II will expand the power to the campus, bringing in two (2) 34kv feeders dedicated to campus from Clifton Park. These feeders will be distributed to both the Cold Spring and Montebello substations. DCM is currently work with BGE regarding the expansion requirements, including accommodating the construction of a new CoGen central substation. The Part I program has been completed and the Part II program will commence in the fall of 2022.

eferred Maintenance	-		
	Appropriations	Obligations	Balance
	62,000,000		62,000,000
Steam Trap		1,400,669	-1,400,669
West Campus Design	1	546,746	-546,746
Fire Alarm		2,571,051	-2,571,051
AHU 14 (Completed)		851,787	-851,787
<b>Chapel Window Gran</b>	nt Design	300,000	-300,000
Truth/Chapel Water	Infiltration Design	278,965	-278,965
Schaefer Auditorium	Renov	593,396	-593,390
Central Heating Plan	t Renov	2,497,395	-2,497,39
Submeters		2,931,875	-2,931,87
Steam Manholes		675,512	-675,512
Steam Replace Acade	emic Quad	7,844,751	-7,844,75
<b>Chapel Roof Design</b>		69,728	-69,728
<b>University Changes</b>		253,467	-253,46
West Campus Infrast	(		
Stadium Way Slope S	Stablization (Design)		
			(
Total	\$62,000,000	\$20,815,342	\$41,184,658

#### **NON-STATE CAPITAL PROJECTS**

Gilliam Concert Hall and Recital Hall Renovations: Work includes replacing all of the wood ceilings and walls, the carpet and refinishing the wood stages in both halls; repairing the controls for the space; and repainting the Gilliam Concert Hall. The goal is to have the concert hall ready in time for this year's winter concert; the recital hall will follow. The scaffolding and demolition are complete, and the installation of the new panels is in progress. Drywall and sprinkler repairs have begun, and the new carpet ordered. The controls, ventilation and mechanical equipment are being upgraded through the Master Service Agreement under Siemens.

Hurt Gymnasium: The improvements to Hurt Gymnasium are in accordance with the Master Service Agreement entered with MCEC/Siemens. MCEC is contracting with Siemens on behalf of the University to complete interior improvements to the building's mechanical, electrical and plumbing (MEP), fire protection, and life safety systems. The new interior design has been approved by Athletics, Education and the President. The architectural design process is approximately 90% complete with the most recent set of contract drawings serving as the basis for the project's professional engineers to complete the MEP and other building system designs. The fire protection (sprinkler system) drawings have been approved by the state fire marshal. A meeting has been scheduled in August with the fire marshal for the fire alarm system.

Demolition is complete. Copper piping and sprinkler pipes are being installed. Scaffolding over the pool should begin around the end of August. This will permit the lights to be changed to LED and to add a sprinkler and fire alarm system to the space.

#### **RESIDENTIAL**

**Renovations:** An aggressive plan has been established to renovate all of our existing housing stock (except for O'Connell Hall, which will be replaced) over the next seven to 10 years. The plan is to take one to two buildings offline per year (averaging 200 beds) while bringing new beds on-line to offset the temporary reductions. The goal is to completely update each building and bring them up to current codes. This unique housing plan is

expected to be funded with debt from the HBCU Capital Financing Program. It is important to note that the State of Maryland does not fund revenue producing capital projects.

				Beds	
Opens	2022			670	New Beds
Closed	2022			284	Loss of Beds
Opens	2024			604	New Beds
Closes	2023	Opens	2024	84/104	Respectively Renovated
Closes	2024	Opens	2026	205	Net Add Approx. 245
Closes	2026	Opens	2027	222	Renovated
Closes	2028	Opens	2029	205	Renovated
Closes	2029	Opens	2030/2031	629	Renovated
	Closed Opens Closes Closes Closes Closes	Opens 2022 Closed 2022 Opens 2024 Closes 2023 Closes 2024 Closes 2026 Closes 2028 Closes 2029	Closed 2022 Opens 2024 Closes 2023 Opens Closes 2024 Opens Closes 2026 Opens Closes 2028 Opens	Closed 2022 Opens 2024 Closes 2023 Opens 2024 Closes 2024 Opens 2026 Closes 2026 Opens 2027 Closes 2028 Opens 2029	Opens         2022         670           Closed         2022         284           Opens         2024         604           Closes         2023         Opens         2024         84/104           Closes         2024         Opens         2026         205           Closes         2026         Opens         2027         222           Closes         2028         Opens         2029         205

If additional housing remains necessary, then construction of a new facility in the location of the Health Center will be considered.

**Baldwin/Cummings:** Work entails a complete interior renovation (new elevators, entries, interior finishes, lighting, security systems, HVAC/MEP systems, windows, repainting, etc.). Work also includes bringing the buildings up to current codes, recognizing any historic elements, etc.

The request for design proposals is being drafted. The plan is to use the design as a bridging document for the balance to be completed as a design-build by the contractor. Time has become tight while waiting for funding determinations. To meet the schedule of having the building back on-line within a year, we will need to simplify the renovations or extend the schedule. Meetings are being held with Residence Life to determine their requirements for the buildings (room types). The extent of the renovations may influence the schedule.

#### E. MISCELLANEOUS PROJECTS

#### **UPCOMING PROJECTS**

**Carter-Grant-Wilson (CGW):** Completed the renovation of CGW for use by Graduate Studies and International Affairs. The design request for proposals will go to bid prior to the end of the year.

**Workforce & Technology Center:** Surge space for the Physical Plant, the construction is to go out to bid prior to the end of 2022. The request for proposal is being developed.

#### **REAL ESTATE**

**Space:** Due to upcoming projects such as Osteopathic Medicine, Lois T. Murray and Lake Clifton, Montebello and the Washington Service Center must be vacated as these facilities are anticipated to be demolished in 2023. Space availability is at a premium due to departments expanding. All options on and off-campus are being considered.

**Osteopathic Medicine:** Classes are anticipated to start in late July 2024, with a building anticipated to open in 2025. Alternate locations for osteopathic classes and offices are being determined and will be necessary for accreditation and the building opening.

**Lois T. Murray School:** Morgan will renew the acquisition process with the City over the summer, after it has concluded the acquisition of Lake Clifton.

**Lake Clifton High School:** The approval schedule has been established and must occur in the order listed before advancing to the next entity.

#### Board Approvals Meeting Dates Notes

Board of Estimates April 6, 2022 Approval Received
 Board of Regents May 3, 2022 Approval Received

Board of Public Works July 27, 2022 Anticipated

Settlement will not occur until all other related documents have been executed. They include:

- Right of Entry with Baltimore City Public School System for use of the football field (both parties have agreed to the terms)
- Artworks Agreement (No comments or concerns were received from the Baltimore City Public Art Commission regarding the disposition of the various art pieces. We await the formal letter from the Baltimore Office of Public Art)
- Cell Tower and Utility Easements
- Subdivisions (in process)

This land (approximately 58.92 acres) will provide for the future growth of campus and serves as a catalyst for growth around the Clifton site, Harford and Hillen Roads and the adjacent communities.

**Workforce & Technology Center:** Morgan will be leasing space starting in 2023 for 10 years with two five-year options. The space is approximately 18,500 gross square feet on the first floor of a building that is adjacent to the Montebello Building. It will provide space for the Physical Plant staff. The University will be responsible for utility costs of the leased space as part of the lease agreement. Renovations includes power, painting, LED lights, floors and ceilings as necessary, security and technology.

The project is expected to go out to bid in August. The anticipated project cost is approximately \$3 million.

#### NATIONAL TRUST FOR HISTORIC PRESERVATION

In conjunction with the School of Architecture and Planning, a \$155,000 grant was received to document and provide guidelines regarding the overall development of the campus, particularly as it affects the legacy and other historic and important features of the campus. This report will also be utilized to guide other HBCUs to assist them in researching, documenting, and protecting the history of their campuses. The team is working on completing the report for submission.

#### **HBCU CAP FIN FUNDING – NORTHWOOD POLICE (PUBLIC SAFETY)**

Anticipated move in is late October/early November 2022. We are waiting for the computer servers to arrive in October. The servers for the AV systems will not arrive until April 2023. The AV systems control the large monitors that are to be installed in the emergency operations center, dispatch, the physical plant space, and conference rooms.

CAP FIN - Northwood Public Safety			
	Appropriation	Obligations	Balance
	14,585,840		14,585,840
Design		687,159	-687,159
Construction		13,533,595	-13,533,595
			0
Total	\$14,585,840	\$14,585,840	\$365,086

Design: JP2 MBE Design 30% Contractor: Comercial Construction MBE Construction 30%

#### NORTHWOOD SHOPPING CENTER

Construction continues. Businesses continue to open with the latest being the Lidl grocery store.

#### **BARNES AND NOBLE**

The design is complete. The contractor is preparing to bid the work. The anticipated opening is late spring 2023.

#### **SPACE UNDER BARNES AND NOBLE**

The space under Barnes and Noble is being considered for new programs. We are currently laying out the space for the proposed programs.

#### **MISCELLANEOUS PROJECTS**

Library: The addition of a security gate behind the circulation desk on the first floor was completed.

**Furniture:** Furniture no longer in use in Montebello is being repurposed to fill needs across campus. Other furniture upgrades are occurring across campus as requested by various departments.

#### F. ENERGY SUSTAINABILITY

Morgan's partnership with MCEC and Siemens is to advance the University's energy and sustainability program. Projects are assigned by task orders (TO) numbers. A major component of the partnership is energy performance contracts (EPCs). These contracts are designed and constructed by the team with the main purpose of the new facilities that will produce recognizable/targeted cost savings to the University. We began working to coordinate these projects with the major capital projects to avoid conflicts or duplication of work. Projects in progress are:

- EPCs: There are 13 energy conservation measures with an estimated guaranteed savings of \$4 million.
   This work includes lighting, water conservation, building envelope, demand flow, control upgrades, duct cleaning, steam trap replacement, pipe insulation, boiler plant upgrades, and back flow preventer replacement.
- Exterior Lighting Replacement: Work will start with the stadium lights in August followed by pedestrian lights.
- **Steam Traps (Interior):** 307 traps have been completed and new traps will be insulated and tested over the next several weeks.
- **Banneker Hall Duct Cleaning:** Cleaning was completed, and filters were also replaced. Work continues with variable frequency valves, controls, fire alarm inspection and air handler work.
- Murphy: Completed the design for the return air duct, working on damper locations, repairing air handling units 1-9, and replacing other systems as necessary.
- **Central Heating Plant:** Work was recently approved by BPW on July 6<sup>th</sup> to include replacing the deaerator, the controls and the water softener system. Morgan has asked Siemens to look into cleaning the boilers to improve their efficiency.
- Summer Work:
  - Baldwin completed repairs to exhaust fans.
  - Cummings determined fans are operational one domestic hot water complete, second tank to be completed in two weeks. 45 of 50 PTAC (AC/heating unit in dorm rooms) are complete, but they are continuing to work on the spilt duct system in the lower level. Discovered leaks through some windows (MSU will investigate).
  - Harper Tubman found mold on third floor due to bad insulation (36 rooms affected). The plan
    is to open ceilings and reinsulate the pipes. The exhaust fans need to be replaced in lieu of being
    serviced.

### G. ATTACHMENTS

1. Project Photos

#### **HEALTH AND HUMAN SERVICES**





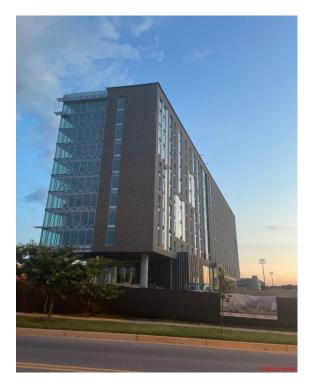


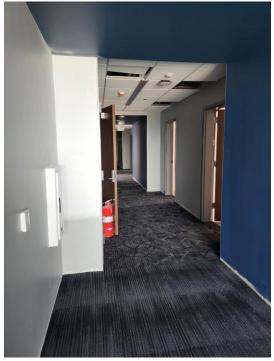


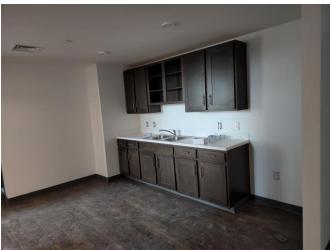
**Underground Water Storage System** 



## NEW STUDENT HOUSING (THURGOOD MARSHALL HALL)













#### Phase II



### Phase III



#### **GILLIAM CONCERT HALL:**







Demolition

### STEAM MANHOLES – ACADEMIC QUAD





**Existing Conditions** 

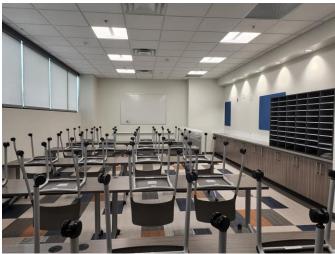


New Man Hole

#### **PUBLIC SAFTEY AT NORTHWOOD**







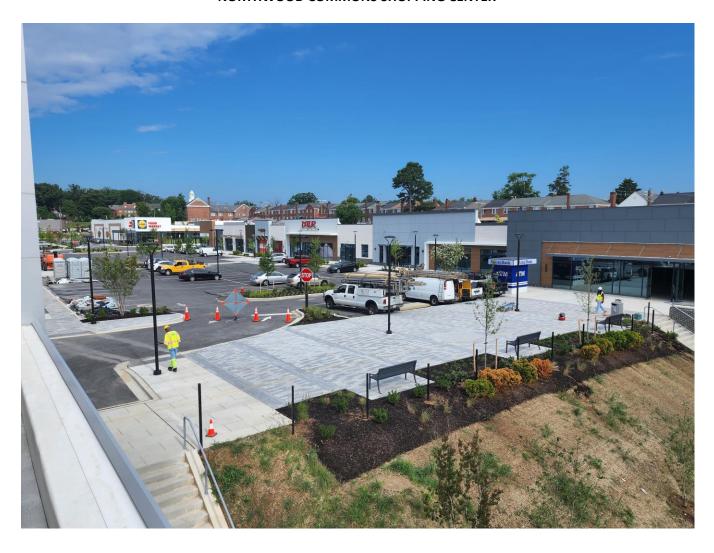


Roll Call Chief's Office





#### NORTHWOOD COMMONS SHOPPING CENTER



#### **HURT GYMNASIUM**





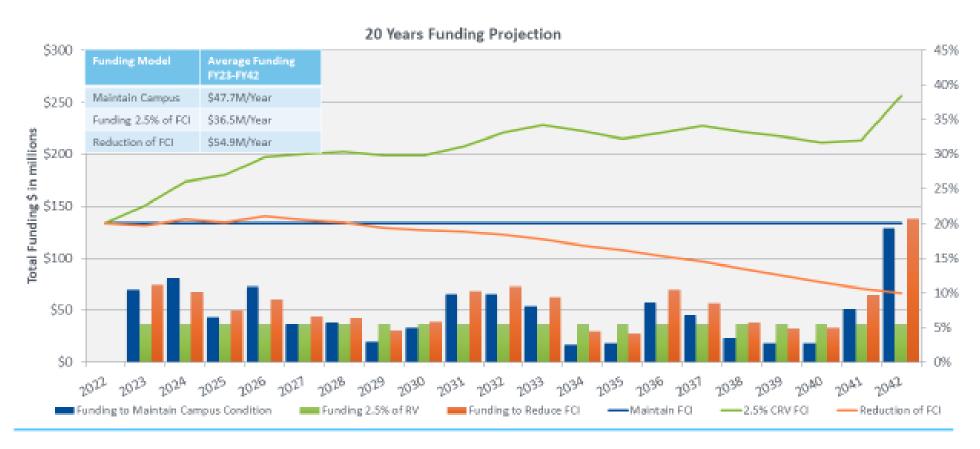






## **20 Year Funding Projection**







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#### Morgan State University Capital Project Request FY 2024 – 2028

		Prior		2023		2024		2025		2026		2027		Total 5-Year	Total
Proje	ect	Authorization		FY 2024		FY 2025		FY 2026		FY 2027		FY 2028		Request	Project Cost
001	New Health & Human Services Building, Phase	\$108,877,000	P,C,E	\$66,667,000	C,E									\$66,667,000	\$175,544,000
002	Deferred Maintenance & Site Improvements	\$62,000,000	P,C	\$0	P,C	\$5,000,000	P,C	\$5,000,000	P,C	\$10,000,000	P,C	\$10,000,000	P,C	\$30,000,000	\$92,000,000
003a	New Science Center Phase I	\$4,111,000	P,C	\$11,894,000	P,C									\$11,894,000	\$16,005,000
003b	New Science Center Phase II	\$7,040,000	Р	\$33,064,000	P,C	\$98,651,000	C,E	\$96,987,000	C,E	\$13,984,000	C,E			\$242,686,000	\$249,726,000
004a	Campus Expansion - Physical Education Complex at Lake Clifton / Valve House Stabilization, Phase I	\$5,000,000	P,C	\$9,275,000	P,D,C	\$4,208,000	D							\$13,483,000	\$18,483,000
004b	Campus Expansion - Physical Education Complex at Lake Clifton, Phase II (Part 1)									\$12,000,000	Р	\$13,848,000	Р	\$25,848,000	\$262,316,000
005	Carter Grant Wilson Renovation	\$1,196,000	Р	\$2,020,000	Р	\$20,559,000	С	\$14,546,000	C,E					\$37,125,000	\$38,321,000
006	Pearl Oyster Lab	\$500,000	Р	\$6,797,000	P,C,E									\$6,797,000	\$7,297,000
007	CBEIS Concrete Lab			\$6,800,000	P,C,E	\$2,936,000	C,E							\$9,736,000	\$9,736,000
008	Campus Wide Electric Upgrades			\$7,374,000	Р	\$40,840,000	С	\$32,526,000	С					\$80,740,000	\$80,740,000
009	Jenkins Demolition			\$1,352,000	Р	\$6,130,000	D	\$7,628,000	D					\$15,110,000	\$15,110,000
010	Dixon Research Center Renovation/Expansion							\$8,489,000	Р	\$22,500,000	P,C	\$41,000,000	С	\$71,989,000	\$113,776,100
011	Campus Renovations Campus Renovation - Holmes Hall Exterior							\$3,000,000	P P	\$25,000,000	P,C C	\$25,000,000	P,C	\$53,000,000	\$500,000,000
012	McKeldin Demo / Welcome Bridge							<b>4020,000</b>		\$1,651,000	P	\$9,900,000	С	\$11,551,000	\$19,168,000
013	Physical Plant Building											\$6,000,000	Р	\$6,000,000	\$127,844,000
014	Engineering New Electrical/Cyber											\$10,000,000	Р	\$10,000,000	\$173,837,000
		\$188,724,000		\$145,243,000		\$178,324,000		\$168,992,000		\$93,065,000		\$115,748,000		\$692,626,000	\$1,899,903,100

Key = P - Planning, C - Construction, E - Equipment



Report to the Morgan State University Board of Regents – August 2, 2022 Reporting Period: July 1, 2021 – June 30, 2022

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

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

The Division of Research and Economic Development (D-RED) supports the Morgan State University research enterprise by:

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

D-RED serves as a key point of contact for companies, federal and state agencies, and others interested in connecting to or exploring collaborations with the Morgan State University (MSU) research enterprise. Our immediate goal is a sustainable \$50 million in sponsored research income, with at least \$40M in research expenditures by the end of the decade appearing to be within our grasp. We are also looking to increase both the number of faculty involved in research across all of our schools as well as student involvement in research. We continue to increase our Intellectual Property Development & Technology Transfer activities and strive to be among the top 10 U.S. Research Universities when our outputs are indexed to R&D Expenditures.

In Maryland, four of the State's 13 public universities are historically Black institutions (Morgan State University, Coppin State University, Bowie State University and the University of Maryland Eastern Shore). Morgan is the largest of the four and, along with Maryland Eastern Shore, is classified as a university with "High Research Activity" (R-2) within the Carnegie Classification® of Institutions of Higher Education. **D-RED is focusing on improving 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 and become a "Doctoral University with Very High Research Activity" within the next decade --- and hopefully by 2027.

#### Why should Morgan pursue Carnegie R-1 Status?

The Carnegie Classification® has been the leading framework for recognizing and describing institutional diversity in U.S. higher education for the past four and a half decades. The U.S. News and World Report strictly maps its categories to the Carnegie Classification of Institutions of Higher Education, and it is used for rankings and grant eligibility. Carnegie listings strongly shape how government officials, independent analysts and academic groups perceive more than 4,600 post-secondary institutions in the United States. To many, the Carnegie R1 classification is the pinnacle of higher education.

Since America's founding nearly 250 years ago, after each major crisis has come a period of innovation, ingenuity, and progress – often driven through investment in, and access to, higher education. During the Civil War, the development of Land-Grant universities came by way of the Morrill Act of 1862. However, institutions that provided training and education to blacks were not included in a meaningful way in those early efforts. A second Morrill Act of 1890 was needed to bring about inclusion of institutions that educated the children of previously enslaved people. After the Second World War, in 1950, came the establishment of the National Science Foundation (NSF)

to build powerful American research universities whose mission was "to promote the progress of science and advance the national health, prosperity and welfare of the nation." During the Civil Rights Era, legislation was passed to enhance the missions of those colleges that came into existence to educate the sons and daughters of slaves, thereafter, called Historically Black Colleges and Universities (HBCUs).

Today, African American communities are disproportionately impacted by four (4) intertwined crises: health disparities (e.g., the COVID 19 pandemic), sustained multi-generational economic disparities, persistent police brutality and structural racism, and a disproportionate impact of environmental effects amid climate change. Morgan's goal to achieve R1 status fully supports and embraces its role as Maryland's Preeminent Public Urban Research University to more fully address issues that disproportionally impact communities of color. Rising to the R1 classification will enhance Morgan's stature to serve as the premier Anchor Institution to the City of Baltimore, and beyond.

#### Carnegie R-1 Status Update

Mr. Wayne Swann, Director of the D-RED Office of Technology Transfer is serving as Morgan's Chief R-1 Strategist. In this role, Mr. Swann has provided trend analyses and performance metrics of comparable institutions' rankings. The following section provides a brief overview of some of his findings and status.

Although there are basic performance criteria that define whether an institution is classified as a Doctoral Research University, and specific performance metrics that further assign an R2 or R1 status, Morgan's goal is not merely informed by the key Carnegie metrics, but to be a highly respected R1 HBCU Doctoral Research University.

Among the Carnegie Classification for Institutions of Higher Education (CCIHE), Doctoral Research Universities are at the top in higher education, with an R1 designation being at the very top. All DRUs are approximately divided in half to be designated either R2 or R1. Thus, R2 designated DRUs are in fierce competition to move across the R2/R1 threshold to achieve the top R1 status. As R2 institutions approach the R1 threshold line, the competition against other R2 institutions, as well as some R1 institutions nearer to the threshold, becomes increasingly competitive in all 10 performance metric categories, with some razor thin outcomes.

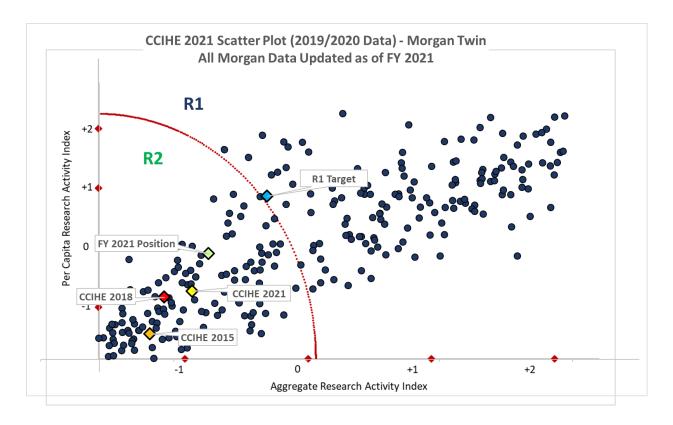
Two years ago, Morgan developed a model for our "Road to R1 by 2030". The Model has been in use since that time and currently considers the most recent 2021 Carnegie classification including 280 R1 and R2 Doctoral Research Universities. This past year we have:

- Successfully created a duplicate of the CCIHE 2021 Scatter Plot, and
- Confirmed Morgan's predicted model position was in very close proximity to its Carnegie confirmed position
- Completed institutional metric placements and CCIHE Scatter Plot positions for all DRUs (including all R2 HBCUs); and trend analysis from CCIHE 2015, 2018 and 2021 indicative of an R2 institution's progress toward, or regress from, the R1 Threshold.
- Assessed Morgan's current metric placements and generated Morgan's current Scatter Plot
  position for the end of FY 2021, one year past data used for the CCIHE 2021 classifications.
  The improvement represents just the start of Morgan's strategic efforts including a 20%

increase in R&D Expenditures in FY 2021 (4 of 10 metrics) and significant increases in Postdoc Researcher Staff (2 of 10 metrics).

- Assessed future metric increases based on new and pending strategic investments in institutional funding for new R&D Centers; State of Maryland annual funding of new R&D Centers; and Blue-Ribbon Panel recommendations for new STEM Centers of Excellence.
- Completed total metric placement assessments and resulting proximities to the R1 threshold for all 11 HBCUs and the other 40 DRU MSI R2s.
- Fine-tuned the Morgan R1 model to perform up-to-date analysis of metric data available for Morgan's competitive R2 DRUs, without awaiting three-year cycle times for CCIHE 2024 & 2027 classifications.
- Updated our metric goals based on new up-to-date data and revised assessments.
- Completed Carnegie metric placement assessments for all Peer institutions listed in each of the Morgan APLU Peer groups.

Our six-year CCIHE trend analysis of the R2 HBCUs shows several HBCU R2 institutions being removed from the DRU/R2 classification altogether. Several others are digressing, with CCIHE 2021 positions further away from the R1 Threshold line, while a few others have become a new DRU and moved just into the R2 space. Since 2015, Morgan's increase in total metric placements, is the largest movement towards the Carnegie R1 threshold of any HBCU. The figure below shows Morgan's position on the CCIHE 2021 Scatter Plot (2019/2020 data); Morgan's 2015 and 2018 positions; Morgan's FY 2021 data position on the scatter plot; and Morgan's current modeled R1 goal target.



Morgan Awarded \$9 million, 5-year DoD/Navy Grant to Help Achieve R1 Ascendency

Morgan was recently notified that we will be awarded a \$9 million, five-year grant from the U.S. Department of Defense, through the Office of Naval Research. The grant program has the goal of supporting Carnegie R2 MSI/HBCU institutions' ascendency to R1. The five-year award that Morgan received (with potential optional year of funding) is one of up to three awards available to a pool of 51 eligible MSI/HBCU R2 institutions.

Morgan's Proposal was entitled: Equitable Artificial Intelligence and Machine Learning: Cybersecurity Implications for National Defense. Wayne Swann, Director of OTT and Morgan's R1 Strategist, developed the overall scope and framework of the proposal, and Dr. Kofi Nyarko targeted the technical approach - centered around Morgan's new center of Equitable A1/ML. The proposal extensively utilized metric data, modeling and comparative analysis generated from Morgan's Strategic R1 initiative efforts. The proposal included examples of Morgan's Innovation Outputs and Outcomes in key technical areas of importance to the DoD/Navy – providing a list of 20 MSU U.S. Utility Patents or U.S. Utility Patent Pending innovations. Several examples of existing educational program linkages to the DoD/Navy helped build a strong multi-faceted proposal. The proposal included a student R&D Pipeline/Pathway to engage and fund BS, MS, and Ph.D. students, and new Postdoc researchers. Faculty directed R&D, in both Science and Engineering and Non-Science & Engineering disciplines, will provide students with experiential learning projects, opportunities for internships, and job placements for Morgan graduates.

#### **State Supported Research Centers**

During the past four years, Morgan State University has secured support from the State of Maryland to facilitate its functioning as the "State's Premier Urban Public Research University." Beginning in FY23, all State-Supported Research Centers that receive appropriations from the State of Maryland equal to or greater than \$1M/Year will report up through the Division of Research and Economic Development. Faculty associated with these Centers will also have affiliations with the schools that are most aligned with their fields of expertise.

Starting July 1, 2022, the Morgan State University State-Supported Centers Program will include:

- The Cybersecurity Assurance & Policy Center (2018) \*
- The Center for Data Analytics & Sports Gaming (2023)
- The Center for Equitable Artificial Intelligence & Machine Learning (2023)
- The Patuxent Environmental & Aquatic Research Laboratory (2004)
- The Center for Urban Crime Reduction (2023)
- The Center for Urban Health Equity (2022)
- The Center/Institute for Urban Research (1978)

#### ()\* Year of Inception of State Support for Center/Institute

An Advisory Committee has been established, comprised of Dean-appointed representatives from across the university, and will work with the Vice President of Research and Economic Development to provide this guidance and oversight function. The Committee's guidance and oversight function will focus on each Center's: timely start-up and implementation, its progress against the objectives for which it was formed, its tangible outputs, and its reporting of results to stakeholders.



Office of the Provost and Senior Vice President for Academic Affair

The University is forming an Advisory Committee for all the stateupported Centers. The Committee will provide guidance and overight of these centers for implementation, monitoring of progress, reporting, and making recommendations for the future.

Chair	Dr. Willie E. May	D-DRED	Vice President / Professor of Chemistry				
Member	Dr. Charlene Chester	Office of the Dean	Assistant Dean College of Liberal Arts				
Member	Dr. Mohamed Eltoweissy	Office of the Dean	Associate Dean / Professor School of Computer, Mathematical & Natural Sciences				
Member Dr. Ali Emdad		Office of the Dean	Associate Dean / Professor School of Business & Management				
Member Dr. Anita Hawkins		Office of the Dean	Associate Dean School of Community Health & Policy				
Member Dr. Anna McPhatter		Office of the Dean	Dean / Professor School of Social Work				
Member	Dr. Tracy Rone	Office of the Dean	Assistant Dean / Associate Professor School of Education & Urban Studies				
Member	Dr. Anthony Saka	Office of the Dean	Chair Transportation Department				
Member	Dr. Siddhartha Sen	Office of the Dean	Associate Dean / Professor School of Architecture & Planning				

Ex Officio Members: Dr. Cheryl Rollins & Mr. Wayne Swann

Admin. Staff Support: Dr. John Brandau

Based on its assessments, the Committee will provide recommendations for future Center directions and activities. The Committee's oversight function will also include periodic Program Reviews for each Center. The Reviews will be conducted by the Committee with the assistance of two external Subject Matter Experts in the domain areas covered by the Center.

#### II. BUSINESS DEVELOPMENT

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

- Review, process, and submit proposals to sponsors
- Receive and review awards
- Provide grant-management training for the principal investigators and supporting staff
- Oversee research compliance and regulatory matters, including the protection of human subjects, research integrity, and export control
- Assist with preparing, issuing, and monitoring subaward agreements
- Serve as a liaison with sponsors for non-fiscal award management matters
- Prepare data related to proposal submissions, grant and contract funding, and research output
- Assist with programmatic close-out of the awards

#### **Major Activities**

This report summarizes activities in the Fiscal Year 2022 (July 1, 2021 to June 30, 2022). During this period, the ORA continued its regular activities, including the following:

- Reviewing and submitting grant and contract proposals: In FY2022, we submitted 220 new grants and contract proposals. Please see further details in the next page.
- Receiving award and conducting post-award briefings: In FY2022, we received 126 new commitments. Please see further details in the next page. The ORA organized briefings with the principal investigators after the receipt of each award, during which the terms and conditions of new awards were discussed, for the principal investigators to be good stewards of the funds.
- Reviewing subawards and contracts from other institutions to MSU and from MSU to other institutions: In FY2022, there were 55 subawards given to MSU and 20 outgoing ones.
- **Providing fiscal oversight:** In FY2022, the ORA reviewed and approved thousands of grant-sponsored transactions for compliance with the sponsor, state, and university rules.
- **Providing oversight of protection of human subjects**: Activities included, but were not limited to, Institutional Review Board (IRB) processes, best practices for conducting research involving human participants, and guidance for conducting research given current COVID-19 restrictions. In FY2022, the IRB reviewed 135 protocols.
- **Providing grant-seeking and grant management training:** In FY2022, we organized monthly grant-training seminars, several budget preparation workshops, and several grant management workshops. We also prepared a comprehensive grant-management curriculum, several manuals, and several videos.

#### **FY2022 Initiatives**

During this reporting period, the ORA embarked on several initiatives to improve the management and reporting of grants and contracts. Some examples include:

- **Developing a Strategic Plan Document for the ORA:** Vision and Mission, major goals, specific objectives, and metrics of success were determined. Assessments were conducted twice a year using this document.
- Generating databases for university grant and contract submissions, new commitments, grant and publications and citations: These databases were prepared by the ORA staff (Ailing Zhang, Deshun Li, Matthew Lee) and Dr. Shiva Mehravaran.
- Expanding and revising the Principal Investigator Handbook: A revised PI Handbook, including eight volumes, has been planned. Thus far, Volume 1 (General Principles), Volume 2 (Budget Preparation), and Volume 3 (Grant Processes) are completed. Other volumes are under preparation. These handbooks are up to date, very accessible, and provide details of grant management to the PIs and their staff.
- **Organizing monthly training seminars**: ORA has organized 15 monthly seminars. These seminars have been met with substantial enthusiasm. We have approximately 70 participants for each seminar.

#### **Future Initiatives**

Some of the planned initiatives for FY2023 include:

- Substantial increase in grant-seeking and grant-management training: The ORA
  plans to organize grant-seeking workshops for ALL new MSU faculty members, and grantmanagement workshops for many staff.
- **Beginning to establish an electronic grant-management system:** The ORA has had meetings with representatives from various vendors of electronic grant-management

- systems. We will start subscribing to one of these systems in the coming year. It is likely that we start with the Institutional Review Board (IRB) module.
- Establishing an "ASK-ORA" email: ORA will quickly respond to all questions about grant management using this email.
- Reducing the average approval time for fiscal matters to less than one day: With new staff, proper training, and establishing common emails, we hope to reduce the median approval time for all requisitions, DocuSign requests, and memos to less than 24 hours.

#### **Proposal Submissions & New Funding Commitments**

In FY2022, the ORA reviewed and submitted **220 proposals** with a total requested amount of **\$165.4 million**. This dollar amount is **a record high** for MSU.

During this same period, MSU received **126 new funding commitments** worth **\$74.1 million**. This is also **a record high** for MSU. The figures below show new funding commitments by funding agency and by operating unit. The largest single awards in FY2022 were:

- Title III (\$11.12 M; Department of Education; PI: Ms. Sharronn Johnson, Academic Affairs),
- GESTAR II (\$27.80 M/3-years; NASA; PI: Dr. Daniel Laughlin, D-RED),
- Center for 2D Materials (\$7.50 M/5-years; Department of Defense; PI: Dr. Ramesh Budhani, SCMNS).

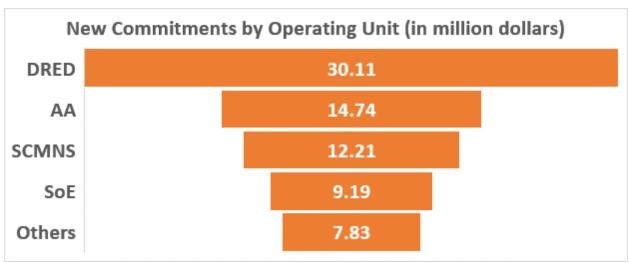
The Agencies from whom MSU received the largest awards were:

- NASA (\$28.5M),
- Department of Education (\$13.7 million, primarily Title III),
- Department of Defense (\$7.93 million, primarily Center for 2D Materials),
- NSF (\$7.14 million) and
- HHS (including NIH, \$3.24 million).

D-RED (\$30.1 million), Academic Affairs (\$14.7 million, primarily Title III and Upward Bound), School of Computer, Mathematical, and Natural Sciences (\$12.2 million), and the School of Engineering (\$9.2 million) were the leading operating units in securing new funds.

The level of funding received by several other schools was also substantial; each received over \$1.00 million.

- College of Liberal Arts (\$1.79 million),
- School of Social Work (\$1.73 million),
- School of Community Health and Policy (\$1.48 million),
- School of Education and Urban Studies (\$1.19 million), and
- School of Business and Management (\$1.03 million)



DRED: Division of Research and Economic Development; AA: Academic Affairs; SCMNS: School of Computer, Mathematical, and Natural Sciences; SoE: School of Education.

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

#### **Major Activities**

- Coordinated IRB functions for the processing and review of 179 (one hundred seventynine) human subjects research protocols from faculty and student researchers
- Delivered training sessions on Responsible Conduct of Research (RCR), Human Subjects Protection in Research, Export Controls Compliance, respectively to faculty and students
- Implemented the electronic platform, PIVOT-RP, to facilitate the identification of funding opportunities and new potential research collaborators globally by faculty, graduate and post-student researchers
- Since Pivot-RP implementation, eight hundred and eighty-two (882) total faculty accounts were setup, and six hundred and fourteen (614) funding searches were conducted

#### **Future Initiatives**

- Offer research ethics training sessions for new faculty and graduate students in each School/College
- Transition to electronic IRB administration processes
- Evaluate various electronic systems used by research intensive institutions for Research Compliance administration (ethics, export control), to identify which system would meet MSU needs for implementation by next academic year

#### SPONSORED RESEARCH EXPENDITURES:

We have set a target of having at least \$50M in annual income with at least \$40M in Carnegie-recognized research expenditures by the end on the decade. For FY2022, Morgan State University accrued ~ 38.8 M in expenditures from the income processed through our sponsored research function. However, not all of this amount can be counted as research expenditures. Most of the ~\$11M in Title III Funds that we receive from the Department of Education cannot be counted as research expenditures. Our preliminary finding determined that

there is \$2M that will not be recognized as a research expenditure by Carnegie Classification system. This leaves us with ~\$26M in research expenditures for FY2022, which represents significant growth above the ~\$15M reported just four years ago at the end of FY2018. With a full year of GESTAR-2 expenditures coupled with expenditures from a new \$9M/5-year commitment from DoD, we expect this amount to continue to climb in FY23. But there is much work to be done for us to reach the targeted \$40M steady-state goal that we have set for ourselves.

#### III. RESEARCH INNOVATION & ADVOCACY

#### Overview

Over the past several years, The Office of Research Innovation and Advocacy (ORIA) has served four primary functions:

- To provide hands-on consultation, technical assistance, proposal development, and capacity-building to research faculty and staff members.
- To link research faculty and staff with resources in furtherance of their research agendas, research portfolios, and research enterprises.
- To serve as the technical liaison for Interagency Agreements (IAs) between Maryland State Agencies and Morgan State University.
- To serve as the advocacy unit to help promote, plan, and organize research projects and events with federal, state, and local government as well as with philanthropic agencies/organizations.

#### **Major Activities**

- Managed the Time and Effort Reporting Function for Morgan
- Facilitated Morgan's support of the State Interagency Agreements program
- Develop NSF supplemental conference support proposal for Drs. Kevin Peters and Paul Wang, in support of National Quantum Literacy Week event. Proposal was budgeted for approximately \$50,000.
- Organize and facilitate BEYA 2022 HBCU Leading Voices Online Summit focusing on Artificial Intelligence. Speakers invited: Dr. Paul Wang (MSU) and Mr. Robert Rosen (Director, AI, Guidehouse).
- Conceptualize and edit NSF proposal for Dr. Tonya Sanders (SA+P) for the "NSF 22-546 Strengthening American Infrastructure (SAI-P). *Project Title: Measuring Life Cycle of Building Structures to Predict Likelihood of Collapse*".
- Develop three critical National Science Foundation (NSF) training topics for the NSF-SEUS Conference in June 2022. Dr. Timothy Akers was invited to present and conduct training for the following three areas: See <a href="https://morganseus-dmvstem.com/">https://morganseus-dmvstem.com/</a>
- Support and incentivizing faculty to submit NSF proposals.
- Building a culture to advance SBE (Social, Behavioral, and Economic Sciences) faculty submissions for NSF, and
- Developing the NSF proposal budget.
- Establish a National Quantum Literacy Network (NQLN) Advisory Board to guide the first National Quantum Literacy Week
- Moderated and helped identify key speakers to the UC Davis *HSI Strategic Innovation Summit for Advanced Research and Instruction in Artificial Intelligence and Quantum Information Sciences* (HSI-SIS). See <a href="https://hsisummit.sf.ucdavis.edu/speakers">https://hsisummit.sf.ucdavis.edu/speakers</a>

#### **Future Initiatives**

In FY2023 efforts will be made to better align and reduce duplication of efforts between the Research Advocacy and Research Administration functions.

#### IV. TECHNOLOGY TRANSFER & ECONOMIC DEVELOPMENT

#### Overview

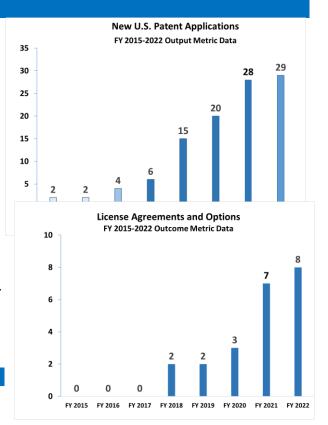
The Office of Technology Transfer (OTT) assists faculty, staff, administrators, and students with innovations and intellectual property matters. In accordance with Morgan's Intellectual Property Policy and Procedures, the OTT supports economic development through technology transfer, institutional projects; and supports University strategic initiatives.

#### **Major Activities**

- Managed an ever-increasing innovation portfolio adding a new innovation every 12 days. ~150 active IP Disclosures
- OTT facilitated over \$1.1 million in Innovation & Tech Development Grants and Awards to faculty and staff (5-year cumulative: \$4.1 Million)
- Continued to support the Conflict-of-Interest Committee, and manage COI in R&D per COI Policy and Procedures
- Continued to promote innovation and tech transfer via in-reach and out-reach efforts
- Continued to facilitate two new Morgan start-up companies/year now totaling 10.
- Spearheaded MSU grant proposal, winning a DoD/Navy 5-yr, \$9 million award

#### **Future Initiatives**

- Build-out the OTT Team with two additional technology transfer managers to address cumulative innovation mgmt. portfolio.
- Develop two new I-Start Programs: Faculty Start-up Transition and I-Start for Students
- Initiate new six-module OTT seminar series for faculty, staff and students: *The Fundamentals of Innovation, Intellectual Property and Technology Transfer*
- Lead development of proposal for \$120 million DoD/Air Force award. Goal: be 1<sup>st</sup> HBCU to lead a University Affiliated Research Center in the Nation.
- Continued support of Morgan's R1 Initiative



### **Technology Transfer & Economic Development**

Innovation and Technology Transfer							
Metric	All Time Through FY 2010	FY 2011-2022 <sup>3</sup>					
Intellectual Property Disclosures	1	170					
New U.S. Patent Applications Filed <sup>1</sup>	0	106					
U.S. Utility Patents Issued <sup>2</sup>	0	15					
License Agreements & Options	0	22					
New Start-up Companies	0	10					

<sup>&</sup>lt;sup>1</sup> Includes New U.S. Provisional Patent Applications

#### 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.

#### **Major Activities**

- Maryland House Bill 1228 (Natural Resources Oysters-Spat, Shells and Substrate) This bill was enacted into law in March 2022 to increase Maryland's capacity for oyster production. This bill allocated at least \$2.5 million to the Morgan PEARL to make infrastructure improvements to support increased oyster production and research.
- New Morgan Bachelor's Degree in Coastal Science and Policy. This innovative new interdisciplinary degree program was formally approved by the Maryland Higher Education Commission in October 2021. This new interdisciplinary degree is the only one of its kind in in Maryland and one of a couple such degree programs in the U.S.
- Climate Seminar Series. PEARL led 10-part virtual climate seminar series with NOAA with average attendance of approximately 40 Morgan faculty, staff, and students.
- Funded Research and Education Projects
  - The Morgan PEARL continues to grow its portfolio of funded research and education projects. The Morgan PEARL has \$2.8 million in 23 active grants and contracts (8 Federal, 9 State of Maryland, 2 non-profit, and 4 Morgan OTT/internal).

<sup>&</sup>lt;sup>2</sup> At the end of FY 2022: 39 U.S. Utility Patent Applications will be pending in the USPTO

<sup>3</sup> FY 2022 numbers included in the total are projected as of 3/15/22

- o In FY 2022, 8 proposals and Letters of Intent were submitted, for a total of \$1.4 million.
- o In FY 2022, 7 proposals were funded, for a total of \$910,000 in new funded projects.
- **Growth of PEARL Team.** The PEARL team has now expanded to 30 people. This includes 6 full-time researchers/scientists, 3 research technicians, 3 postdoctoral research associates, 7 graduate students, 5 undergraduate interns, 3 support staff, and 3 visiting/Morgan researchers.

PEARL has doubled in size over the past 4 years, without an increase in the annual Morgan state-supported budget.



PEARL is going through an amazing metamorphosis

#### **Future Initiatives**

#### • Investments in Research Infrastructure

O PEARL is working with Kim McCalla to determine how to best invest funds from Maryland House Bill 1228. Potential upgrades include a 4,000 square foot Oyster Hatchery expansion, purchase of a new research vessel and selected pieces of state-ofthe-art equipment and instrumentation.

#### Preparation for Launch of B.S. in Coastal Science and Policy

o PEARL will continue to work with SCMNS to develop curriculum for the new B.S. in Coastal Science and Policy, in preparation for launching the program in Fall 2023.

#### On-site Housing and Student Support

There is a dire need for better support for on-site graduate and undergraduate students including but not limited to additional housing options and transportation support. We are looking to identify the means for building a new student living center on-site.

#### • Morgan "Semester by the Bay" Program

 We are looking to launch pilot both Semester at the Bay (for Morgan Students) and Summer at the Bay (for Baltimore City School Students) programs via a Federal Earmark.

#### Continue Support of Grant/Contract Funded Personnel

The PEARL cohort of 5 state-funded research personnel (including the Director) currently support 20 full and part-time grant/contract – funded personnel. Continued support of these grant/contract – funded personnel is contingent upon future success obtaining external funding.

#### **Overview**

The Goddard Earth Science Technology and Research (GESTAR) II Cooperative GESTAR II Agreement is a follow-on to the original GESTAR. It is an award from NASA with a period of performance of three years and a total value of \$72M. This partnership between UMBC and Morgan launched on December 1, 2021. Morgan's share of the funding will be \$28M over three years.

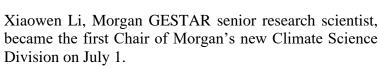
There are currently 96 GESTAR II researchers of which 41 are with Morgan. In addition to their GESTAR II work, 14 GESTAR II researchers currently have sixteen grants from NASA, NSF and DOE with a combined value of \$4M.

#### **Major Activities**

In June, UMBC and Morgan met with Goddard's GESTAR II Cooperative Agreement Office for a six-month review of GESTAR II. Goddard's assessment was that the GESTAR II consortium is off to a strong start. They were impressed with our team's ability to launch GESTAR II just 32 days after the official announcement of our selection. They praised our responsiveness, transparency and flexibility. Our performance was positively contrasted to USRA's management of GESTAR.



Former Morgan GESTAR researcher Benita Bell is continuing her work in astrobiology and outreach on a subaward from UMBC under the PHaSER center.





#### **Future Initiatives**

The Morgan GESTAR II currently has 41 researchers and 3 support personnel. We are currently seeking to hire a second financial analyst. GESTAR II is expected to grow to more than 120 researchers. We expect to hire at least four more researchers in FY23 in addition to the two hires already in process.



On August 1, Katherine Breen will join Morgan as a newly minted assistant research scientist. She will be continuing work with Goddard's Global Modeling Assimilation Office (GMAO) that she started two years ago as part of NASA's Postdoctoral Program.

Hasibur Rahaman is expected to join Morgan in September as an associate research scientist working with Goddard's Ocean Ecology Lab. Hasibur will be taking a three-year leave of absence from the Indian Ministry of Earth Sciences to work with GESTAR II.



We anticipate fulfilling our promise to support four Morgan students to work with GESTAR II researchers this Fall.

Dr. Richard Damoah, GESTAR Scientist and new SCMNS Division of Climate Science Faculty Member, is working with our students with the aim increasing diversity within the Geosciences.



GESTAR Scientist Dr. Richard Damoah is helping to train the next generation of Geoscientists





#### 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.

#### **Student Related Accomplishments**

- 9 Cohort Six Scholars completed the ASCEND program in May 2022
- 16 students were selected for Cohort Eight of ASCEND Scholars
- Student Presentations:
  - Nine ASCEND Scholars had abstracts accepted for poster presentations (8) and oral
    presentation (1) at the 2021 virtual Annual Biomedical Research Conference for
    Minority Students (ABRCMS), one of the largest communities of underrepresented
    minorities in science, technology, engineering and mathematics.
  - ASCEND Scholar Ms. Phylicia Cooper presented a poster entitled, "Do Children Use Continuous Visual Features to Estimate the Number of Objects in Visual Scenes?" at the 27th Annual Undergraduate and Graduate Research Conference (Spring into Research Week).
  - April 14th and April 21st: Six ASCEND Scholars presented at the MSU Interdisciplinary Seminar
  - April 26, 2022: Psychology major Scholars presented at the Virtual Mae P. Claytor & Martin D. Jenkins Behavioral Science Research Conference

#### Faculty & Institution Related Accomplishments

- ASCEND has 88 publications: [https://tinyurl.com/i8aupbjh] to date, four in 2022
- ASCEND **awarded 1 pilot research project** in summer 2022 to an investigator from the department of mathematics
- ASCEND partnered with the MSU Department of Strategic Communications in spring 2022 to promote the ASCEND Scholars program.
- Training Events in FY 2022:
  - The Bioinformatics and Biostatistics Unit (BBSU) has held three workshops.
  - o 2/4/2022, half-day, Introduction to R & Rstudio for Bioinformatics, Dr. Paudel, 24 participants
  - o 2/18/2022, half-day, Introduction to SPSS, Dr. Hossain, 24 participants
  - o 3/4/2022, half-day, Bioinformatics Data Analysis Pipelines Session 1, Dr. Paudel, 7 participants
- Core laboratory staff continue to provide training to faculty and graduate students on demand and as new equipment arrives at the lab.
- Dr. Bethtrice Elliott led two Science Writing Accountability Group (SWAG) six-week workshops in summer 2022
- Presentation to the Diversity Program Consortium annual meeting on the replication of the Student Research Center at Hawaii Pacific University.

#### **Future Initiatives**

- August 19th retreat to formalize plans for **institutionalizing and sustaining components of the ASCEND program**
- Continue to implement ASCEND's **entrepreneurial undergraduate research training model** to make it more effective, efficient, sustainable, and scalable
- Further develop relationship with the **Honors College in effort to integrate ASCEND Scholars program** as a part of it
- **Two new student research labs** being constructed in Spencer basement (converting old animal colony/surgical space)
- Develop a **300-level research course** that will utilize the proposed student research labs to allow ASCEND Scholars and SRC members to conduct studies they have proposed in SCIE 200, or in the Health Research Concepts Competition
- There will once again be a weekly interdisciplinary seminar series in fall 2022
- Fall **advanced grant writing workshop** in preparation for NIH R21 type pilot grants (internal and external)
- Develop a "**grant incubator**," to prepare new investigators for research productivity by bringing these individuals together with relevant colleagues at MSU and external mentors from partner institutions.
- Continue to develop the infrastructure for the ASCEND-initiated and supported **Office of Undergraduate Research (OUR)**
- Collaborate with relevant MSU administrators to **enable measuring research on an institutional level**
- Finalize federal assurance compliance for the animal research facility
- Institute **cost recovery procedures** for the core laboratory and animal research facility
- Institutionalize a summer institute on data analysis.
- Fully implement an **electronic booking system for equipment** for the Molecular and Cellular Biology Core Laboratory



RCMI, "Research Centers in 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 RCMI program is in its 4<sup>th</sup> year (of 5, renewable), and works synergistically with ASCEND. Faculty & Institution Related Accomplishments

- RCMI **awarded 3 pilot research projects** in summer 2022 to investigators from the departments of Psychology and Biology. Two of these investigators are early-stage investigators. Two of these funded investigators have recently submitted an external grant proposal to NSF and NIH.
- Faculty had 2 peer-reviewed publications in FY2022: but 25 over the lifetime of the program.
- Supporting Faculty performing research in the summer of 2022 at Johns Hopkins University and the University of Maryland, Baltimore to enhance the skill sets and jump-start collaborative projects.

- Several hands-on faculty skill-building workshops are being offered this summer 2022 by Drs. Hohmann, Wachira, Tulloch, Hossain, Thompson and other members of the RCMI and ASCEND team. These include Workshops on Grant Writing; Biostatistics; Bioinformatics; and Science Writing Accountability.
- Participated in the national RCMI conference where 3 faculty members gave oral presentations, 2 presented posters orally, and a total of 12 abstracts were submitted.
- Held a retreat at the Hoen Building that houses the Morgan CARES community center funded by RCMI. The retreat was hybrid and involved team building activities, discussions on our strengths and a path forward to apply for the RCMI renewal application next year.
- In February 2022, Drs. Valerie Odero-Marah (Biology, MSU), Pilhwa Lee (Mathematics), Christopher Wilke (MD, University of Minnesota), David Odde (Biomedical Engineering, University of Minnesota, received a joint pilot award of \$30,000 to study "Modeling and Imaging Approach to Predicting Prostate Cancer Metastasis."
- Led weekly seminars where RCMI members presented their research. Faculty from outside
  of the center doing health disparities research were also invited to join the meetings and
  discussions.
- RCMI@Morgan partnered with the Department of Strategic Communications to produce a newsletter for the program and increase community awareness within the university and surrounding communities about the work.
- 12 grant proposals have been submitted by RCMI faculty, totaling more than \$33 million. Most are awaiting decision.

#### **Future Initiatives**

- Submit RCMI Renewal in January 2023.
- Mentor Junior Faculty to submit manuscripts for publication and external funding requests to federal agencies such as NIH, NSF and DOD.
- Hold Inaugural Center for Urban Health Disparities Research and Innovation Basic Translational Health Disparities Conference 2023 in April 2023. April is National Minority Health Month and National Stress Awareness Month. Plan to invite NIMHD staff and other granting agencies of health disparities. Plan to collaborate for speakers from Morgan State, Johns Hopkins, University of Maryland and the Community.
- Collaborate with Johns Hopkins, the University of Maryland College Park and the Community to hold a joint health fair focusing on diseases that disparately affect minorities.



#### Overview

Since its inception, the overarching goal of the Cybersecurity Assurance & Policy (CAP) Center was to establish Morgan State University as a "Peak of Excellence" and be seen as a major contributor to the research community in a well-defined area. That general area is the reverse engineering of IoT devices. In that regard, we have formed strategic partnerships with government agencies, other academic institutions, and corporations. We produce high-caliber and well-qualified students with advanced degrees in cybersecurity-related fields to meet U.S. Workforce needs.

#### **Major Activities**

- Managing \$4.6M in research contracts and grants (\$1.5M in new funding) to complement our \$2M annually from the State of Maryland
- Secured \$100K in industry gift funds. This represents a five-fold increase from FY21
- Submitted several new proposals (totaling \$5.2M) including but not limited to the Defense Applied Research Projects Agency; National Science Foundation, Booz Allen. We are also partnering with George Mason University, Virginia Tech, and Georgia Tech on other submissions.
- Graduated 4 students from our new Ph.D. program in **Secure Embedded Systems**. this program is the only one of its kind offered in the state of Maryland. Of the graduates, there were 2 Females and two Males; two of the four graduates were African Americans.



- 7 students in our Secure Embedded Systems Ph.D. program students gave talks at the NSA Cybersecurity Collaboration Center to Directors of the Cybersecurity and Research Directorates.
- CAP Faculty and Students presented 15 talks at national/regional conferences and CAP Faculty collaborated in the publication of a book chapter entitled" Perception of Cyber Threats" in an Autonomous Intelligent Cyber-Defense Agents textbook.
- 1 patent granted and 3 IP disclosures filed

#### **Future Initiatives**

- Recruit additional faculty and visiting scientists/engineers to complete the CAP Center Enterprise (that encompasses Engineering, Science, and Business Schools at Morgan)
- Initiate collaborative opportunities with other MSU State-Funded Research Centers.
- Explore CHIPs Act related collaborations
- Explore new collaborations in the general area of "Assured Autonomy"

• Establish collaboration with the Purdue Center for Education and Research in Information Assurance & Security (CERIAS) as part of new overarching partnership between Morgan and Purdue.



#### Overview

Along with internal support, the MSU Rocketry Program is funded in part by a grant from Base 11, 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, a four article Memorandum of Cooperation has been established with Purdue University's School of Aeronautics and Astronautics. This relationship will support our commitment to launch a Liquid-Fueled Rocket to an altitude of 150,000 feet by the end of 2022. This partnership also includes plans to launch a liquid fueled rocket to the Karman Line (the Edge of Space; ~330,000 ft) by the end of 2022.

#### **Major Activities**

- Completed an agreement with the Army Aviation and Missile Center Redstone Arsenal, Alabama. This agreement includes them 3D printing of several rocket components for our rocket.
- Obtained agreement from Peraton Inc. to provide Morgan State University Subject Matter Expertise (SME) in rocketry to support our rocketry program.
- Collaborating with Aerospace Corporation on the design of MSU rocket engine injector.
- Established a collaboration with Embry Riddle Aeronautical University to carry out testing of the rocket vehicle components
- Established collaboration with JHU Energetics Lab for input on the rocket nozzle cooling design.
- Rocketry Team hosted a visit from Mr. Brian E. Grantham, Missile Chief Engineer at DEVCOM Aviation & Missile Center. We gave presentations and discussed a potential collaboration for the fabrication of several components of our rocket.
- In late March, we hosted a visit from Mr. James Kvaal, Under Secretary of the Department of Education. The visit was an interactive session where Mr. Gerald Whitaker and Dr. Tobi Busari provided a scoping of our overall program, and several students gave presentations on the design of our rocket to be launched to an altitude of 50,000 feet in early 2023.
- In mid-May, we hosted former Astronaut and NASA Director the Honorable Charles Bolden. In addition, to a very stimulating lecture, he acknowledged Morgan's two Astronaut Scholarship Recipients: Ms. Mikayla Harris and Ms. Micaela Fleetwood, both Biology majors in the School of Computer, Mathematical and Natural Sciences.

#### **Future Initiatives**

- Complete rocket critical design review: Identify component assemblies and interfaces for manufacturability and evaluate their robustness to the design requirements.
- Collaborate with NASA Marshall to complete rocket nozzle 3D print manufacturing: Commencing in the fall semester, the design details will be distilled into two print packages for comparison
- Coordinate multiple travel arrangements to Arizona to collaborate with Embry-Riddle Aeronautical University (ERAU) for test firing campaigns.
- Test fluid systems and tanks in vertical stack to verify system operation and interactions.
- Complete rocket test readiness review: Identify risks and mitigations with Purdue University / ERAU for employing live propellant with the manufactured hardware.
- Complete multiple rocket systems cold flows of our vertical stack at ERAU.
- Complete multiple rocket systems hot fires of our vertical stack at ERAU.
- Travel to Mojave Desert California for our Rocket Launch to a target height of 50,000
- Based on lessons learned, commence plans for launch to 150,000 feet



# Top U.S. Education Official Visits Morgan State See The Future Of Workplace Diversity

We have the audacity to think that we will launch a liquid fueled Rocket to a height of 150,00 & recover its payload!

Event Date: March 28, 2022

Under Secretary of Education James Kvaal's Visit to the Rocketry Lab



https://baltimore.cbslocal.com/2022/03/28/top-us-education-official-visits-morgan-state-universitys-rock ctry-lab/

# Astronaut Scholarship Foundation May 16, 2022







Former Astronaut Charles Bolden visits Morgan State University to help celebrate the recent 2020 and 2021 Astronaut Scholarship Foundation Recipients

# 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 1, 2022

#### INSTITUTIONAL ADVANCEMENT UPDATE

#### **DEVELOPMENT**

Fiscal 2022 outright and deferred gifts and income from sponsorships totals \$26,406,910. The largest corporate gift was \$5 million; the largest foundation gift was \$2.7 million and the largest individual gift was \$2.75 million.

#### **Individual and Institutional Major**

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 the \$1 million gift from Baltimore Ravens owner Steve Bisciotti and his wife, Renee, to create the Ozzie Newsome Scholars Program, which funds scholarships in honor of Ozzie Newsome – the Ravens' longtime personnel executive and Pro Football Hall of Famer. We also received a \$1 million gift during the last quarter of FY'22 from the Henry Luce Foundation to support the Center for the Study of Religion and the City in the Gilliam College of Liberal Arts. The following FY'22 gifts, pledges, and planned gifts at the \$10K-plus giving level have been received since the last report:

Donor	Fund	Gift Amount
Henry Luce Foundation	Center for the Study of Religion and the City	1,000,000.00
Stephen and Renee Bisciotti Fnd.	Ozzie Newsome Scholars	1,000,000.00
Constellation Energy/BGE	BGE Scholars Restricted Fund	225,000.00
Baltimore Gas and Electric Company	BEG Scholars Restricted Fund	200,000.00
Intel Corporation	School of Engineering	198,000
Pfizer Foundation	School of Public Health	170,000.00
Mid-Eastern Athletic Conference (MEAC)	Student Athletic Opportunity Fund	71,000.81
Amazon.com Services, LLC	Student Work Experience Program	70,000.00
National Association/Community College	Verizon Minority Male Maker Program	70,000.00
Jerome Adams	Timothy L. Adams Memorial Scholarship	50,000.00
Cadence Foundation Fund	Cyber Security Assurance and Policy Ctr.	50,000.00
Shift5, Inc.	Cybersecurity, Assurance and Policy Ctr.	50.000.00
Association of Int'l Certified Accountants	School of Business	25,000.00
Baltimore Gas and Electric	Career Development	25,000.00
Amazon.com Services	Business School Honors Program	16,000.00
Amazon.com Services	Business School Fund	15,000.00
Stanley W. Tucker	Stanley W. Tucker Scholarship Fund	15,000.00
National Ass. Community College Entrp.	Verizon Minority Male	15,000.00
Community Fnd. Greater Capital Region	School of Global Journalism	10,000.00
Thurgood Marshall College Fund	Growing the Future Opportunity Fund	10,000.00
Rosalyn Gross	William and Catherine Gross Scholarship	10,000.00
Linda Havard	School of Architecture and Planning	10,000.00
Phyllis Davis	Lloyd A. & Phyllis C. Davis Endowed	10,000.00

Cecil E. FlamerFood Resource Center10,000.00Niola M. MatthewsNiola M. Matthews Scholarship Fund10,000.00Alfred D. WattsAlfred D. Watts Scholarship Fund10,000.00Jaki JohnsonJocelyn Martin Johnson Endowed Fnd10,000.00

#### Proposals Submitted/Awarded - FY'23

<b>Operating Units</b>	Submitted	Amount	Awarded	Amount	Pending	Amount	
Academic Affairs	7	4,816,778.00	7	\$ 4,816,778.00			
Academic Outreach and Engagement	14	\$ 659,861.00	13	\$ 634,861.00	1	\$ 5,000.00	
Architecture & Planning	1	\$ 175,000.00	1	\$ 25,000.00	1	\$ 150,000.00	
Athletics	5	\$ 2,862,283.25	5	\$ 2,862,283.25			
*Business and Management	20	2,404,356.00	20	\$ 2,399,356.00			
Community Health and Policy	2	\$ 345,000.00	2	\$ 345,000.00			
Computer, Math and Natural Sciences	13	\$ 7,972,900.00	12	\$ 7,922,900.00			
*Education and Urban Studies	4	\$ 850,219.00	2	\$ 61,146.00			
*Engineering	19	\$ 2,031,360.00	18	\$ 1,870,975.00	1	\$ 150,000.00	
Global Journalism and Communications	6	\$ 413,500.00	6	\$ 413,500.00			
Graduate School/Institute of Urban Research	1	\$ 230,000.00	1	\$ 230,000.00			
Honors College	1	\$ 381,400.00	1	\$ 381,400.00			
Liberal Arts	4	\$ 2,334,377.00	2	\$ 2,000,000.00			
Research and Economic Development	3	\$ 46,000.00	2	\$ 30,000.00			
Scholarships	9	\$ 1,572,500.00	9	\$ 1,572,500.00			
Social Work	1	\$ 25,000.00	1	\$ 25,000.00			
Student Affairs/Academic Affairs	6	\$ 405,500.00	5	\$ 50,500.00	1	\$ 350,000.00	
Total	116	\$27,526,034.25	107	\$ 25,641,199.25	4	\$ 655,000.00	

<sup>\*</sup>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 and friends of Morgan State through a multi-channel approach of phone, mail, and email solicitations. Fall solicitations to faculty, staff, board members, alumni, former employees, and friends occurred during the months of October through the end of the calendar year and Spring solicitations occurred from February through April. At this writing, the FY'22 alumni participation rate in giving is still being calculated.

The Office of Development continues to market a planned giving program to a portfolio of 5,000-plus mature alumni. Since the inception of Morgan's Planned Giving Program in FY 2011, some \$3.7 million has been raised in deferred gift commitments from Morgan alumni and friends who have notified us that they have made provisions for Morgan in their estate plans.

#### **Upcoming Events**

August 7 – 14, 2022 **Morgan on the Vineyard** Martha's Vineyard, Massachusetts Anticipated Attendance: 100

Friday, October 7<sup>th</sup>, 2022 **38<sup>th</sup> Annual Homecoming Gala** Martin's West

Anticipated Attendance: 800

#### **ALUMNI RELATIONS**

Commencement: Saturday, May 20, 2022

This year the alumni relations team, with the assistance of the commencement committee, hosted three 50<sup>th</sup> anniversary classes, which includes the two years that they were not able to attend due to pandemic restrictions. The three classes invited were 1970, '71, and '72. The 50<sup>th</sup> anniversary classes ordered the traditional gold caps & gowns to wear during commencement.

The MSU Alumni Association hosted a breakfast for the classes prior to commencement.

Homecoming weekend: October 7 - 9, 2022

This year a new host hotel has been secured – Hotel Indigo in Baltimore, MD. The rate will be \$149/night with parking across the street for around \$8/visit. This change was made due to some negative feedback regarding the previous hotel and because Morgan is located within Baltimore City, it is important to support the city by bringing our business to it. As of June 27, 2022 about 50% of the rooms have been booked.

MSU Alumni Association Homecoming events:

- Friday, October 7 Annual Business Meeting
- Saturday, October 8 Life Member Brunch
- Saturday, October 8 Alumni Blue & Orange party at Reginald Lewis Museum
- Sunday, October 9 Annual Alumni Memorial Service

#### Meetings

MSU Alumni Association Board held a meeting on June 11. During this meeting they approved the budget for FY23 and updated their strategic plan. Next meeting is scheduled for September 2022.

#### Alumni News

Spring/Summer 2022 issue was mailed and has received a lot of positive feedback from alumni on the new format and features. Fall/Winter 2022 issue is currently in production and will be sent prior to Homecoming.

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

#### **Media Relations**

During this reporting period beginning April 1 through June 30, 2022, Institutional Advancement's OPRSC unit directed internal and external communications for the University in an effort to increase Morgan's visibility and amplify key University successes spanning admissions/enrollment, campus growth and development, academic programming, research and more. OPRSC activity for the quarter was robust, generating more than 30 news releases, statements, newsroom features and announcements yielding sustained media coverage both regionally and nationally.

Among the noteworthy media opportunities OPRSC either led or supported with proactive media engagement included the U.S. Transportation Secretary Pete Buttigieg's tour of the MSU National Transportation Center and a town hall with MSU faculty and students. Other key media opportunities during the quarter included public relations in support of announcing, facilitating, and managing MSU's 145th Commencement Exercises' keynote speaker (Morgan alum and filmmaker David Talbert) and honorary degree recipients (Colin Kaepernick and David Burton).

OPRSC also sought media coverage touting the Morgan's continued growth and advancement in key strategic growth areas including enrollment with a nationally tiered story placement on NPR Marketplace featuring Keisha Campbell, executive director for Enrollment Services & University Registrar, as well as coverage highlighting Morgan's growth and development with features in *The Baltimore Sun* and *Inside Higher Ed.* Following one of the most consequential quarterly Board of Regents meetings that featured numerous action items of substantive advancements for Morgan, OPRSC publicized and attained media coverage touting new academic programs, new research centers and the move to acquire the Lake Clifton property from the City of Baltimore.

The following reflects a sample breakdown of the media coverage generated this quarter by topic:

- Admissions and Enrollment (Insight Into Diversity, NPR Marketplace, Baltimore Sun, WMAR-TV ABC 2, Atlanta Black Star)
- Growth and Development (Inside Higher Ed, Baltimore Sun, WEAA's Today with Dr. Kaye)
- Research (Times Higher Education, Trusteeship Magazine, WJZ-TV CBS 13)
- Academic Programs (Diverse Issues of Higher Education, Inside Higher Ed, University Business, The Hechinger Report, Public News Service)
- Biden-Harris Administration Dignitary Visits | Secretary Buttigleg (Baltimore Sun, TheGrio, WYPR-FM 88.1, WEAA-FM 88.9, WBAL-TV CBS 11)
- 145th Spring Commencement | David Talbert, David Burton and Colin Kaepernick (University Business, Baltimore Sun, Black America Web, The Hill, NewsOne, HBCUBuzz, The Root, Black Enterprise, Diverse Issues in Higher Education, Mic, VIBE, WJZ-TV CBS 13, WEAA-FM 88.9, WMAR-TV ABC 2)
- Bears Athletics | Athletic Director and Head Football Coach (Baltimore Sun, Sports Illustrated, HBCUBuzz, HBCU Sports, WMAR-TV ABC 2, WBFF-TV FOX 45, WBAL-TV NBC 11, HBCU Gameday, PressBox, HBCU Sports Nation)
- MSU Director Bands Melvin Miles Retirement (WBAL-TV NBC 11, WEAA-FM 88.9, WJZ-TV CBS 13, Baltimore Times)
- Security/Safety (WSB-TV Ch. 2 Atlanta and WFOX-TV Ch. 30 Jacksonville)
- Observing Juneteenth (WJZ-TV CBS 11, WBAL Radio Online, Richmond Free Press)

OPRSC secured a news opportunity featuring three MSU students who shared how the HBCU bomb threats impacted them, Morgan's response, and the residual effect threats of this nature have. More importantly the students shared why Morgan and HBCUs are the best academic environments for Black students to thrive. The new segments aired in markets across the nation including: Atlanta, Jacksonville, Raleigh, Tulsa, Boston, Seattle, Orlando, Pittsburgh, Charlotte, Memphis and Dayton.

On behalf of the Office of the President, OPRSC crafted President Wilson's statement in response to the Buffalo mass shooting, "MSU President David K. Wilson Reflects on Mass Shooting and Hate Crimes," which was heavily featured in *University Business*; and the Op-Ed, "College campuses must not become places where truth is buried," featured in *The Baltimore Sun*.

#### Communications Support for Events

OPRSC provided communications support for several high-profile University events and in many cases also managed the media attendance and/or media communications. OPRSC also solicited media coverage of the events. Included among these events were the following:

- U.S. Secretary of Transportation Pete Buttigieg visit to Morgan
- MSU's 145th Spring Commencement
- MSU Athletics Press Conference Introducing New Athletic Director and Bears Football Coach

#### **CONTENT GENERATED**

The following represents the original content created by OPRSC during this quarter:

#### News Releases/Statements

- Baltimore City Set to Sell Lake Clifton High School Property to Morgan State University
- Acrobatics and Tumbling Added to Morgan State University Sports Offerings Beginning 2023-24
   Season
- Morgan Students Take Second Place in AT&T HBCU Innovation Challenge, Earning \$15,000
- WEAA's Dr. Karsonya 'Kaye' Wise Whitehead Awarded 2021 Vernon Jarrett Medal for Journalistic Excellence
- Morgan State University Joins Netflix Pathways Bootcamp to Expand Technical Career Readiness Opportunities for Students
- Morgan President David K. Wilson Announced to Deliver Tuskegee University Spring 2022 Commencement Address
- Morgan State University Partners with T. Rowe Price to Expand Access to Financial Education Resources
- Morgan State University Names New Athletic Director, Beginning New Era of Leadership in Athletics
- Award-winning Playwright, Filmmaker, and Acclaimed Morgan State University Alumnus David E. Talbert to Serve as Keynote for Spring Commencement Ceremony
- Morgan State University Receives \$15,000 Architecture Design Grant from KEEP Foundation to Conduct Industry Advancing Research in Geological Agriculture
- PRNews Names Morgan State's Peter Iwuh as 'HBCU Student of the Year'
- IBM Partners with Morgan State University to Tackle Talent Shortage and Cybersecurity Crisis
- Quarterly Board of Regents Meeting Results in Substantive Advancements for Morgan State University

- Mask Protocol Update: Ensuring The Wellness of our Campus Community is Paramount
- Morgan State University to Recognize Vanguards of Social Justice and the African-American Experience During 2022 Commencement Exercises
- Morgan State University President David K. Wilson Reflects on Mass Shooting and Hate Crimes
- Morgan State University Taps Championship-Winning Coach to Lead Bears Football
- Dr. Nicole Westrick Named New Dean of Morgan State University's College of Interdisciplinary and Continuing Studies
- Symetra Life Insurance Partners with Morgan State University for New National Initiative to Promote Diversity in Actuarial Science
- Morgan State on Track to Become Clean and Efficient Campus to Enhance Student Living-Learning Experience
- PERF and Baltimore Police Department Partner with Morgan State University and Coppin State University for Summer Internship Initiative
- Inaugural Class of Ozzie Newsome Scholars Announced, Five Morgan Students Selected

#### Articles/Announcements

- MSU IN FOCUS: Morgan's National Transportation Center Hosts Secretary of Transportation Pete Buttigieg for Special Tour and Town Hall
- President Wilson Joins Class of 2022's 261 New Members, Including Scientists, Business Leaders, Artists, Technocrats and Educators
- Morgan Grad Students Named 2022 Lifesavers Traffic Safety Scholars
- Morgan Graduates Accept the Call to Create and Serve Amid Packed Stadium and Soaring Temps
- Morgan State University Pilots New Under Armour Career Development Initiative, Students Earn \$50,000 in Total Scholarships
- Morgan State Graduate Students Elevate Leadership Skills Through Immersive Fellowship Opportunities
- 30 Years of Innovation at Morgan's National Transportation Center
- Morgan State University Choir Tours the Amazon and Galapagos Islands, Performing in Peru and Ecuador
- Achievement by Grit and Grace

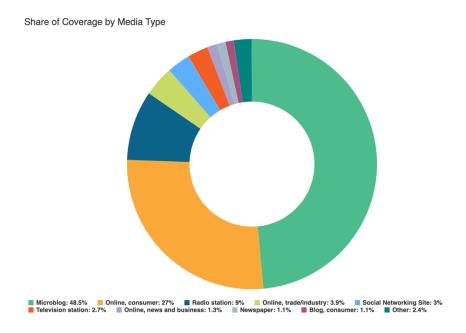
Below are the top 7 MSU news stories that garnered the most media coverage within the reporting period:

Campaign	Placements	Gross Impressions (Audience* + UVPM**)
Morgan State University to Recognize Vanguards of Social Justice and the African-American Experience During 2022 Commencement Exercises	128	17,156,406
Baltimore City Set to Sell Lake Clifton High School Property to Morgan State University  Quarterly Board of Regents Meeting Results in Substantive Advancements for Morgan State University	122	21,081,374
Award-winning Playwright, Filmmaker, and Acclaimed Morgan State University Alumnus David E. Talbert to Serve as Keynote for Spring Commencement Ceremony	47	15,155,898
HBCU Bomb Threats Take a Toll on Mental Health	36	3,020,442
Morgan State University Taps Championship- Winning Coach to Lead Bears Football	32	12,814,010
Morgan State on Track to Become Clean and Efficient Campus to Enhance Student Living-Learning Experience	21	5,877,921
Morgan State University Names New Athletic Director, Beginning New Era of Leadership in Athletics	15	7,168,109

<sup>\*</sup>Audience: Number of people exposed to a news story (e.g., for print media the value is measured by publications circulation, and for broadcast the value is measured by the program's viewership/ratings.

\*\*UVPM: Unique Visitors per Month – Number of people who visit a website per month.

Media coverage during the reporting period between January and March recorded a consistent volume of visibility for Morgan. These stories span local to national—and some international highlighting Morgan, faculty, students, alumni, academic units/schools, elevating the brand across the media landscape and audiences. The following graphic visually demonstrates the segmentation of news stories by media platform during the quarter. Most of the coverage was on social media/microblogs (48.5%), followed by online (32.2%), radio (9%), television (2.7%) and Newspaper (1.1%).



#### **Marketing and Advertising Support**

Supplementing a robust period of media coverage for this reporting period, OPRSC mounted a steady deployment of advertisements comprising a variety of ad platforms including print and digital.

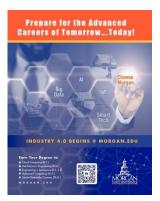
Below lists (and showcases placed creative) of the media where MSU advertising was featured during the quarter:

- Baltimore Sun Education Special Publication
- Black College Today
- Effectv
- U.S. Black Engineer
- Washington Monthly
- WJZ-TV CBS 13/CBS Baltimore Online (It's Academic)

#### Ads Placed During Quarter









Print





Digital - Online

With the establishment of the College of Interdisciplinary and Continuing Studies, OPRSC has been working on a number of creative ad solutions to promote the new school and the Morgan Completes You program. Full page ad development, accompanying digital display units, and video for paid social are being finalized to support enrollment in the school and its academic degree programs.

As we look toward FY23 and implementing an aggressive advertising strategy, OPRSC initiated plans to expand Morgan's visibility with a number of new potential media partners including MTA, Washington Post Media, MNTN (connected TV), Penn Station and Union Station, Pandora and TENGA/Premion (streaming) for future investment. During this reporting period, OPRSC has been actively engaged in planning and developing a comprehensive digital marketing campaign with EAB, a leading consulting firm specializing in marketing education institutions. The initiative will be incrementally rolled out in phases with the initial phase focusing on new and unique academic programs. The effort will entail the development of webpages specific to the individual programs, and implementation of a digital marketing strategy and paid Google search campaign.

#### **WEB PROJECTS:**

The OPRSC web communications team continues to field various web support requests for site updates and troubleshooting, as well as updating of our COVID-19 info page (www.morgan.edu/coronavirus).

The team has been quite active in the continued website content migration of our university's academic units onto the new website layout. As of the close of this reporting period, approximately 95% of the Phase 2 migration is complete. The team has begun to transition efforts in Phase 3 migration of the overall migration plan, which involves transferring Morgan administrative units (divisions/offices/centers), which is approximately 60% complete at this reporting. Once fully executed, OPRSC's web team will concentrate on completing other unit websites that exist outside an academic or administrative unit (for example centers and institutes).

The web team also performed an events calendar refresh. The calendar retooling included enhancements mainly focused on backend administrative functions and making the online calendar more user friendly, and efficient. The frontend user interface included a facelift and, more importantly, improved performance and website responsiveness.

To coincide with the 145th Spring Commencement Exercises, the OPRSC web team implemented several updates of the commencement website, which hosted the streams for both the <u>Graduate and Undergraduate commencement ceremonies</u>.

During each quarter as an ongoing service, the web communications team conducts trainings for designated content managers for unit pages. This has been of particular interest and very necessary as website migration continues and content managers are tasked with maintaining their content on their unit's website.

#### **SEARCH:**

Popular MSU Website Queries (Top 10 Search terms)

Apr 2	2022	May	2022	Jun 2	022
1.	housing	1.	directory	1.	directory
2.	directory	2.	housing	2.	scholarships
3.	tuition	3.	scholarships	3.	transcript
4.	scholarships	4.	tuition	4.	human resources
5.	library	5.	catalog	5.	housing
6.	human resources	6.	human resources	6.	transcripts
7.	Housing	7.	library	7.	tuition
8.	veterans	8.	majors	8.	scholarship
9.	canvas	9.	websis	9.	access
10.	websis	10.	transcript	10.	forms

#### **MOBILE APP:**

New Installations (Apr 2022 – Jun 2022)

- iOS 359 devices
- Android **229** devices

#### **EVENTS CALENDAR (events.morgan.edu):**

Total Users signed up in the system: **131 new users** (MSU accounts only) New user visits: **11,701 new users** engaging with the online events calendar.

#### **NEWSROOM VISITOR DATA (news.morgan.edu):**

During this most recent quarter the following represents the top 3 viewed news articles in the Newsroom:

- 1. Baltimore City Set to Sell Lake Clifton High School Property to Morgan State University <a href="https://www.morgan.edu//news/baltimore-city-selling-lake-clifton-to-morgan">https://www.morgan.edu//news/baltimore-city-selling-lake-clifton-to-morgan</a>
- 2. Morgan State University to Recognize Vanguards of Social Justice and the African-American Experience During 2022 Commencement Exercises

  <a href="https://www.morgan.edu//news/morgan-to-recognize-vanguards-during-commencement">https://www.morgan.edu//news/morgan-to-recognize-vanguards-during-commencement</a>
- 3. Morgan State University Names New Athletic Director, Beginning New Era of Leadership in Athletics

  https://www.morgan.edu//news/morgan-state-names-new-athletic-director

#### **WEBSITE VISITOR DATA (MSU Website):**

During this most recent quarter the following represents the top 10 visited pages on <u>morgan.edu</u> (excluding the home page at #1):

- 1. Academics (landing page)
- 2. Admissions & Aid (landing page)
- 3. Applying as a Freshman (located in Undergrad Admissions)
- 4. Apply (landing page)
- 5. Current Students (constituent landing page)
- 6. Academic Calendar (located in Registrar)
- 7. Admitted Students (located in Undergrad Admissions)
- 8. Financial Aid
- 9. Academic Programs
- 10. Student Life (landing page)

#### morgan.edu Stats:

Total Pageviews: 2,027,879 (www – Current) / 540,614 (www2 – Legacy)

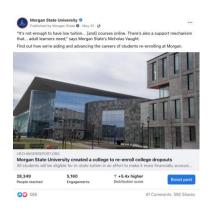
Unique Pageviews: 1,437,933 (www – Current) / 429,992 (www2 – Legacy)

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

#### FACEBOOK (facebook.com/morganstateu) — Total Number of Followers: 58,579 (+410)

The following represents the top three (3) Facebook posts from April through June:







#### **April 1, 2022 (POST)**

People Reached: **33K**Total Engagement\*: **3,145** 

#### May 31, 2022 (POST)

People Reached: **28.3K**Total Engagement\*: **3,893** 

#### **June 11, 2022 (POST)**

People Reached: 22.6K Total Engagement\*: 2,019

#### INSTAGRAM (instagram.com/morganstateu) — Total Number of Followers: 28,339 (+3,748)

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







#### **April 1, 2022 (POST)**

#### Accounts Reached: 16,036 Impressions: 20,278

Total Engagement\*: 2,830

#### May 17, 2022 (POST)

Accounts Reached: 13,923 **Impressions: 17,219** 

Total Engagement\*: 2,245

#### **April 22, 2022 (POST)**

Accounts Reached: 12,526

Impressions: 15,064

Total Engagement\*: 1352

#### **Top Instagram Reels**







#### **April 1, 2022 (REEL)**

#### May 17, 2022 (REEL)

#### **April 22, 2022 (REEL)**

Accounts Reached: 31.5k

Views: **38.1k** 

Engagement\*: 4,562

Accounts Reached: 33.8k

Views: **37.3k** 

Engagement\*: **4,649** 

Accounts Reached: 30.1k

Views: 34.2k

Engagement\*: 3,701

\*Total Engagement: Likes, Comments, Shares, etc.

#### TWITTER (twitter.com/morganstateu)

Twitter Profile Visits: 113.9k Tweet Impressions: 442.3k

Total Number of Followers: 24,506 (+1,074)

#### The below chart represents the top three (3) Twitter posts from April through June:



**April 20, 2022** 

Impressions: **32,903**Total Engagement\*: **1,045** 

Engagement Rate: 3.2%

May 21, 2022

Impressions: 26,365

Total Engagement\*: 1,031 Engagement Rate: 3.9% **April 21, 2022** 

I View Tweet activity

Impressions: 22,559

62 Retweets 5 Quote Tweets 328 Likes

Total Engagement\*: 1,108 Engagement Rate: 4.9%

#### <u>LinkedIn</u> (linkedin.com/school/morgan-state-university)

Total Number of Followers: 56,556 (+3,052)

The below represents the top three (3) LinkedIn posts from April through June:







June 18, 2022 Impressions: 49k Total Engagement\*: 11,673 May 3, 2022
Impressions: 39k
Total Engagement\*: 2,796

April 21, 2022 Impressions: 23.5k Total Engagement\*: 5,045

\*Total Engagement: Clicks, Reactions, Comments & Shares

#### **Campus Support**

Graphic Design Services

Graphic Design Services offered by OPRSC served a variety of university campus clients including the Office of the President, Institutional Advancement, Student Affairs, and others by producing a wide range of products to advance key projects ranging from events, communication of services, and updates to photography and video production and more. The following projects were initiated, continuously developed or completed during this period by OPRSC.

#### Publications, special productions and other marketing collateral projects included the following:

- Morgan Magazine, Vol. 1 2022 Re-design, project management, writing, editing
- Alumni News, Spring 2022 Re-design, project management, writing, editing
- Bear Facts, Summer 2022 copyediting, layout, design
- Spring 2022 Commencement Program Booklet copyediting, proofreading, layout and design, press badges and signs
- "Celebrating Philanthropy" Booklet and VP of Institutional Advancement's Transmittal Letter
- MSU Foundation 2020–21 Annual Report
- President's Commentary for Trusteeship Magazine
- 2022 MSUF Annual Homecoming Gala Tickets
- Invitation for President David Wilson American Academy of Arts and Sciences Induction Reception
- MSUF FY21 Annual Report

#### Photographic and Video Services

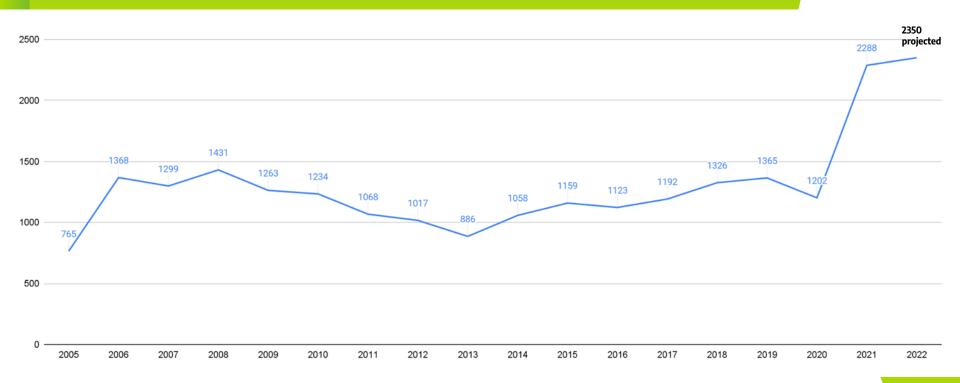
Photo and video coverage of campus-related activity and support of other University units. Coverage included continued scheduling of headshots and portraits for regents, departments, faculty and staff.

- Morgan Magazine Photography
- Earl G. Graves Memorial
- AT&T HBCU Innovation Challenge Winners
- Honors Convocation
- National Transportation Center 30th Anniversary Photo Session
- Under Armour Career Combine Photos
- Military Sciences ROTC Bears Battalion Military Ball
- Alpha Lambda Sigma Special Event
- U.S. Transportation Pete Buttigieg Morgan Visit
- MSU Explore Morgan Day Open House
- FACS Revival Fashion Show
- School of Architecture & Planning Vicennial Video
- I Love Morgan Day
- AFRO Man of the Year Honors for President Wilson
- Morgan Moves Wednesday Video and Photography
- President Wilson End of Spring Semester Town Hall
- Pee Bear Pre-Professional Event
- MSUF Annual Golf Tournament
- ASF Astronaut Scholarship Special Acknowledgement
- MSU Magnificent Marching Machine at Preakness
- Provost Headshot
- Nursing Program Headshots
- CICS First PhD Lucy Moran
- MSU Bears Athletics Press Conference for Head Football Coach Damon Wilson
- IUR "A Conversation with..." Terrence Dayshon Howard on STEAM
- SCHP Pfizer DrPH Fellowship Photo
- NASA SaSa Program Weather Balloon Launch

# **Enrollment Update**

Board of Regents Meeting August 1-2, 2022

## TRACKING TOWARD RECORD FRESHMAN ENROLLMENT



## Graduate Admissions

The chart compares Fall 2019, 2020, 2021, and 2022. The final count for Fall 2022 will not be set until September. Because of new system, missing documents are counted differently.

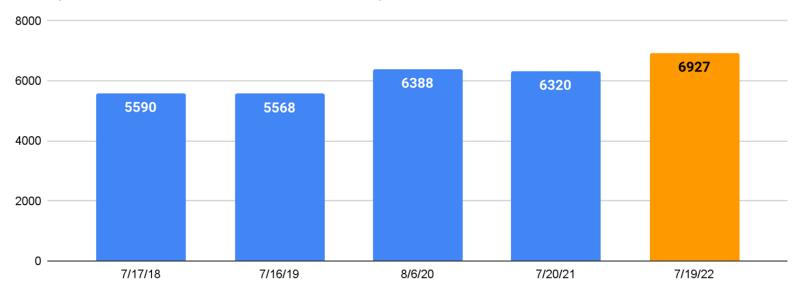
	Final Count (as of August 10)			As of 7/15
	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Total Apps	919	910	1116	1506
Admits	604	676	860	698
Denies	164	77	172	200
Complete	NA	NA	NA	128
Missing Documents	151	157	84	480
Enrolled	307	395	451	
Percent Conversion	50.83%	58.43%	52.44%	



Anticipated Conversion rate of approximately 52% from application to matriculation.

#### **HEADCOUNT ENROLLMENT TRACKING UP**

Comparative headcount enrollment 34 days before start of classes



## Fall 2022 Enrollment Projections

- Conservative-8500 (last fall 8469)
- ▶ Likely-8600
- ▶ Possible-8850+

## May 2022 GRADUATION RATES

6-year graduation rate 45.5% (2016 cohort)

- 2nd highest rate on record (May 2020 highest)
- 4 straight years above 40%



## **ITEMS FOR ACTION**

## MINUTES OF MAY 2, 2022



#### **Finance and Facilities Committee**

Monday, May 2, 2022 9:00 a.m. Virtual

#### **Committee Meeting Minutes**

The quarterly meeting of the Board of Regents Finance and Facilities Committee met on Monday, May 2, 2022 via Zoom. Committee Chairwoman Shirley Malcom called the meeting to order at 9:04 a.m.

#### **BOARD MEMBERS**

Chairwoman Shirley Malcom, Regent Harold Carter, Jr., Regent Wayne Resnick, Regent Present:

Shelonda Stokes, Regent Carl Turnipseed, Regent Winston Wilkinson

#### STAFF MEMBERS

Present:

Dr. David Wilson, Dr. Kevin Banks, Mr. Sidney Evans, Mr. Thomas Faulk, Mrs. Deborah Flavin, Mrs. Kassandra Grogan, Dr. Douglas Gwynn, Ms. Sherita Harrison, Ms. Donna Howard, Dr. Farin Kamangar, Dr. Scott Knoche, Mr. David LaChina, Dr. Willie May, Ms. Kim McCalla, Mr. Jeff Palkovitz, Dr. Kara Turner, Dr. Don-Terry Veal, Mrs. Cynthia

Wilder, Dr. Hongtao Yu

#### Remarks by the Chairwoman and the President

Chairwoman Malcom expressed a warm welcome to the Regents and members of the university administration. She stated that the objective of the meeting is to comprehend the items being discussed/presented for action, why they are essential, and how they are connected. She congratulated Dr. Wilson on being elected to the American Academy of Arts and Sciences as a 2022 member in the category of educational and academic leadership. The Chairwoman yielded the floor to President Wilson for remarks.

Dr. Wilson expressed his gratitude to Chairwoman Malcom, adding that it is an honor to be in the company of such influential members of the Academy. He also expressed his gratitude to the exceptional faculty and staff for continuing to work toward a common objective. The agenda includes nine major action items, all of which are linked to the long-term strategic plan and how the institution will look in 50 to 100 years. He commended the legal team in addition to Mr. Evans, Ms. McCalla, Mr. LaChina, Dr. Banks, Dr. Turner and others for their contributions to these initiatives.

#### ITEMS FOR INFORMATION

#### Facilities, Design and Construction Management Update

Ms. McCalla began her report with an update on the following projects: New Science Building Phases I and II (building approval will be submitted to the Board of Public Works in June); Health and Human Services Building Phase II; New Thurgood Marshall Phases I (opening is on track and the estimated date of occupancy is August 4, 2022), II and III; and the Northwood Public Safety Building.

The architectural RFP for Baldwin and Cummings residence halls is being developed with the intent to renovate both facilities, which will involve taking them offline for a year at one time. Tyler Hall has won two additional awards for landscaping, bringing the total number of top design and construction honors from national publications to more than 21. Several facilities have opened in Northwood Commons to include Chipotle, McDonald's, and Fulton Bank. The Shopping Center is nearing completion with the new Public Safety Building scheduled to open later this summer. As reflected in the Board book, there are several ongoing deferred maintenance and Maryland Clean Energy Center/Siemens projects under construction.

Regent Turnipseed inquired about concerns with regard to the increased cost of Phase III in comparison to Phase I. Ms. McCalla responded that we anticipate that everything will be more expensive, and materials are becoming harder to obtain. The contractors are trying to utilize the same firms to negotiate unit pricing. Chairwoman Malcom commented that inflationary issues are serious as well as supply chain issues. Regent Resnick noted that in addition to supply chain concerns, there is also a labor issue whereby labor costs are increasing, and there are simply not enough laborers to get the jobs done in a timely fashion.

Mr. Evans commented that Thurgood Marshall is a P3 facility. The critical numbers will be around the cash flow pro-forma, which includes the rates that we charge students and all the operating costs. Even if the building costs are higher, we still have to be concerned about the cash flow. The biggest concern is interest rates, since we do not know what they will be in the fall. He noted that the components of the cash flow in addition to the cost of the building will ultimately determine our ability to repay the debt service. Dr. Wilson emphasized that all of these matters will be taken into consideration before any formal recommendation is brought before the Committee in terms of how we will proceed. The recommendation will be based on the cost to build the next phase and the impact on students' ability to pay.

Chairwoman Malcom noted that the State offers certain kinds of advantages for bonds. Mr. Evans responded that the State has direct control over the bonds issued in support of projects in the Capital Improvement Plan, e.g., 15-year amortization and AAA-rated. However, the student housing project is a P3 and will have to stand on its own. Our first goal will be to get the project rated, preferably an investment-grade rating. The rating will help to float the bonds at a lower cost of capital.

Regent Turnipseed asked whether the campus will be able to hold services in the University Chapel once the work has been completed. Ms. McCalla responded that she does not believe that services have been interrupted. The work underway will address water infiltration problems. We will also need to do some interior renovations to the lower level (ADA accessibility), which could cause the facility to be closed. However, the goal is to keep the facility open while the work is being done.

#### Division of Research and Economic Development Update

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

Dr. May stated that Morgan's efforts to become one of the top 10 research institutions in intellectual property development are continuing, and that the University has been preparing itself for entrance to R1 status over the next decade. During the third quarter of the fiscal year, we submitted \$110 million in new grant proposals and secured 95 new funding commitments totaling \$67 million, a record for MSU. The largest grants this year were from NASA, the Department of Education, the Department of Defense, and others, as detailed in the board book. D-RED has been asked by the President to begin providing oversight for our state-supported centers since we have been successful in getting the State to invest in a number of centers over the last few years. An advisory committee consisting of a representative from each school has been formed to begin providing oversight for these new centers in order to carry out our responsibility of ensuring that the State receives a return on its investment. GESTAR II currently has 41 researchers and three support personnel. Two of the GESTAR researchers have been converted to faculty in the new Climate Science department within the School of Computer, Mathematical and Natural Sciences – Dr. Richard

Damoah and Dr. Xiaowen Li, who will chair the new department. We expect to hire four to six additional researchers in FY 2023.

Dr. May reported that House Bill 1228 recently passed during this legislative session, and the MSU PEARL will receive \$2.5 million to support infrastructure upgrades for increased oyster production and research. We are also working on a new initiative (Semester by the Bay), which will provide undergraduate students with transformational, semester-long learning experiences at the PEARL, and inspire and prepare students to become leaders in the Coastal Science and Policy. The program will include funds to support two summer sessions at the Bay for Baltimore Inner City students. He added that these efforts will leverage and support Morgan's new B.S. in Coastal Science and Policy.

Dr. May concluded his report by highlighting the recent visits of three U.S. Cabinet level officials over the past few months. The Secretary of the Army, Christine Wormuth, spent an entire day at Morgan and visited our new Materials Research Center. The Rocketry Team hosted a visit from the Under Secretary for the Department of Education, James Kvaal. The meeting was an interactive session, and several students gave presentations on the design of our rocket and our plan to launch it to 50,000 feet by the end of this year. The U.S. Secretary of Transportation, Pete Buttigieg, visited our Transportation Center, where students demonstrated a robotic wheelchair that will be in operation at BWI, transporting handicapped customers from check-in to their final destination.

#### **Institutional Advancement Update**

Ms. Howard referenced page 126 of the Board book, which included outright and deferred gifts. Since the last report, an additional \$4 million has been processed bringing the total to \$20 million. The largest corporate gift to date has been \$5 million from Google, followed by \$2.7 million from the Good Nation Foundation for the wrestling program, and \$2,750,000 from an unnamed donor for scholarships. This year's virtual Alumni Day celebration will be held on May 20th and will recognize the Classes of 1970, '71, and '72, whose respective events were cancelled due to the pandemic. New media coverage focused on student development, the strategic plan, military visits, research, and bomb threats in particular. This quarter's highlights also include Dr. Wilson's op-ed article in the Baltimore Sun titled "College campuses must not become places where the truth is buried." For the first time in two years, the Board of Directors of the MSU Foundation hosted a Board Retreat on April 25th and 26th. It centered on the strategic plan and how the University's aims and ambitions are aligned with the Foundation.

Chairwoman Malcom asked whether contributions from alumni are included in the report and if a trend exists. Ms. Howard responded that contributions will be included in the end of the fiscal year report. The present trend is similar to the last several years. An alumni giving challenge was initiated in the spring, which had previously achieved 17%. It is planned to occur again, and details will be shared in the future.

Regent Stokes asked how much focus or opportunity has been placed on alumni donations, given that we have not been as diligent in inviting alumni and others as in the past. Ms. Howard responded that the Heritage Group distributes a yearly newsletter to 30 to 40 subscribers. However, not everyone is aware of inheritances because many are discreet about what they put in their agreements. There may be donations that we are unaware of because the donors have not self-identified or provided paperwork so they can be accounted for.

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

Presentation: "Enrollment Update"

Dr. Turner said that Morgan's enrollment continues to increase with 16,631 applications received for fall 2022 as of the end of April. The increase is a result of investments made in admissions and recruitment last year that simplified the process for students to follow. As anticipated, the overall number of accepted

undergraduates for fall 2022 is 14,038 and this year's incoming freshmen and transfer students are estimated to number about 2,750, despite our decision to stop accepting applications in mid-May. Unlike last year, this year's application deadline is set for mid-May, mostly due to housing shortages. Morgan held its first Open House on April 22nd since fall 2019; it was a huge success. Since there were limited spots available, the event sold out right away. This shows that there is a solid demand for Morgan, and we are optimistic about our position in the fall.

Dr. Kamangar asked if we are planning to become more selective in the coming years. Dr. Turner responded that there is a level of selectivity, even though the University is accessible to an array of diverse students. We want to be mindful of our mission as the premier public urban research university in Maryland and our commitment to serving all populations, especially underprivileged and underprepared students. Dr. Wilson commented that the matter regarding selectivity is one that will have to be unpack in a very methodical way because what has traditionally defined selectivity is increasingly becoming irrelevant and a thing of the past.

A brief discussion followed about selectivity and standardized tests. Chairwoman Malcom provided some insight and perspective on the holistic review of students. She thanked Dr. Kamangar for initiating a thoughtful conversation as well as Dr. Wilson and Provost Yu for their input on this very important matter, which will likely be taken up in greater detail.

#### ITEMS FOR ACTIONS

#### Finance and Facilities Committee Minutes of January 31, 2022

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

#### Finance and Facilities Committee Minutes of March 1, 2022

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

#### Revisions to Policy on Student Residency Classification for Admission and Tuition Purposes

Dr. Turner explained that two revisions are being requested – (1) in order to continue to be eligible to receive payments for any students eligible for VA Education benefits, the University must amend its policy on in-state tuition to allow in-state tuition for anyone using transferred entitlement educational assistance under Survivors' and Dependents' Educational Assistance Program (Chapter 35) of Public Law 117-68 Public Law 117-68 (38 U.S.C. § 3679(c)(2)(A) who lives in Maryland (regardless of their formal state of residence) while enrolled in the University, and (2) to allow in-state tuition for students who have completed all service hours for an AmeriCorps Program in the State. If the policy is not revised, students using VA benefits will not be able to receive those benefits at Morgan because the University will be ineligible to participate in VA educational assistance programs. Consequently, the University will not be able to recruit new veterans/dependents or retain most current veterans/dependents.

Regent Wilkinson asked if a student (veteran) would lose his/her in-state residency, if the student's tuition is paid by an out-of-state individual. Dr. Turner responded that if a veteran has transferred their benefits and the student resides in Maryland, he or she is eligible regardless of other factors. There are a number of requirements for in-state residency. If students meet these requirements, they should be granted in-state status. Chairwoman Malcom commented that the difficulty is the source of funds.

Chairwoman Malcom called for a motion to approve the Revisions to the Policy on Student Residency Classification for Admission and Tuition Purposes. It was moved by Regent Turnipseed and seconded by Regent Wilkinson. The motion carried. The vote was unanimous.

#### FY 2024 Capital Budget Request

Ms. McCalla stated that the University will submit its FY 2024 Five-Year Capital Budget Request to the Department of Budget and Management on July 1, 2022. The five-year request totals \$518.8 million of which \$126 million is requested for FY 2024. It is important to note that these figures are estimates. The President shall be authorized to make adjustments as future events dictate. Such revisions, if any, shall be reported to the Board at its next scheduled meeting. Of the \$126 million being requested for FY 2024, \$117.5 million is being requested for ongoing/funded projects (New Health and Human Services Building, New Science Center Phases I and II, Lake Clifton Anchor Building, Carter-Grant-Wilson Renovation, and the PEARL Oyster lab) and \$8.5 million is being requested for new projects (electrical upgrade, concrete lab, and funds to initiate design for the demolition of the old Jenkins Building).

Chairwoman Malcom called for a motion to approve the FY 2024 Capital Budget Request. It was moved by Regent Turnipseed and seconded by Regent Resnick. The motion carried. The vote was unanimous.

#### **Off-Campus Student Housing Resolutions**

Dr. Wilson stated that three off-campus housing resolutions are being presented to the Finance and Facilities Committee for individual approval, since the Office of General Counsel has given their approval. The leasing firms provided us with the leases so that we could verify that the terms are suitable for us to proceed. At each stage, the legal team evaluates whether or not it has met all legal requirements or obligations. Mr. Faulk stated that the resolutions include the basic business terms that have been agreed upon by all parties and, that at this time, only the finalized lease conditions are the subject of discussion. He added that in accordance with the language of the resolution, we will work closely with Chairwoman Malcom and President Wilson to finalize the lease conditions and sign the necessary documentation before presenting them to the Board of Public Works for approval.

Mr. Evans commented that as authorized by the Office of General Counsel, Dr. Banks and his colleagues established the commercial agreements and worked with the three apartment complexes. As Mr. Faulk stated, the legal team will review the leases for legal form and sufficiency. Dr. Wilson clarified that the Committee is being asked to accept the business terms and conditions of the three leases, and enable him to finalize review of the leases form and legal sufficiency with the Office of the General Counsel and the Office of the Attorney General, in consultation with the Committee Chair.

Regent Resnick asked when will a long-term strategy be completed to address the need for leased student housing. Dr. Wilson responded that at the last Board meeting, the administration presented the strategic student housing plan, which the Board approved as part of the seven-year housing strategy. He noted that it will take five to six years to eliminate the obligation to lease student housing.

- ➤ Towson Town Place Chairwoman Malcom called for a motion to approve the Towson Town Place Housing Resolution which states that the Board of Regents authorizes the President, in coordination with the Chair of the Finance and Facilities Committee, to finalize the negotiated lease terms for additional student housing at Towson Town Place and have said lease approved for form and legal sufficiency by the Office of the General Counsel and Office of the Attorney General; and approval by the Board of Public Works, if necessary, following approval by Board of Regents meeting of May 3, 2022. It was moved by Regent Stokes and seconded by Regent Turnipseed. The motion carried. The vote was unanimous.
- ➤ Altus Apartments Chairwoman Malcom called for a motion to approve the Altus Housing Resolution which states that the Board of Regents authorizes the President, in coordination with the Chair of the Finance and Facilities Committee, to finalize the negotiated lease terms for additional student housing at the Altus and have said lease approved for form and legal sufficiency by the Office of the General Counsel and Office of the Attorney General; and approval by the Board

of Public Works, if necessary, following approval by Board of Regents meeting of May 3, 2022. It was moved by Regent Turnipseed and seconded by Regent Carter. The motion carried. The vote was unanimous.

➤ HH Midtown – Chairwoman Malcom called for a motion to approve the HH Midtown Housing Resolution which states that the Board of Regents authorizes the President, in coordination with the Chair of the Finance and Facilities Committee, to finalize the negotiated lease terms for additional student housing at HH Midtown and have said lease approved for form and legal sufficiency by the Office of the General Counsel and Office of the Attorney General; and approval by the Board of Public Works, if necessary, following approval by Board of Regents meeting of May 3, 2022. It was moved by Regent Carter and seconded by Regent Turnipseed. The motion carried. The vote was unanimous.

#### FY 2023 Additional Off-Campus Lease Housing Rate Recommendations

Mr. Evans stated that additional off-campus student housing facilities are required to meet increased student housing demand as the current owned and leased housing inventory is not sufficient. An additional housing rate structure is being proposed for the off-campus student housing leases to essentially cover the cost of the leases. He referenced page 200 of the Board book, which summarizes the proposed rate structure and resulting fiscal impact (essentially break-even). Use of the University's approved housing rates for fall 2022 for current owned and leased inventory would result in an estimated \$1.3 million subsidy.

Regent Turnipseed inquired about the break-even cost/fiscal impact to students who will reside in these facilities. Mr. Evans responded that the cost differential ranges from \$1,500 up to \$3,000 per student per unit type. More privacy equates to higher prices; therefore, it varies based on unit structure. He noted that Dr. Banks and his colleagues determined the prices based on expected demand. These apartments provide a better living situation for students and Student Affairs estimates that students will pay more.

Chairwoman Malcom called for a motion to approve the FY 2023 Additional Off-Campus Lease Housing Rate Recommendations. It was moved by Regent Turnipseed and seconded by Regent Carter. The motion carried. The vote was unanimous.

#### **HBCU Capital Finance Program Application**

Mr. Evans stated the administration would like to submit an application to the HBCU Capital Financing Program through the Department of Education for up to \$65M. There is a current backlog of renovation and deferred maintenance projects totaling approximately \$200M. The University anticipates additional debt will be needed to finance the critical renovations and deferred maintenance of legacy and student housing facilities. Various funding sources are being used to address these urgent needs. The HBCU Capital Financing Program is the most efficient capital, in terms of low interest rates, currently available to the institution. He noted that submission of an application does not commit the University to borrow money.

Chairwoman Malcom called for a motion to approve the HBCU Capital Finance Program Application. It was moved by Regent Turnipseed and seconded by Regent Stokes. The motion carried. The vote was unanimous.

#### **Acquisition of Air Rights Over Legacy Bridge**

Ms. McCalla stated that on November 16, 2017, the City entered into a Closing Agreement with Morgan State University. In order to sell the air rights, City Council Ordinance 19-268 was enacted by the City Council on June 26, 2019, and City Council Ordinance 19-325 was enacted by the City Council on December 2, 2020. The opening, closing and sale of air rights allows for access by Morgan State University students and the public of the pedestrian bridge over Hillen Road. There was an option between paying

\$1,500 every month in perpetuity or a one-time cost of \$2,600, and the University opted for the one-time fee.

Regent Turnipseed asked if we own the air rights of the real estate on which Morgan State University buildings now stand. Mr. Palkovitz responded affirmatively that Morgan State University owns the air rights to the property on which the University's facilities are now situated.

Chairwoman Malcom called for a motion to approve the Acquisition of Air Rights Over the Legacy Bridge. It was moved by Regent Carter and seconded by Regent Turnipseed. The motion carried. The vote was unanimous.

#### **Northwood Basement Lease**

Mr. Evans stated the University proposes to enter into a 10-year lease for 11,605 GSF at the lower level of the Northwood Commons Shopping Center. The lease has two (2) renewal options of five (5) years each. The property is contiguous to the University campus – both the New Jenkins and School of Business facilities. The purpose of the space will be to house any one of the three new academic centers or as surge/growth office space. The final determination will be through a transparent process with the appropriate administrators. The lease price is \$1 per year plus common area maintenance (CAM), other shared costs, and a one-time build out capital investment of \$1.8M. The \$1.8M is for a cold dark shell. Design and Construction Management estimates another \$1.5-\$2.0M to completely build out the space for specific needs.

Chairwoman Malcom called for a motion to approve the Northwood Basement Lease. It was moved by Regent Stokes and seconded by Regent Turnipseed. The motion carried. The vote was unanimous.

#### Lake Clifton High School Land Disposition Agreement

Mr. Evans stated that Morgan anticipates purchasing the Lake Clifton High School and associated land (approximately 59 acres) from the City of Baltimore, which is less than 1.5 miles from campus. This property acquisition is significant in addressing Morgan's landlocked position and Morgan's ability to expand beyond its current campus radius. The vision for the property includes a multi-purpose convocation center, research/innovation building, graduate/family student housing, other educational facilities, and retail and mixed-use properties. The fiscal impact totals \$254,902.80, which consists of \$93,652.80 to pay off the debt still owed by the City to the State, and \$161,250 to relocate Baltimore City Recreation and Park's basketball court. Other costs will be determined as the property is developed.

Regent Wilkinson asked if Lake Clifton had any underwater issues. Ms. McCalla responded that she had not yet discovered any evidence. Mr. Evans commented that a company was hired to do an environmental assessment of the site, and the resulting report did not suggest anything out of the ordinary.

Chairwoman Malcom called for a motion to approve the Lake Clifton High School Land Disposition Agreement. It was moved by Regent Carter and seconded by Regent Turnipseed. The motion carried. The vote was unanimous.

#### **Workforce Technology Center**

Mr. Evans stated that the University proposes to enter into a 10-year lease for 18,500 GSF at the Workforce Technology Center, which is contiguous to the University campus. This space is required to provide office space for the Physical Plant staff and allows for the demolition of the Washington Service Center and construction of the Science Center. The lease has two five-year extensions for continued use by the Physical Plant or for surge/growth offices. A permanent home for the Physical Plant is being planned. Annual payments of \$220,500 for years 1-5 and \$238,500 annually for years 6-10 for a total of \$2,295,000 over the life of the agreement. The annual lease payment covers our portion of the operating expenses for the

building. A budget of \$3.5M has been established for technology, finishes and renovations to retrofit the facility for Physical Plant employees.

Chairwoman Malcom called for a motion to approve the Workforce Technology Center Lease. It was moved by Regent Resnick and seconded by Regent Stokes. The motion carried. The vote was unanimous.

#### ITEMS FOR INFORMATION

#### **New Thurgood Marshall Student Housing and Budget Updates**

Presentation: "Division of Finance and Administration Update"

Mr. Evans provided a brief update on student housing, debt structure, finances, and several ongoing projects. The financial goals for student housing are to (i) bring housing rates to a level comparable with peer institutions, (ii) bring housing rates closer to new rates at Thurgood Marshall, (iii) eliminate expensive master leases over time, (iv) implement a sustainable housing program for the future, (v) renovate legacy student housing buildings, and (vi) ensure that these projects are financed at an investment grade credit level. The Student Housing Plan was approved in 2018 for a duration of eight years. Phase I is nearly complete with the opening of Thurgood Marshall later this summer. Phase II will begin immediately after the spring semester ends with the demolition of the old Thurgood Marshall building. As part of the renovation plans for the legacy student housing buildings, we will begin hiring an architect. The third phase includes the construction of the East Tower (an additional 604 beds), which is estimated to cost \$140 million. It was noted that during the February meeting, the Finance and Facilities Committee approved a Letter of Intent (LOI) to continue the design and pre-construction of the East Tower, which expires on May 31, 2022. The university administration has received an addendum to the LOI, which must be reviewed prior to submitting to the Board for approval. The University hopes to present the addendum at the Board Retreat this summer. In the meanwhile, MEDCO will continue to work on this project while the addendum is being finalized. The next phase of the student housing plan consists of the demolition of O'Connell Hall and the construction of 500-600 new beds on the site. He added that we also have an opportunity to build additional beds at the Morgan View and Lake Clifton sites.

Mr. Evans expressed his appreciation to the Governor, the State of Maryland, and the Legislature for their support of Morgan. He stated that our FY 2023 state appropriation will increase to a record-breaking amount of \$151.5 million. As per the FY 2021 audited financial statements, Morgan had no long-term debt and \$7 million in capital leases. We will have approximately \$16 million of HBCU loan debt on the pro forma balance sheet for June 30, 2022, and the capital lease number will be determined in light of the new accounting pronouncement (GASB 87). For June 30, 2023, we project the outstanding debt to be approximately \$34 million. He reported that during the legislative session, the University's debt ceiling was increased to \$140 million up from \$88 million, resulting in a new statute governing the debt limit for Morgan.

For the purpose of paying off the debt, we have constructed an operational budget for debt service at \$5.7 million on an annual basis. As this time, the University's debt service is substantially below this budget target. Following the pandemic and rising inflation, operating and construction costs are rising at a rapid pace. We are also witnessing workforce shortages as we renew service contracts. Increased enrollment had a beneficial effect on the budget for FY22, resulting in an upward estimate of the year's revenue. Given the strains on the academic, student, and facilities infrastructures as well as the possibility of unexpected or hidden expenditures, we continue to exercise caution and diligence with regard to the budget. As of the March 31st, revenues are at 77.6 percent of the budget, and expenses are at 73.5 percent of the budget. As a result, the forecast for fiscal year 2022 is rather optimistic.

Mr. Evans concluded his report with an update on the following ongoing projects: Maryland Clean Energy Center Energy/Siemens initiatives – energy performance contract (\$10.2 million), wet labs, Murphy Fine Art, Hurt Gym, and summer work in the residence halls and power plant; Osteopathic Medical School (two appraisals received, ground lease under reviewed); Public Safety Building (scheduled to open in August 2022); and Barnes and Noble (scheduled to open in November 2022).

#### Adjournment

Chairwoman Malcom announced that Finance and Facilities Committee would convene in Closed Session to consider naming opportunities which are specifically exempt from public consideration under § 3-305 (b)(2) of the Open Meetings Act. The Committee may reconvene in Public Session at the conclusion of the Closed Session, if necessary.

After reading the citation into the record, it was moved by Regent Stokes and seconded by Regent Resnick to adjourn the Public Session. The motion carried unanimously.

The Public Session adjourned at 11:54 a.m.

Submitted by, Sadaf Shafique, Recorder

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

Date: Monday, May 2, 2022	Time: 9:00 a.m.	Location: Virtual
Motion to close meeting made by	: Regent Stokes	
Seconded by: Regent Resnick		
Members voting in favor: All Rege	ents in attendance	
Opposed:		
Abstaining:		
Absent:		
THE STATUTORY AUTHORITY that apply):	TO CLOSE THIS MEETI	NG CAN BE FOUND AT ( <u>check all</u>
General Provisions Article, § 3-	305 (b)(2):	
compensation, removal, resignat	ion, or performance eva	nment, promotion, discipline, demotion, luation of appointees, employees, or any other personnel matter that affects
<b>X</b> (2) To protect the privacy opublic business;	or reputation of individua	als concerning a matter not related to
(3) To consider the acquisi related thereto;	ition of real property for a	a public purpose and matters directly
(4) To consider a matter tha to locate, expand, or remain in the		or a business or industrial organization
(5) To consider the investment	ent 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 consider naming opportunities.

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

This statement is made by Shirley M. Malcom Chair of the Finance and Facilities Committee

**SIGNATURE:** 

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

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

# COLLEGE OF OSTEOPATHIC MEDICINE GROUND LEASE

#### **BOARD OF REGENTS**

#### MORGAN STATE UNIVERSITY

#### SUMMARY OF ITEM FOR ACTION

**TOPIC:** Ground lease with Maryland College of Osteopathic Medicine, Benefit

LLC for lease of certain real property located on the on the campus of

Morgan State University known as the Montebello Complex

**COMMITTEE:** Finance and Facilities

**DATE OF MEETING:** August 1, 2022

**BRIEF EXPLANATION:** 

The University proposes to lease ground space, known as the Montebello Complex, to the College of Medicine (COM) for the development and operation of an accredited college of osteopathic medicine on the Premises to be owned and operated by COM, to enhance and expand the teaching and research capabilities of the University for the benefit of its faculty, students and related entities. COM, at its own expense, will demolish the existing building and construct new facilities for the development and operation of the COM and other affiliated academic and research programs by COM including, parking, student services, and ancillary and related programs, business operations and services of the COM. Upon the expiration or earlier termination of this Lease, all improvements then existing upon the Premises shall revert to and become the property of the University without compensation to, or requirement of consent or act of COM and COM shall thereafter have no further rights thereto or interest therein.

This Lease shall be for an initial term of thirty-five (35) years and shall have two (2) options to extend for ten (10) years each. The Net Present Value of the lease to Morgan is estimated at \$9.8M over the term of the lease. (Note that some minor terms of the lease may still be subject to change).

**FISCAL IMPACT:** 

COM shall demolish the Montebello Complex and all related improvements and facilities on the Premises as a pre-condition to its construction of any new facilities at its own expense (estimated at \$5M). In addition, Tenant shall pay the Base Rent (as proposed but still under negotiation) for the Initial Term in the amount of \$425,000 annually, subject to an annual CPI escalator, beginning 12-months following the Commencement Date (the lease date). Total rent to be realized by Morgan over the 35-year initial term is estimated at \$20.1M after utilization of the

demo credit. Base Rent for the Extension Terms shall be determined by the then-current fair market value of the Premises.

PRESIDENT'S RECOMMENDATION:	The President recommends approval.		
COMMITTEE ACTION:	DATE:		
BOARD ACTION:	DATE:		

#### FAQ – Morgan State University Medical School

#### Is Morgan State opening a Medical School?

Technically no. However, the University has entered into a Collaborative Affiliation Agreement (CAA) in February 2020 with Medical Impact Company, LLC (dba Salud Education) which was created by its organizers for the purpose of creating and operating a private accredited college of osteopathic medicine (COM) at Morgan State University. There will also be a ground lease between Morgan and the Salud Education, LLC.

#### Is the Medical School a for profit school?

The Medical School will be a fully accredited non-profit medical school funded with private resources. The Medical School will be accredited by is the American Association of Colleges of Osteopathic Medicine (AACOM).

#### Will MSU own the Medical School?

No. The COM will be a private entity. Maryland law prohibits MSU from using public funds to support a private entity. The University and COM will maintain separate legal identities throughout both legal arrangements.

#### Will MSU provide any resources to support the Medical School?

No. The University will not use any public funds or Morgan funds to support the Medical School. The Medical school is total self-funded, and all resources required to build and operate the school are the full responsibility of the private entity, Salud, LLC.

#### Why is the Collaborative Affiliation Agreement (CAA) needed?

The Collaborative Affiliation Agreement (CAA) is entered into for the purpose of defining and establishing the relationship between the parties and to provide for the purchase and sale of University services to the COM.

#### What services under the CAA will be provided the COM?

MSU agrees to provide COM students with the specific services and use of facilities (Student Services) for an annual payment, in advance, of \$630 per COM student, subject to periodic review and adjustment. Student Services include access and use of: campus transit services; Student Services Center; Health Center; Intercollegiate Athletics; IT labs; guest use of the MSU campus wireless network; Chapel and Food Resource Center; MSU Emergency Notifications; Library services (as generally available); and entertainment, cultural and other University activities. Optional additional paid services include oncampus dining and parking at the standard on-going rate.

#### Why did MSU enter a Collaborative Affiliation Agreement with Salud?

The proximity of COM to MSU is expected to create opportunities for MSU faculty and students. The opportunity to collaborate with COM faculty, MSU faculty and students with respect to possible joint degree programs and joint research initiatives is invaluable. Theses education opportunities are a

valuable incentive for the establishment of the relationship. Since one of MSU's strategic plan goals is to ascend to Research 1 status, the collaborative agreement will aid and support this goal.

#### What are the possible collaborative academic degree programs between Morgan and the COM?

We have been discussing a 3+4 dual degree program where qualified Morgan students will be admitted to the COM during the  $3^{rd}$  year of study toward their degree at Morgan and start their medical school in their  $4^{th}$  year. Once they finish their  $1^{st}$  year at COM ( $4^{th}$  year at Morgan) and the requirements by Morgan, Morgan will award them the bachelor's degree in their area of study.

A one-year master's degree program preparing the students for admission to COM. The one-year program will primarily prepare the students to be successful in medical and other professional schools including COM.

Several dual DOM/MA (or MS) degrees: We also plan to explore establishment of dual degrees in the areas of business and public health with the COM.

#### Will there be collaborative research between Morgan and the COM?

Yes. Both entities plan to develop faculty-led research programs funded both internally and externally that will primarily benefit the population of the inner city of Baltimore and beyond.

#### Where will the COM be located?

The University proposes to lease ground space, known as the Montebello Complex, to the College of Medicine (COM) for the development and operation of an accredited college of osteopathic medicine. On the premises COM will own and operate the school, which will enhance and expand the teaching and research capabilities of the University for the benefit of its faculty, students and related entities.

#### What happens to the existing Montebello Complex?

COM, at its own expense, will demolish the existing building and construct a new facility for the development and operation of the COM. Other affiliated academic and research programs by COM including, parking, student services, and ancillary and related programs, business operations and services will also be on the site.

#### What happens to the COM facilities when the lease expires?

Upon the expiration or earlier termination of the Ground Lease, all improvements then existing upon the Premises shall revert to and become the property of the University without compensation to, or requirement of consent or act of COM, and COM shall thereafter have no further rights thereto or interest therein.

#### How long will COM lease the premises?

The Ground Lease is expected to be for an initial term of thirty-five (35) years and have two (2) options to extend for ten (10) years each.

#### How much will COM pay to lease the premises?

Rent for the initial term is proposed at \$425,000 annually, beginning 12-months following the lease date subject to an annual CPI escalator. Rent for the Extension Terms shall be determined by the then-current fair market value of the Premises. This rent amount will be partially offset by the cost of the demolition of Montebello facility.

#### What will be MSU involvement in the COM?

MSU will hold two positions on the COM Board of Trustees: one (1) for the University President or designee and one (1) for a member of the University's Board of Regents who will serve in a non-compensated ex-officio capacity. In addition, the University President may recommend appointments to the COM Advisory Board or COM Advisory Committee. Further, Academic Collaborations are expected to evolve over time.

#### Who will operate the COM?

The COM will be a private independent entity. COM currently has on staff a Founding Dean and a Founding CEO. The CEO will report to a governing Board.

#### What will be the name of the COM?

Maryland College of Osteopathic Medicine at Morgan State University (MDCOM).

#### Will the COM be accredited?

Yes. COM is presently in the process of seeking Applicant status, then Candidacy status, and then Preaccreditation from the Commission on Osteopathic College Accreditation of the American Osteopathic Association (COCA) or equivalent.

#### When will the COM open?

The COM's first cohort is expected to start in August 2024. If the facility is not ready, Morgan will provide classroom, laboratory and office space until the building is completed. A temporary rent agreement when be put in place to support this arrangement.

## **ITEMS FOR INFORMATION**

#### MORGAN STATE UNIVERSITY BOARD OF REGENTS

Finance and Facilities Committee August 1, 2022

#### FY 2022 FINANCIAL STATUS UPDATE

Fourth quarter ending June 30, 2022

#### **OVERVIEW**

Morgan State University continues to operate in an environment of uncertainty. From the pandemic to inflation (most recently reported at 9%) to recession concerns, there is ongoing pressure on the University's budget and its ability to operate within existing resources, and on the day-to-day University operations. The current economic challenges, uncertainty of the US economy, and the war in the Ukraine could critically impact the University's financial position. While the future may still hold considerable challenges, FY 2022 started off well with the University's final fall enrollment headcount reaching 8,469, an increase of 834 students or 10.9% as compared to FY 2021, resulting in the largest enrollment in the University's history; led by the largest freshman class in the University's history. Final spring enrollment was 7,651, an increase of 848 (12%) students over spring 2021, but a decrease of 818 (-10%) students from fall 2021. Despite the decline in spring enrollment, tuition revenue projections are expected to hold steady.

The record number of freshman and an increased out-of-state mix has created record demand for campus sponsored housing. While increased revenue is a welcome event given the prior year's relatively flat enrollment and revenue, the increased demand stressed both the teaching and housing infrastructures resulting in an increased need for additional faculty and new leased housing requirements to meet student demand, among other additional administrative costs. Strong enrollment numbers are expected to persist for the next fiscal year, as is the increased faculty infrastructure and need for additional off-campus housing leases. Inflation is expected to have an impact on the expense base for the next fiscal year (FY 2023). The FY 2023 budget and Governor's notification will be discussed in the operating budget section.

As relates to the actual results for FY 2022, it is important to note that that amount presented in this document are preliminary considering the university is still in the midst of closing out all fiscal activity through June 30, 2022. Historically, we have delayed presenting closing data until the university is further along in the closing process; however, in an effort to provide financial data to the Board of Regents in a timely manner, we are presenting these preliminary results.

As shown in Attachment I, the University realized \$323.2 million in operating revenues as of June 30, 2022. This represents 101.6 percent of the total university operating budget, which includes state support and self-supporting programs, including Restricted Funds and Auxiliary Enterprises. Operating expenses for the same period were \$309.4 million, representing 97.2 percent of the total university operating budget. While the University's cost containment program, implemented during the pandemic, although in a less restrictive and structured manner, continues to be instrumental in controlling costs, it is anticipated that the operating expenses will increase as the university continues in the fiscal year closing process. In particular,

we are expecting an additional cost accrual of approximately \$10.0 million relating to salary costs which are still being analyzed and yet to be posted. This, and other potential post-closing adjustments, are discussed further in the state support analysis.

In addition to the University's operating related activities, various Federal stimulus funding has been made available to the University to mitigate the effects of the COVID pandemic. The tables below show the available funding by program and utilization by fiscal year.

Covid Funding Provided by Act	Students	Institution	HBCU	Total
Cares Act	4,631,796	4,631,796	19,040,779	28,304,371
HEERF II	4,631,796	9,646,333	21,078,415	35,356,544
HEERF III	12,518,310	12,479,794	36,891,244	61,889,348
TOTAL	21,781,902	26,757,923	77,010,438	125,550,263
Covid Funding Recognized / Utilized	Students	Institution	HBCU	Total
FY20	4,200,918	556,554	7,945,351	12,702,823
FY21	4,700,267	12,966,813	39,832,525	57,499,604
FY22 (proforma)	12,880,718	13,234,556	29,232,562	55,347,836
	21,781,902	26,757,923	77,010,438	125,550,263

For FY22, approximately \$28.1 million of HEERF funds have been utilized through June 30, leaving a remaining balance of \$27.2 million. The Department of Education recently issued a notice of automatic extension of the HEERF funds through June 30, 2023, essentially extending the period for which the remaining HEERF funds can be utilized. Much of the remaining HEERF balance is earmarked for various critical safety and wellness infrastructure capital projects.

Funds from these federal stimulus programs (HEERF I, II and III) are used in accordance with federal guidelines. Spending priorities for these funds include student stimulus, lost revenue, safety and wellness infrastructure (HVAC, water, housing), financial aid for students, technology upgrades for hybrid learning and teleworking, and PPE and sanitation/disinfection costs.

#### STATE SUPPORT

Per Attachment I, the University realized \$205.8 million of revenues or 99.6 percent of the budget while the University expended \$192.2 million or 93.0 percent of the adjusted base operating budget. Revenues realized are essentially as budgeted/forecast, particularly with respect to Tuition and Fees and the State Appropriation. Referencing costs related to Instruction, it appears that costs have been underutilized by approximately \$14.2 million. The statements are \$10.0 million short due to salary earned but not paid. This accrual adjustment is currently being analyzed as part of the closing process which is normally expected to be completed by mid-August. Further, we noted that the university has several vacancies amounting to an additional \$5.0 million, several positions of which related to faculty. With the addition of new centers and related new positions, additional faculty hires to support enrollment growth and program

development, retirements and normal staff attrition, the university's vacancies at June 30 have grown to 91 positions with salary values in excess of \$5.0 million. Overutilization of Institutional Support budgeted costs is likely the result of COVID/HEERF related expenditures that have yet to be allocated to the restricted HEERF utilization accounts. An early estimate is approximately \$1.5 million of costs associated with various COVID related projects that may need to be transferred. Plant Operations and Maintenance have also overutilized budgeted costs; however, while not planned, this budget overage reflects non-COVID related projects incurred during the fiscal year. Otherwise, ongoing cost containment initiatives continue to slow the overall rate of spending, despite the increased operating costs associated with higher enrollment.

#### **SELF-SUPPORTED PROGRAMS**

Per Attachment I, self-supported revenues were \$117.4 million of revenues or 105.2 percent of the budget. While Auxiliary revenues look as though they will fall short of the budget for the year (owing mostly to a \$2.0 shortfall in budgeted/forecast housing revenue), research activity has grown by a preliminary \$9.0 million over the budget.

As outlined per Attachment I, the program expended \$117.3 million or 105.1 percent of the adjusted base operating budget. While Auxiliary expenditures are substantially in line with related revenues as presented, we note additional salary accruals may be required as part of the closing process; however, we are uncertain as to the need or potential impact at this time. Additional research expenditures of \$9.0 million are in line with the increased research activities and related revenues.

#### FY 2022 OPERATING RESULTS

FY22 increased enrollment, state appropriation, and grant activity all had a positive impact to revenue for the FY22 budget. With the current presentation of expenditures, the results reflect a \$13.8 million surplus.

Pre-Close (7/18) Actuals	Revenues	Expenditures	Net
STATE - SUPPORTED PROGRAMS:	205,808,718	192,152,172	13,656,546
SELF - SUPPORTED PROGRAMS: Auxiliary Research	55,386,044 62,004,449	55,240,319 62,004,449	145,725 -
TOTAL UNIVERSITY OPERATING	323,199,211	309,396,941	13,802,270

However, as noted in the narrative above, we anticipate this surplus to be substantially consumed by closing period adjustments, particularly as relates to personnel accruals and other closing adjustments. Overall, we expect to have an approximate \$3.0 surplus once all of the closing adjustments are finalized, owing primarily to vacancies (unfilled budgeted positions).

Nonetheless, we remain cautious and vigilant from a budget perspective given the pressures on the faculty, student and facilities infrastructures and the potential for unknown or hidden costs to occur.

#### **SUMMARY**

With an improved COVID-19 environment, improved higher education results are being realized. However, uncertainty of the economy continues to add pressure on the University's ability to operate within existing resources and to invest for the future. While the increase in enrollment has resulted in welcome additional resources, the university has also incurred additional costs resulting from the increased demand and challenges for instruction, and student and facilities infrastructures. Considerable financial uncertainty remains, both in the form of unexpected costs and potential future pressure on revenue. Inflation is approaching levels not seen in 40 plus years, which will add pressure on the University's cost base. While, the Federal Reserve has increased interest rates in an effort to tame inflation, the volatility in the financial markets, coupled with inflation will impact future expenses for the University. Additionally, the current supply chain bottlenecks will have a direct impact on our operating expenses in terms of higher cost for the good and services we pay for as well as their timely availability. Labor shortages are also putting pressure on the University's salary structure as the cost to hire new employees increases, resulting in salary compression for existing employees. All of these challenges are being taken into consideration for the current budget development process.

Therefore, ongoing efficient expenditure planning as well as new creative revenue models are a constant focus of the University with the uncertainty of the pandemics' long-term effects or length of time it may take to return to a stable, predictable environment and economy. It is anticipated that future revenue growth could be realized from the Morgan Completes You initiative which is kicking off in pilot form for spring 2022. Further COVID related funding in FY22 from the remaining American Recovery Plan Act (or HEERF III), will assist the University in maintaining a strong financial position as we hope to come out of the pandemic. **The need for more consistent and diverse revenue streams is paramount.** 

The University's financial outlook is bright, if we continue to manage costs, generate new revenue streams and price our educational services at a fair and competitive way. We are working towards several new higher education financial models and budgeting techniques for the future.

#### 2022 HBCU FINANCING

During the May 2022 Board meetings, the university obtained approval to submit a new application to the HBCU Capital Financing Program to borrow up to \$65.0 million. The application has subsequently been submitted and Morgan is in-line for possible financing later this calendar year (Oct/Nov) depending on market conditions. The issuance of any financing is of course subject to further Board approval. Nonetheless, we are monitoring market and economic conditions to assess if a financing would be favorable to the university.

Proceeds from this new financing would be allocated between various student housing renovations (approx. \$45.0 million) and other critical deferred maintenance projects at the university (approx. \$20.0 million).

#### FY 2024 PRELIMINARY OPERATING BUDGET

The FY 2024 budget target includes salary adjustments (including FY 2022 COLA and increment annualizations, FY 2023 COLA and increment annualizations and FY 2023 Annual Salary Review (ASR) adjustments) as well as statutory changes, removal of one-time or sunsetting mandates, and other changes implemented by the Office of Budget Analysis.

As a result, our General Fund target is \$133.7M and the HEIF target is \$3.9M (unchanged) for a combined target appropriation of \$137.5M (increase of 9%). Note that this does not include an expected distribution of \$24M related to the HBCU Settlement General Funds or C41 Funds as referred to at Morgan.

#### MORGAN STATE UNIVERSITY WORKING BUDGET VS. REVENUE REALIZED FISCAL YEAR 2022

Actual for the Period Ending June 30, 2022

	FUNDING SOURCE	ADJUSTED BASE OPERATING BUDGET	REVENUES	BALANCE	PERCENT REALIZED
STATE - SUPPORTED PROGRAMS:					
Tuition and Fees	State	80,275,000	79,905,106	369,894	99.5%
State Appropriations	State	117,029,000	117,029,000	-	100.0%
Grants and Contracts	State	4,321,000	5,553,928	(1,232,928)	128.5%
Other Sources	State	4,957,000	3,320,684	1,636,316	67.0%
TOTAL STATE - SUPPORTED PROGRAMS		206,582,000	205,808,718	773,282	99.6%
SELF - SUPPORTED PROGRAMS:					
Sales and Services - Auxiliary Enterprises	Auxiliary	58,580,000	55,386,044	3,193,956	94.5%
Federal Grants and Contracts	Restricted Funds / Grants	50,300,000	59,759,232	(9,459,232)	118.8%
State Grants and Contracts	Restricted Funds / Grants	900,000	648,440	251,560	72.0%
Private Grants and Contracts	Restricted Funds / Grants	1,800,000	1,596,778	203,222	88.7%
TOTAL SELF - SUPPORTED PROGRAM		111,580,000	117,390,493	(5,810,493)	105.2%
TOTAL UNIVERSITY OPERATING		318,162,000	323,199,211	(5,037,211)	101.6%
CARES III Funding (ARP)	Stimulus	55,347,000	28,113,371	27,233,629	50.8%
TOTAL STIMULUS FUNDING		55,347,000	28,113,371	27,233,629	50.8%
TOTAL UNIVERSITY + STIMULUS		373,509,000	351,312,583	22,196,417	94.1%

#### MORGAN STATE UNIVERSITY WORKING BUDGET VS. EXPENDITURE FISCAL YEAR 2022

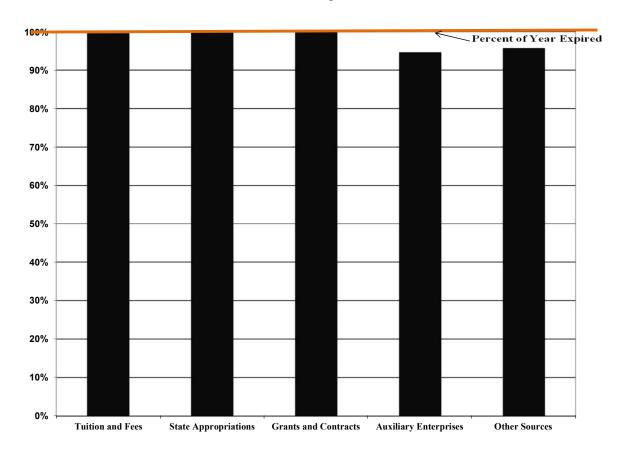
Actual for the Period Ending June 30, 2022

STATE - SUPPORTED PROGRAMS:	FUNDING SOURCE	ADJUSTED BASE OPERATING BUDGET	EXPENDITURES	BALANCE	PERCENT EXPENDED
Instruction	State	67,224,000	53,047,859	14,176,141	78.9%
Research	State	6,654,000	4,575,663	2,078,337	68.8%
Public Service	State	577,000	208,173	368,827	36.1%
Academic Support	State	27,602,000	26,015,399	1,586,601	94.3%
Student Services	State	9,711,000	8,471,724	1,239,276	87.2%
Institutional Support	State	49,199,000	51,993,655	(2,794,655)	105.7%
Plant Operations and Maintenance	State	23,961,000	25,606,944	(1,645,944)	106.9%
Scholarships and Fellowships	State	21,654,000	22,232,756	(578,756)	102.7%
TOTAL STATE - SUPPORTED PROGRAM		206,582,000	192,152,172	14,429,828	93.0%
SELF-SUPPORTED PROGRAMS:		-			
Auxiliary Enterprises	Auxiliary	58,580,000	55,240,319	3,339,681	94.3%
Research	Restricted Funds / Grants	35,000,000	46,817,468	(11,817,468)	133.8%
Restricted Scholarships and Fellowships	Restricted Funds / Grants	18,000,000	15,186,982	2,813,018	84.4%
TOTAL SELF-SUPPORTED PROGRAM		111,580,000	117,244,768	(5,664,768)	105.1%
TOTAL UNIVERSITY OPERATING		318,162,000	309,396,941	8,765,059	97.2%
CARES III Funding (ARP)	Stimulus	55,347,000	28,113,371	27,233,629	50.8%
TOTAL STIMULUS FUNDING		55,347,000	28,113,371	27,233,629	50.8%
TOTAL UNIVERSITY + STIMULUS		373,509,000	337,510,312	35,998,688	90.4%

#### WORKING BUDGET VS. REVENUE REALIZED

#### FISCAL YEAR 2022

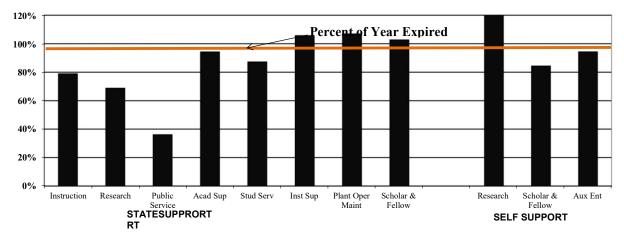
Actual for the Period Ending June 30, 2022



#### PERCENT OF BUDGET EXPENDED BY PROGRAM

FISCAL YEAR 2022

Actual for the Period June 30, 2022



## Morgan State University FY2022 Projected Operating Budget

FY22 Base Alloc

(Revised 3/22)

Combined State + Auxiliary

**Contractual Salaries** 

Communications

Travel

Net

	•	· · · · · ,		, , . ,	
Revenue Categories	Stat	te+AUX Total	St	ate+AUX Total	Comments
Tuition Regular Semester	\$	73,805,000	\$	72,069,818	Increased Fall enrollment
On-Line		520,000		1,018,560	Enrollment driven
Summer School		4,200,000		3,969,584	Enrollment driven
Winter MiniMester		900,000		484,595	Enrollment driven
Other Fees		850,000		1,202,970	Enrollment driven
Indirect Cost Recoveries		4,321,000		5,337,049	Dependent on grant activity
					Lower demand and increased expenses such as deferred
Morgan View		255,000			maintenance
Sales and Services		702,000		1,494,092	Enrollment and activity driven
Investment Income		1,000,000		582,226	
Facilities Fees		1,500,000		1,061,621	Enrollment driven
Health Center Fees		300,000		260,155	Enrollment driven
MFAC Fund		425,000		14,771	Event dependent
WEAA		350,000		398,933	
Access Orientation		425,000		885,343	Dependent on CASA enrollment
Aux Facility Fee		3,800,000		3,607,983	Enrollment driven
Morgan View Ground Lease		-			Lease income deferred
Parking Operation		1,050,000		1,001,355	Shuttle services allocation
Aux Parking Garage		120,000		780	Events and activity driven
Aux Administration		250,000		108,884	Events and activity driven
Dining Service		12,300,000		13,108,128	Increased Food Service Operations with incr enrollment
F&A Distribution		-		-	
B&N Bookstore		450,000		913,792	Enrollment and activity driven
Athletics		11,500,000		9,430,317	Enrollment and activity driven
Residence Life		25,200,000		23,136,224	Increased Housing Operations with incr enrollment
Student Center		3,875,000		4,064,190	Enrollment and activity driven
Student Center Ticketmaster		35,000		14,391	Events and activity driven
State Appropriations		117,029,000		117,029,000	DBM Budget Approp, COLA funding adjustment
Cares Act Funding					
	\$	265,162,000	\$	261,194,762	
Salaries and Wages	\$	138,669,000	\$	125,667,580	Contractuals Conversions, DBM COLA funding adjustment, faculty incentives

18,957,355

753,164

2,383,448

247,392,491

13,802,271

incentives

Additional adjunts, HICA

**EAB Financial Aid Optimization** 

Actual

(As of 7/18)

Utilities 7,040,000 8,673,557 Vehicles 500,000 647,162 **Contractual Services** 33,211,248 29,238,000 Supplies and Materials 2,989,000 2,074,256 Equipment 3,930,000 757,602 Financial Aid 25,110,000 25,659,347 **Fixed Charges** 6,621,000 5,408,225 Off Campus Rental 16,785,000 16,125,101 Land and Structures 6,600,000 5,657,314 **Bad Debt** 1,445,000 Other 1,417,131

25,803,000

1,212,000

3,442,000

269,384,000 \$

(4,222,000) \$

Note that actual amounts are pre-close as of 7/18/22.

#### MORGAN STATE UNIVERSITY BOARD OF REGENTS Finance and Facilities Committee August 1, 2022

#### **FY 2023 OPERATING BUDGET APPROPRIATION**

Initial Allocation

As noted during the May Board meeting, The University's base general fund operating budget has increased to \$151.5M in FY 2023 from \$117.01M in FY 2022 or by 29.0% to fund the following priorities:

BPW Restoration Request (from the FY 20-21 budget cuts)	\$3.0M
Center for Equitable Artificial Intelligence	3.1
Interdisciplinary Center on Urban Crime Reduction Safety	2.0
Enhancements	2.0
HBCU Funding (Fund 41)	15.1
Statewide Sub-Object. Adjustments	(0.2)
Analytics and Sports Gaming	1.5
Need-Based Financial Aid	1.6
FY23 Salary Adjustments (COLA, Increments)	6.5
Total	<u>\$34.6M</u>

Included in the above funding are the FY23 COLA and Salary Increments. These funds are currently in DBM's budget and will be appropriated to the University upon the passing of the budget bill.

The increase also includes a statewide adjustment of health insurance and retirement benefits. As such, this funding is not accessible to the University. Additionally, the HBCU funding is also included and is based on the HBCU settlement (Chapter 41) beginning in FY23.

The University will combine the discretionary funding with possible increases in tuition revenues and make it available to the campus community via the Budget Advisory Committee for funding prioritization and recommendation to the President for subsequent approval.

The preliminary FY23 budget allocation is attached. The above referenced appropriation adjustments are reflected in the FY23 GF Adj. Other allocation adjustments are being proposed to more align the FY23 budget with prior year actual or current year expected activity.

Overall, the state budget is balanced, with expected revenues equaling expected expenditures while the auxiliary budget is reflecting an expected \$800k surplus. Grant and research activity of an additional approximate \$60M plus is generally not reflected as revenues and expenditures are normally balanced.

Important to note, that while the state budget is preliminary balanced for the year, there are several additional budget needs that have yet to be funded. These include one-time allocation needs of \$10.5M and recurring allocation needs of \$31.1M reflected in the tables attached. We will be working to determine potential funding sources and possible reallocation of the budget to accommodate these additional requests as much as possible.

#### **Morgan State University** FY2022 Projected Operating Budget Combined State + Auxiliary

	FY22 Base Allo (Revised 3/22)	FY23 Bı Adjustn	-	F	Y23 GF Adj		3 Base Budget Allocation	
Revenue Categories	State+AUX Tota	l State+AU	X Total			Sta	te+AUX Total	Comments
Tuition Regular Semester	\$ 73,805,00	0 \$	-	\$	-	\$	73,805,000	Steady enrollment, no rate increase
On-Line	520,00	0	-		-		520,000	Enrollment driven
Summer School	4,200,00	0	-		-		4,200,000	Enrollment driven
Winter MiniMester	900,00	0	-		-		900,000	Enrollment driven
Other Fees	850,00	0	-		-		850,000	Enrollment driven
Indirect Cost Recoveries	4,321,00		579,000		-		5,000,000	Dependent on grant activity
	,- ,		,				-,,	Lower demand and increased expenses such as deferred
Morgan View	255,00	0 (2	255,000)		-		-	maintenance
Sales and Services	702,00	0 7	798,000		-		1,500,000	Enrollment and activity driven
Investment Income	1,000,00	0 (4	400,000)		-		600,000	Market related
Facilities Fees	1,500,00	0 (4	400,000)		-		1,100,000	Enrollment driven
Health Center Fees	300,00	•	(40,000)		-		260,000	Enrollment driven
MFAC Fund	425,00		125,000)		_		-	Event dependent
WEAA	350,00		50,000		_		400,000	
Access Orientation	425,00		475,000		_		900,000	Dependent on CASA enrollment
Aux Facility Fee	3,800,00		-		_		3,800,000	Enrollment driven
Morgan View Ground Lease	-		_		_		-	Lease income deferred
Parking Operation	1,050,00	n	_		_		1,050,000	Shuttle services allocation
Aux Parking Garage	120,00		120,000)		_		-	Events and activity driven
Aux Administration	250,00		-		_		250,000	Events and activity driven
Dining Service	12,300,00		700,000		_		14,000,000	Increased Food Service Operations with incr enrollment
B&N Bookstore	450,00		450,000				900,000	Enrollment and activity driven
Athletics	11,500,00		500,000				10,000,000	Enrollment and activity driven
Residence Life	25,200,00		200,000)				25,000,000	Increased Housing Operations with incr enrollment
Student Center		•	125,000		-			Enrollment and activity driven
	3,875,00		,		-		4,000,000	,
Student Center Ticketmaster	35,00		(20,000)		-		15,000	Events and activity driven
State Appropriations C41 - HBCU Settlement	117,029,00	U	-		19,498,000		136,527,000 15,113,000	DBM Budget Approp, COLA funding adjustment
C41 - HBCO Settlement	\$ 265,162,00	<u> </u>			15,113,000	Ś	300,690,000	
	7 203,102,00	•				Ţ	300,030,000	
Salaries and Wages	\$ 138,669,00	0 \$ 1,8	335,000	\$	6,543,000	\$	147,047,000	Contractuals Conversions, DBM COLA funding adjustment, faculty incentives
Contractual Salaries	25,803,00	0 (6,6	555,000)		-		19,148,000	converstions, sticter use of PT only
Communications	1,212,00	0 (2	287,000)		-		925,000	
Travel	3,442,00	0 (2	242,000)		-		3,200,000	
Utilities	7,040,00	0 2,0	065,000		-		9,105,000	
Vehicles	500,00	0 1	175,000		-		675,000	
Contractual Services	29,238,00	0 1,0	007,000		3,000,000		33,245,000	
Supplies and Materials	2,989,00	0 (7	759,000)		-		2,230,000	
Equipment	3,930,00	0 (1	165,000)		-		3,765,000	
Financial Aid	25,110,00	0 4,1	115,000		1,600,000		30,825,000	EAB Financial Aid Optimization
Fixed Charges	6,621,00	0 5	565,000		-		7,186,000	
Off Campus Rental	16,785,00	0 (3,7	785,000)		-		13,000,000	
Land and Structures	6,600,00		197,000)		2,000,000		6,403,000	
Bad Debt	1,445,00		-		-		1,445,000	
Other	, -,		208,000		(208,000)	)	-	
New Centers	-		-		6,563,000		6,563,000	
C41 - HBCU Settlement	-		-		15,113,000		15,113,000	
	\$ 269,384,00	0			-,,-30	\$	299,875,000	
Net	\$ (4,222,00					\$	815,000	

### **Morgan State University**

## Fiscal Year 2023 Operating Budget Projected One-Time and Recurring Allocation

One-Time Additional Allocation	Amount
Energy Services/MCEC	1,000,000
Bridge Repairs	3,500,000
Summer facilities repairs	6,000,000
Sub-Total	\$ 10,500,000
Recurring Additional Allocation	 Amount
EMASS additional requests	1,250,000
IT Addition budget requests	5,800,000
DRED Additional budget requests	20,000,000
Student Affairs Additional budget requests	485,000
F&A reorg (HR, Procurement & Bursar)	2,000,000
Energy Services/MCEC	1,100,000
OSHE	500,000
Sub-Total	\$ 31,135,000
Grand-Total	\$ 41,635,000

#### MORGAN STATE UNIVERSITY BOARD OF REGENTS

#### Finance and Facilities Committee August 1, 2022

#### FY 2024 CAPITAL BUDGET REQUEST UPDATE

At the last meeting of the Board of Regents held May 3, 2022, the proposed FY 2024-2028 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 (DBM) 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. The five-year request increased from \$518.8 million to \$692.6 million and the FY 2024 request increased from \$126 million to \$145.2 million (see Attachment VI).

## FY 2024 Request (\$ in millions)

	Initial	Current		
Project	Approval	Request	Difference	Reason for Change
New HHS, Phase II	\$63.4	\$66.7	\$3.3	More refined cost estimate
New Science Center, Phase I	\$10.2	\$11.9	\$1.7	More refined cost estimate and discussions during A/E selection process relative to disposal of fuel
New Science Center, Phase II	\$25.6	\$33.0	\$7.5	More refined cost estimate, need for additional site and utility work determined during A/E negotiations
Campus Expansion: Lake Clifton (Demolition & Value House Stabilization)	\$8.3	\$9.3	\$1.0	More refined cost estimate
Carter-Grant-Wilson Renovation	\$5.0	\$2.0	(\$3.0)	More refined cost estimate based on more realistic schedule
PEARL Oyster Lab	\$2.0	\$6.8	\$4.8	Discussions with PEARL to understand scope of work allowed us to develop a more realistic estimate
Concrete Lab	\$3.0	\$6.8	\$3.8	Discussion with the researchers to understand the scope of work allowed us to develop a more realistic cost estimate
Campus-wide Electric Upgrades	\$7.0	\$7.4	\$0.4	More refined cost estimate
Jenkins Demolition	\$1.5	\$1.3	(\$0.2)	More refined cost estimate

After adjustments were made, the finalized submission for FY 2024 is provided below.

Ongoing/Funded	Phase	Request	<b>Funding to Date</b>	<b>Total Cost</b>
New HHS, Phase II	C, E	\$66.7	\$108.9	\$175.5
New Science Center, Phase I	P, C	\$11.9	\$4.1	\$16.0
New Science Center, Phase II	P, C	\$33.0	\$7.0	\$249.7
Lake Clifton Demo	P, C	\$9.3	\$5.0	\$18.5
Carter-Grant-Wilson Renovation	P	\$2.0	\$1.2	\$38.3
PEARL Oyster Lab	P, C, E	\$6.8	\$0.5	\$7.3
Sub-Tota	ıl	\$129.7	\$126.7	\$505.3
New				
CBEIS Concrete Lab	P, C, E	\$6.8	-0-	\$9.7
Campus-wide Electric Upgrades	P	\$7.4	-0-	\$80.7
Jenkins Demolition	P	\$1.3	-0-	\$15.1
Sub-Tota	ıl	\$15.5	-0-	\$105.5
Tota	ıl	\$145.2	\$126.7	\$610.8

*Key:* C – Construction, D – Design, E – Equipment, P – Planning

#### New Health & Human Services, Phase II

This request provides the final phase of construction and equipment funding for the new Health and Human Services (HHS) Building, which will house the School of Community Health and Policy including Public Health, Nutrition Sciences, Nursing, Pre-Professional Physical Therapy and Health Education; the School of Social Work; the Department of Family and Consumer Sciences; and Medical Technology. The University Counseling Center will also be housed in this facility. The academic programs to be located in the new HHS are located in Jenkins, which is to be demolished, off-campus in the Portage Avenue Facility, which is inadequate and unsafe, and the Science Complex. These locations offer limited or substandard teaching, research and clinical space for the preparation of our students. The Counseling Center until recently was located in Carter-Grant-Wilson, an outdated building that lacks sufficient and appropriate space to properly service our students and is currently surged in Holmes Hall. 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 which was demolished. Construction funding in the amount of \$51,028,000 was pre-authorized for FY 2024.

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

This request provides additional design and construction funding for the demolition of the Washington Service Center (WSC) to make way for the new Science Center. The WSC was constructed in 1980 as a warehouse and until recently provided administrative office space for the Police, Physical Plant, and Procurement and Property Control departments. Its companion building, the Washington Service Center Annex, was built in 1952 and renovated in 1980 during the construction of the Service Center. The Annex building provides a shop, vehicle, and equipment repair spaces. Also, two (2) portable buildings were added in 1999 to support the Physical Plant functions with shop supervisory office space. The Service Center was constructed 42 years ago and never renovated. The Annex was built 70 years ago when the University was much smaller physically and functionally. Consequently, the facilities are in poor condition. Additionally, there is insufficient space to accommodate the needs of these departments adequately; therefore, functions are fragmented across campus. Procurement and portions of Police

and Public Safety are currently in surge space. With the exception of Police and Public Safety, long-term plans are to consolidate these functions in a proposed new facility on the South Campus. Police and Public Safety will be housed in a facility currently under construction on the West Campus. This project also includes the relocation of fuel tanks that are located on the site. The WSC site will be used to house the proposed new Science Building. The location of this building along Cold Spring Lane across from the Dixon Science Research Center, at the campus' front door from the east, makes this an ideal location for the construction of a new Natural Sciences Building.

#### New Science Center, Phase II

This request provides for the second phase of design and the first phase of construction for the new Science Building to house the biology and chemistry departments and the Dean's Office on the site of the existing Washington Service Center. The existing Science Complex is comprised of four buildings: Carnegie, Calloway, Spencer, and Key Halls. The oldest of these buildings (Carnegie Hall) was constructed in 1919 and the newest (Key Hall) in 1964. Spencer Hall was renovated in 1989 and the three other buildings were last renovated in 1992. The renovations were poorly done and created substandard spaces that do not meet modern-day building codes. The mechanical, electrical, and plumbing systems in the buildings are obsolete and need to be replaced. Additionally, there is insufficient space in the Science Complex to appropriately serve the sciences because of growth in the science disciplines, and the configuration of the building does not lend itself to the type of instructional and research spaces required to support the sciences.

## <u>Campus Expansion, Multipurpose Complex at Lake Clifton, Phase I (Demolition of Lake Clifton/Valve House Stabilization)</u>

This request provides additional construction funds for the demolition of Lake Clifton High School and the stabilization of the historic Valve House. Constructed in 1971, the school is now closed and was declared surplus at the end of December 2019. Landlocked with limited opportunities for expansion, the acquisition of this property provides a unique and rare development opportunity for the University. The University intends to demolish the facility and redevelop the site to meet University needs, including the construction of a multi-purpose complex. The property, located approximately two miles from the campus, is approximately 59 acres.

#### Carter-Grant-Wilson (CGW) Renovation

This request provides the second phase of design funding for the renovation of CGW for the Graduate School and International Affairs, both of which were located in facilities that are to be demolished and are now in surge space. Located at the intersection of Cold Spring Lane and Hillen Road, CGW is currently closed for health and safety reasons. Until recently, the building housed Human Resources, the Counseling Center, Internal Audit and the Division of Information Technology. Human Resources and Information Technology are now located in Tyler Hall. Both the Counseling Center and Internal Audit are in temporary space. The Counseling Center will be located in the New Health and Human Services Building, and Internal Audit will remain in temporary space until a permanent location is identified. The Graduate School was located in McKeldin but is currently in surge space due to environmental concerns.

#### Patuxent Environmental and Aquatic Research Laboratory (PEARL) Center

This request provides funds to design, construct and equip infrastructure improvements to the PEARL oyster laboratory. Planned improvements include expansion of the hatchery, upgrades to

the seawater system, and purchase of a vessel. The Legislature pre-authorized \$2,000,000 in construction funding for FY 2024.

#### Center for the Built Environment & Infrastructure Studies (CBEIS) Concrete Lab

This request provides funds for the construction of a new high performance concrete lab to provide research for ongoing transportation needs that will assist in the development of sustainable concrete materials and methods. The project will renovate existing laboratories in the CBEIS building and construct a structure adjacent to CBEIS to serve as a state-of-the-art concrete laboratory. This project is part of the Maryland initiative for sustainable infrastructure development. The Legislature pre-authorized \$3,000,000 in construction funding for FY 2024 for this project.

#### **Campus-Wide Electric Upgrades**

This request provides for the construction of an electrical substation for the campus. We recently learned that the electrical supply is not sufficient to support any future construction beyond completion of the Health and Human Services Building. Supplied by the existing Baltimore Gas and Electric (BGE) Montebello substation, it will be replaced with a substation dedicated to Morgan that will be fed from Clifton Park. The electric upgrade will provide us with a dedicated substation, which along with the Cold Spring substation, will be sufficient to support existing and future construction and the required redundancy for the entire campus.

#### **Jenkins Demolition**

This request would provide for the demolition of the old Jenkins Behavioral and Social Sciences building. Jenkins was constructed in 1974, is 89,400 GSF, and has not had any significant renewal since its original construction. The interior and exterior of the building are in poor condition, including building systems that are unreliable and frequently cause system failures resulting in service disruptions. The building's instructional spaces are insufficient and functionally inadequate. In fall 2017, a new replacement facility to house the behavioral and social sciences programs was constructed on the West Campus, and many of the functions that were formerly housed in Jenkins were relocated to the new facility. The project includes demolition of the old Jenkins building, removal of debris, and site work to create an open green space serving as a visual entryway to the Academic Quad. The new Health and Human Services Building (to be constructed on the site of Turner's Armory) will relocate the remaining occupants of the old Jenkins building.

#### **Out-year Projects**

In the out-years, we are requesting funds for the initiation of the following new projects:

Dixon Renovation/Expansion (Physics)	2026	\$113,776,000
Campus Renovations	2026	\$500,000,000
Multi-Purpose Complex at Lake Clifton	2027	\$262,316,000
McKeldin Demo/Welcome Bridge	2027	\$ 19,168,000
Engineering	2028	\$173,837,000
Physical Plant Building	2028	\$127,844,000
Total		\$1,196,941,000

#### **Requested Action**

It is recommended that the Capital Budget Request submission, as approved at the May 3, 2022 meeting, be amended as summarized per Attachment VI. The amount for FY 2024 is \$145.2 million and the five-year request totals \$\$692.6 million.

#### Morgan State University Capital Project Request FY 2024 -2028

		Prior		2023		2024		2025		2026		2027		Total 5-Year	Total
Proje	ct	Authorization		FY 2024		FY 2025		FY 2026		FY 2027		FY 2028		Request	Project Cost
001	New Health & Human Services Building, Phase II	\$108,877,000	P,C,E	\$66,667,000	C,E									\$66,667,000	\$175,544,000
002	Deferred Maintenance & Site Improvements	\$62,000,000	P,C	\$0	P,C	\$5,000,000	P,C	\$5,000,000	P,C	\$10,000,000	P,C	\$10,000,000	P,C	\$30,000,000	\$92,000,000
003a	New Science Center Phase I	\$4,111,000	P,C	\$11,894,000	P,C									\$11,894,000	\$16,005,000
003b	New Science Center Phase II	\$7,040,000	Р	\$33,064,000	P,C	\$98,651,000	С	\$96,987,000	C,E	\$13,984,000	C,E			\$242,686,000	\$249,726,000
004a	Campus Expansion Phase I - Lake Clifton H.S. Demoliton	\$5,000,000	P,C	\$9,275,000	P,C	\$4,208,000	С							\$13,483,000	\$18,483,000
004b	Campus Expansion Phase II - Multi-purpose Complex at Lake Clifton									\$12,000,000	Р	\$13,848,000	Р	\$25,848,000	\$262,316,000
005	Carter Grant Wilson Renovation	\$1,196,000	Р	\$2,020,000	Р	\$20,559,000	C,E	\$14,546,000	C,E					\$37,125,000	\$38,321,000
006	Pearl Oyster Lab	\$500,000	Р	\$6,797,000	P,C,E									\$6,797,000	\$7,297,000
007	CBEIS Concrete Lab			\$6,800,000	P,C,E	\$2,936,000	C,E							\$9,736,000	\$9,736,000
008	Campus Wide Electric Upgrades			\$7,374,000	Р	\$40,840,000	С	\$32,526,000	С					\$80,740,000	\$80,740,000
009	Jenkins Demolition			\$1,352,000	Р	\$6,130,000	С	\$7,628,000	С					\$15,110,000	\$15,110,000
010	Dixon Research Center Renovation/Expansion							\$8,489,000	Р	\$22,500,000	P,C	\$41,000,000	C,E	\$71,989,000	\$113,776,100
011	Campus Renovations Campus Renovation - Holmes Hall Exterior							\$3,000,000 \$816,000	P P	\$25,000,000 \$7,930,000	P,C C	\$25,000,000	P,C	\$53,000,000	\$500,000,000
012	McKeldin Demo/Welcome Bridge									\$1,651,000	Р	\$9,900,000	С	\$11,551,000	\$19,168,000
013	Physical Plant Building											\$6,000,000	Р	\$6,000,000	\$127,844,000
014	Engineering New Electrical/Cyber											\$10,000,000	Р	\$10,000,000	\$173,837,000
		\$188,724,000		\$145,243,000		\$178,324,000		\$168,992,000		\$93,065,000		\$115,748,000		\$692,626,000	\$1,899,903,100

# Audit & Institutional Assessment



#### Audit and Institutional Assessment Committee Meeting Richardson Library Boardroom Tuesday, August 2, 2022 8:30 a.m.

#### **Agenda**

#### **OPEN SESSION**

• Chairman's Opening Remarks Regent Larry Ellis • President's Remarks Dr. David Wilson, President • Audit Committee Minutes of May 3, 2022 Regent Larry Ellis • Approval of Policy on Enterprise Risk Management (ERM) Dr. David Wilson, et al • Fiscal Year 2023 Audit Plan Mr. Abraham Mauer, Director Internal Audit & Management • Vote to go into Closed Session Regent Larry Ellis **CLOSED SESSION** • Preliminary Findings from the Office of Legislative Audits Dr. David Wilson • Office of Internal Audit's Update – FY 2022 Review Mr. Abraham Mauer Closing Remarks Regent Larry Ellis



#### **BOARD OF REGENTS**

Audit & Institutional Assessment Committee Meeting
Tuesday, May 3, 2022
8:30 a.m.
Virtual

#### **Public Session Minutes**

#### **BOARD MEMBERS**

Present: Regent Larry Ellis, Committee Chair; Regent Shirley Malcom; Regent Wayne Resnick;

Regent Carl Turnipseed

Absent: Regent Tracey Parker-Warren, Vice Chair

#### STAFF MEMBERS

Present: Dr. David Wilson, Mr. Sidney Evans, Mr. Thomas Faulk, Mrs. Deborah Flavin, Ms. Julie

Goodwin, Mrs. Kassandra Grogan, Ms. Sherita Harrison, Mr. David LaChina, Mr. Abraham

Mauer, Mr. Paco Rosas-Moreno, Mr. Alan Small, Dr. Don-Terry Veal

Committee Chair Ellis called the meeting to order at 8:33 a.m. He welcomed all in attendance. He stated that a draft of the Enterprise Risk Management (ERM) Policy was sent as a read ahead. It is a document that lends itself to best practices in business and government organizations. It will be a shift from our current manner of assessing and managing risk to the University. He noted that Regent Turnipseed provided some great feedback. As Committee Chair, he fully supports this policy and noted that, if executed properly, it should be done sooner than later. He then yielded the floor to Dr. Wilson to layout his concept for implementing an enterprise risk management process and a proposed path forward.

Dr. Wilson thanked Chairman Ellis for his opening comments. He commented that the Chairman has captured the essence of what we have put before the Audit Committee for discussion to give us good feedback as to whether we should proceed in this direction, and to make sure that the Committee and eventually the full board understand what we are attempting to do with the ERM Policy first and then the program.

#### Draft Policy on Enterprise Risk Management and Enterprise Risk Assessment Grid

Dr. Wilson stated that the proposed ERM Policy is designed to provide the Audit Committee and the Board with a comprehensive approach to risk. He also put together a grid to get the Committee thinking about what this would look like, starting with big categories like risk (e.g., financial risk, brand risk, reputational risk, etc.) and bringing those back to the Audit Committee to reach some consensus around the broad categories (six to eight). We would then have to establish a framework and a process to identify those risks to include a real robust discussion as to who owns the risk, the likelihood of that risk occurring (high, medium, or low) as well as clarity on risk tolerance. He commented that the University would benefit significantly if we moved to a very thoughtful ERM Policy, which would immediately be followed by procedures to implement the policy.

Mr. Mauer commented that Internal Audit fully supports the proposed policy. It is the first line of defense for management. When management is stronger and is approaching risk and risk mitigation in a structured process and procedural way, it makes the whole institution stronger. He noted that Internal Audit's role could also shift in terms of the evolving role of the Audit Department. For instance, instead of Internal Audit doing a traditional operational audit, it may want to shift and start looking at the ERM process to independently verify management in terms of how they are reporting on the ERM process. Enterprise risk management is not only about managing risk, but also utilizing your strategic plan.

Mr. Evans echoed concurrence with the statements made by Dr. Wilson and Mr. Mauer. He commented that he is very excited about the opportunity for the University to embrace enterprise risk management. He noted that Dr. Wilson touched on things like the different types of risk. Risk tolerance is something the institution has to define in terms of the likelihood of risks occurring and the severity of risk attributes (low, medium or high). All of this will make us a more efficient and effective institution. Given our new strategic plan and the positive trajectory of the direction of the University, ERM will complement everything that we are doing.

Regent Malcom commented that she is totally supportive of this process. It would be very useful if this were presented in a way that could begin to sort through high priorities, for example, using a heat map so that we can begin to assess the priority and the level of risk that might be associated with it. The thing that kind of pervades this is that across almost all of these, even though it is not really noted except on some of them, is in fact, a reputational risk that is going to be across the board, whether it is about finances or whether it is about anything else. Beginning this process, assigning a level of priority to it, and identifying who is responsible for taking the lead (likely to be multiple ownership) are all very important areas. She noted that it should be kept at a high enough level so we can begin to set some priorities about where we need to focus.

Regent Turnipseed encouraged the administration to really think long and hard about new and emerging risk. He commented that we should continue to have open conversations like we are having here around new and emerging risks, adding that the Board of Regents should be tapped for their thinking and input.

Regent Resnick asked if we would be looking at best practices from other universities or organizations to get some ideas and to make sure we cover what we think is important in those areas. Regent Ellis expressed concurrence, adding that we have already done a little work in this area. Dr. Wilson responded that Ms. Grant, Special Assistant to the President, was tasked with looking at similar policies around the nation.

Ms. Grant stated that she reviewed the risk management policy for a number of schools as well as companies in drafting and developing the proposed policy. For the most part, the framework of this policy came from variations of the various schools.

Regent Resnick asked whether similar policies would be shared with the Committee. Dr. Wilson responded affirmatively, adding that he will send the Audit Committee a list of links to ERM policies in existence at other institutions.

Ms. Goodwin stated that all the comments made thus far are right on target in terms of the importance of an enterprise risk management program. She noted that the legal team has provided extensive information, critique, suggestions, and advice in this area, and believes the draft policy is one that is, generally speaking, very good. The legal team has shared, however, the importance of a couple of concepts that were captured by the University System of Maryland policy and many other policies as well. One is the fiduciary responsibility of the Board, and the second is the accountability measures associated with the various responsibilities to given units or administrators within the University and this policy. This draft contains some of those concepts and the legal team has recommended that they be reinforced a little more. It was noted that Morgan has had a risk management program for at least 30 years. The newer concept of enterprise risk management certainly does have a more holistic approach. She stated that it is important to highlight the fact that Morgan has had an extensive risk management program for many decades because there are elements of an enterprise risk management program that are equally present in a risk management program. The emphasis is a bit different in an enterprise risk management program. It adopts a more holistic approach, which is a good approach and very important. The legal team merely stressed that Morgan incorporate all of the existing risk management processes that are currently in place and make sure that they are not treated as if they do not exist.

Ms. Goodwin also shared another issue raised, which is that individual risks that are managed and elements of the program that are being identified do not create greater or more risk. It was suggested that these areas be strengthened a bit because without accountability, and without understanding that all of this flows from the fiduciary responsibility of the Board, the policy will not have any real impact.

Dr. Wilson expressed his appreciation to the legal team for their thorough review. He noted that there is one point of disagreement, which pertains to aspects of the presidential evaluation in the proposed policy. He stated that he would not advise Morgan to include such language in a policy, adding that the Board assesses the President in a wide variety of ways.

Ms. Goodwin clarified the position of legal counsel in terms of the accountability issue. The legal team provided the provision (language) that was contained in the University System of Maryland policy. It was not a recommendation. She noted that the legal team also did a survey of policies and procedures in this area. All of them are concerned with the fiduciary responsibility and the accountability piece, and they handle it in a variety of ways. There is more than one approach to the accountability issue. The legal team welcomes whatever approach is effective and that the Board is in agreement with.

Dr. Wilson proposed a way forward. The administration will finish the consultation with legal and send an updated draft to the Audit Committee. The Audit Committee could give us feedback on this next draft electronically. We could take that feedback and incorporate it into the proposed policy and get another legal review, and then we would be in a position to bring that back to the Audit Committee for action no later than the August Board meeting.

Regent Ellis stated that the administration will continue to work on this and suggested the possibility of adding this item on the retreat agenda for discussion to get the collective wisdom of the full board in terms of what should be included in the final draft.

#### **Minutes**

Regent Ellis opened the floor for a motion to adopt the minutes from the February 1, 2022 Audit Committee meeting. It was MOVED by Regent Turnipseed and SECONDED by Regent Resnick. The MOTION CARRIED unanimously.

#### **Cybersecurity Governance Committee Formation**

Dr. Wilson stated that formation of the committee is still in progress. He noted that he should be able to provide an update at the Board Retreat.

Mr. Rosas-Moreno commented that he appreciates the support from the Board and the administration as we continue to move forward in the right direction to make sure that we are assessing our risk and that it is in line with the University's mission. He added that IT is partnering with Finance and Internal Audit and looks forward to the continued collective efforts to address those risks that face the University.

Regent Turnipseed asked about penetration testing. Mr. Rosas-Moreno responded that we are currently developing an internal penetration testing schedule and schema. We are also looking to bring in an additional third party to perform penetration testing for us.

Regent Ellis stated that the Audit Committee would convene in Closed Session to receive an update from the Office of Internal Audit, which is specifically exempt from public consideration under § 3-305(b)(7) of the Open Meetings Act. 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 Turnipseed and SECONDED by Regent Resnick to enter into CLOSED SESSION.

The Committee moved into Closed Session at 9:37 a.m.

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

Date: Tuesday, May 3, 2022	Time: 8:30 a.m.	Location: Richardson Library Boardroom
Motion to close meeting made by:	Regent Turnipseed	
Seconded by: Regent Resnick		
Members voting in favor: All Rege	nts in attendance	
Opposed:		
Abstaining:		
Absent: Regent Parker-Warren		
THE STATUTORY AUTHORITY 1	TO CLOSE THIS MEETIN	G CAN BE FOUND AT ( <u>check all</u>
General Provisions Article, § 3-3	05 (b)(7):	
(1) (i) To discuss the appointment compensation, removal, resignation	ent, employment, assignment, or performance evalua	ent, promotion, discipline, demotion, ation of appointees, employees, or y other personnel matter that affects
(1) (i) To discuss the appointment compensation, removal, resignation officials over whom this public body one or more specific individuals;	ent, employment, assignment, or performance evaluary has jurisdiction; or (ii) any	ation of appointees, employees, or
(1) (i) To discuss the appointment compensation, removal, resignation officials over whom this public body one or more specific individuals; (2) To protect the privacy of public business;	ent, employment, assignment, or performance evalually has jurisdiction; or (ii) any	ation of appointees, employees, or y other personnel matter that affects
(1) (i) To discuss the appointme compensation, removal, resignation officials over whom this public body one or more specific individuals; (2) To protect the privacy of public business; (3) To consider the acquisition related thereto;	ent, employment, assignment, or performance evaluated by has jurisdiction; or (ii) any reputation of individuals on of real property for a perconcerns the proposal for a	ation of appointees, employees, or y other personnel matter that affects concerning a matter not related to

(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:

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

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

#### **BOARD OF REGENTS**

#### MORGAN STATE UNIVERSTY

#### **SUMMARY OF ITEM FOR ACTION**

TOPIC:	Policy on Enterprise Risk Management
COMMITTEE:	Audit and Institutional Assessment
DATE OF MEETING:	August 2, 2022
BRIEF EXPLANATION:	Enterprise Risk Management (ERM) is a comprehensive view of risk. Morgan State University recognizes it is subject to a number of risks, including strategic, financial, compliance, hazard and reputational risks, and is committed to implementing and utilizing an ERM Program for identifying, assessing, monitoring, mitigating and managing risks and opportunities to effectuate the achievement of the University's goals and objectives. The ERM Program should be a formal and continuous process involving all programmatic and functional areas of the University. The goal is to foster a culture of risk awareness that provides leaders the risk information they need to make the right decisions.
FISCAL IMPACT:	The salary to hire a Director of the ERM Program.
PRESIDENT'S RECOMMENDATION:	The President recommends approval of the Enterprise Risk Management Policy.
COMMITTEE ACTION:	DATE:
BOARD ACTION:	DATE

#### 2nterprise Enterprise Risk Management Policy (DRAFT)

#### SUMMARY

Enterprise Risk Management (ERM) is a comprehensive view of risk. Morgan State University recognizes it is subject to a number of risks, including: strategic, financial, operational, compliance, hazard, and reputational risks, and is committed to implementing and utilizing an (ERM) Program for identifying, assessing, monitoring, mitigating and managing risks and opportunities to effectuate the achievement of the University's goals and objectives. The ERM Program should be a formal and continuous process involving all programmatic and functional areas of the University. The goal is to foster a culture of risk awareness that provides leaders the risk information they need to make the right decisions.

#### I. PURPOSE

This policy is expected to formalize a process by which the University will maintain a systematic organization-wide approach for proactively identifying, assessing, and managing risks and opportunities that affect the University's ability to meet its strategic, operational, reputational and financial goals and objectives; preserve its reputation for excellence; and provide a safe environment for the University community. To meet these objectives, the University will develop and maintain an ERM Program that is intended to incorporate risk management principles at all levels of the University.

#### II. REQUIREMENTS

The ERM Program will leverage and enhance the University's existing programs of internal control and compliance. These programs are designed to help ensure that the University has a system of accountability for and oversight of its operations, assist the University in achieving its goals and objectives, and facilitate ethical behavior, integrity of operations, and compliance with applicable laws, regulations, and policies. The function of an ERM Program is to (1) educate all campus constituencies regarding the scope of risks, (2) establish a framework and process to identify the risks, and (3) identify who "owns" each risk, and (4) assess the likelihood of occurrence and potential impact to the institution's strategic interests and goals. It will also provide a framework for assessing the Board of Regents' risk tolerance and assure that the ERP Program effectively prioritizes, implements, and monitors risk mitigation strategies consistent with the Board's requirements.

Furthermore, the ERM Program supports the University's efforts to fulfill its mission, promote performance leading to the effective accomplishment of University goals and objectives, safeguard assets, provide for the accuracy and reliability of financial and other key data, promote operational efficiency and effectiveness, and ensure adherence to applicable laws, regulations, policies and procedures. The ERM Program will elevate risk awareness by developing a

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strategic focus on risk management through education, monitoring and enforcement of fulfilling the goals of the ERM Program.

#### Design

Elements of the University's ERM Program shall:

- Assess the effectiveness of existing internal controls and compliance programs and structures at the University.
- Establish an Enterprise Risk Management Committee.
- · Establish and fill a Director of Risk Management position.
- Monitor internal and external audit reports and findings and consider the inclusion of risk
  management initiatives to address and mitigate repeat findings.
- Identify and establish risk management initiatives designed to assess the University's
  risks and opportunities using a framework that may include, but not be limited to, control
  environment, risk assessment, control activities, education, training, information and
  communication, and monitoring activities.
- Identifying and developing a strategic risk management profile and plans to manage
- strategic and enterprise level risks.
- ☐ Information and communicatetion, when appropriate, on risk management activities,
- including the sharing of best practices to help mitigate risks.
- Train appropriate campus constituencies regarding risk management issues and concerns.
- Provide periodic reports regarding ERM milestones and activities to the President and the Board of Regents, the frequency of which shall be set by the Board of Regents.

#### III. RESPONSIBILITIES

- The Board of Regents is responsible for establishing an Enterprise Risk Management Policy which provides is designed to strengthen the University's management of risk through the proactive process of identifying, assessing, evaluating, mitigating and monitoring risks in all University operations and activities. The Board of Regents shall implement a system by which the President is held accountable for the effective implementation of this Policy and the Enterprise Rick Management program, risk management oversight and appetite. It is the Board of Regents expectation that an appropriate culture of risk-awareness exists throughout the University.
- In order to support the Board, the President shall be responsible for assuring the Board is kept informed of the Office of Enterprise Risk Management (ERM's) regular and repeatable processes designed to manage institutional risks pursuant to this Policy.
- The ERM Committee is comprised of the Provost, Executive Vice President for Finance
  and Administration, Vice President for Information Systems and Technology, Vice
  President for Enrollment Management and Student Success, Vice President for Research
  and Economic Development, Vice President for Institutional Advancement, Vice
  President for Government Relations, Vice President for Student Affairs, Vice President

for Athletics and Intramural Sports, Director of Internal Audit\* and General Counsel\*, or their designees. The ERM Committee meets as needed (but no less than semi-annually) and is charged with guiding the advancement of Enterprise Risk Management at the University in accordance with the purpose of this Policy. \*Internal Audit and General Counsel shall serve in advisory capacities and consultants to the University administration in the development and implementation of the Enterprise Risk Management program and for the purpose of assisting the Board of Regents in its fiduciary role for risk management.

• The Director of ERM provides university-wide leadership to identify and manage possible strategic, financial, operational, compliance, hazard or reputational risk. The ERM Director develops the University's ERM Program for the University, applying best practices, the standards mentioned above and other guidance applicable to public higher education. In order to foster a risk management culture, the ERM Director is available for consultation and discussion relative to issues of institutional risk as well as forwarding those issues to appropriate leadership.

The ERM Director chairs the University Enterprise Risk Management Committee and works with committee member to identify items for meeting inclusion. The Director works with the ERM Committee to collaborate on a holistic approach to evaluate university risks and select optimal risk treatments.

#### IV. REPORTING REQUIREMENTS

The President shall communicate to the Chair of the Board of Regents and the Audit Committee that an institutional enterprise risk management process is in place.

As part of the presidential performance review process, the Presidential Performance Review Committee shall include in their review, an assessment and treatment of the 3-5 risks identified to be the most significant concerns to institutional leadership in terms of setting strategic goals and planning.

The President shall notify the Board by July 31st annually that a review or update of the University's risk assessment and management plan has been performed and is to provide a listing of significant events that have occurred in the prior calendar year that was contemplated and planned for the University's risk management process.

Pursuant to the President's leadership, the Director of Risk Management, responsible for coordinating the Enterprise Risk Management functions, shall report to the President, ensuring that a University's risk management process is in place and operational.

The President should determine a schedule for reporting the University's risk assessment and management plan presented to the President's Cabinet and to the Board of Regents, which shall not be less than annually.



#### **Enterprise Risk Management Policy (DRAFT)**

#### **SUMMARY**

Enterprise Risk Management (ERM) is a comprehensive view of risk. Morgan State University recognizes it is subject to a number of risks, including: strategic, financial, operational, compliance, hazard, and reputational risks, and is committed to implementing and utilizing an (ERM) Program for identifying, assessing, monitoring, mitigating and managing risks and opportunities to effectuate the achievement of the University's goals and objectives. The ERM Program should be a formal and continuous process involving all programmatic and functional areas of the University. The goal is to foster a culture of risk awareness that provides leaders the risk information they need to make the right decisions.

#### I. <u>PURPOSE</u>

This policy is expected to formalize a process by which the University will maintain a systematic organization-wide approach for proactively identifying, assessing, and managing risks and opportunities that affect the University's ability to meet its strategic, operational, reputational and financial goals and objectives; preserve its reputation for excellence; and provide a safe environment for the University community. To meet these objectives, the University will develop and maintain an ERM Program that is intended to incorporate risk management principles at all levels of the University.

#### II. REQUIREMENTS

The ERM Program will leverage and enhance the University's existing programs of internal control and compliance. These programs are designed to help ensure that the University has a system of accountability for and oversight of its operations, assist the University in achieving its goals and objectives, and facilitate ethical behavior, integrity of operations, and compliance with applicable laws, regulations, and policies. The function of an ERM Program is to (1) educate all campus constituencies regarding the scope of risks, (2) establish a framework and process to identify the risks, (3) identify who "owns" each risk, and (4) assess the likelihood of occurrence and potential impact to the institution's strategic interests and goals. It will also provide a framework for assessing the Board of Regents' risk tolerance and assure that the ERP Program effectively prioritizes, implements, and monitors risk mitigation strategies consistent with the Board's requirements.

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to applicable laws, regulations, policies and procedures. The ERM Program will elevate risk awareness by developing a strategic focus on risk management through education, monitoring and enforcement of fulfilling the goals of the ERM Program.

#### **Design**

Elements of the University's ERM Program shall:

- Identify the effectiveness of existing internal controls and compliance programs and structures at the University.
- Establish an Enterprise Risk Management Committee.
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- Monitor internal and external audit reports and findings and consider the inclusion of risk management initiatives to address and mitigate repeat findings.
- Identify and establish risk management initiatives designed to assess the University's risks and opportunities using a framework that may include, but not be limited to, control environment, risk assessment, control activities, education, training, information and communication, and monitoring activities.
- Train appropriate campus constituencies regarding risk management issues and concerns.
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- In order to support the Board, the President shall be responsible for assuring the Board is kept informed of the Office of Enterprise Risk Management (ERM's) regular and repeatable processes designed to manage institutional risks pursuant to this Policy.
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Office of Internal Audit and Management Review Morgan State University Fiscal Year 2023 Audit Plan							
					AVAII ARI E HOURS	HOURS	% OF TOTAL
					AVAILABLE HOURS	5,640	100%
AUDITS:							
Validation whether management has corrected the Office of							
Legislative Audits (OLA) "repeat findings" (includes consulting	560	10%					
work)							
Payroll audit (focus on improving process efficiency)	480	9%					
Tax audit	320	6%					
Focused review of construction management	320	6%					
ACL Robotics (automated data analytics software tool)	480	9%					
implementation	460	9%					
Institutional base salary (IBS) review	160	3%					
Effort reporting process design consulting	80	1%					
Dual employment review	160	3%					
Equipment inventory spot checks (physical existence inspection)	320	6%					
Consulting for Banner system user access management	320	6%					
	120	2%					
Anti-virus software management review (Sophos implementation)							
Disaster Recovery Plan (DRP) consulting	80	1%					
Cash collection process review at the Student Center	80	1%					
Focused review of international student documentation process at	80	1%					
the Office of Institutional Affairs							
Travel card process design review	40	1%					
Training administered by Internal Audit (includes review of other	120	2%					
department's training materials)							
FRAUD INVESTIGATIONS (includes OLA Fraud Hotline referrals)	720	13%					
Office Administration							
General Administrative Activities (e.g. participation on committee							
meetings, staff evaluations, procurement, etc.)	600	11%					
Contingency Budget (special requests)	400	7%					
Continuing Professional Development	200	4%					
Continuing i rolessional Development	200	470					
TOTAL HOURS	5,640	100%					

## **MORGAN STATE UNIVERSITY**

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