



BOARD OF REGENTS

Tuesday, February 1, 2022
12 noon

Virtual Meeting

CONTENTS

Public Session Agenda	1-2
Board of Regents Public Session Minutes of November 2, 2021	3-8
Citation of Authority for Closing a Meeting	9-11

Academic and Student Affairs Committee

Agenda	12-13
Items for Action	
Academic and Student Affairs Committee Minutes of November 1, 2021	14-36
Citation of Authority for Closing a Meeting	37-39
Academic Degree Program: B.S. in Cybersecurity Intelligence Management	40-42
Amendment to Policy on Student Housing Residency Requirement for Freshmen and Sophomores	43-46
Items for Information	
Athletics Update	47-49
Student Affairs Update	50-56
Student Government Association Update	57-63

Finance and Facilities Committee

Agenda	64
Items for Information	
Facilities, Design and Construction Management Update	66-80
Division of Research and Economic Development Update	81-97
Division of Institutional Advancement Update	98-118
Division of Enrollment Management and Student Success Update	119-122

Items for Action

Finance and Facilities Committee Minutes of November 1, 2021	125-131
Citation of Authority for Closing a Meeting	132-134
FY 2023 Housing Rates	136-137
Amendment to Policy on Student Housing Residency Requirement for Freshmen and Sophomores	139-141
Maryland Economic Development Corporation Letter of Intent	143-146

Items for Information

FY 2022 Financial Status Update	148-155
Governor's Recommendation – FY 2023 Operating Budget	156
Governor's Recommendation – FY 2023 Capital Budget	157-159
Standard & Poor's Ratings Update	160-169
MCEC/Siemens Energy Performance Contract Financing	170-177

Audit and Institutional Assessment Committee

Agenda	178
Audit and Institutional Assessment Committee Minutes of November 1, 2021	179
Citation of Authority for Closing a Meeting	180-182
Revised FY 2022 Audit Plan	183

Agenda



**Board of Regents Meeting
Tuesday, February 1, 2022
12 Noon (Virtual)**

Agenda

Public Session

- | | | |
|------|---|-----------------------|
| I. | Meeting Called to Order | Chairman Kweisi Mfume |
| II. | Approval of Minutes of November 2, 2021 | Chairman Mfume |
| III. | Opening Remarks | Chairman Mfume |
| IV. | Report from the University President | Dr. David Wilson |
| V. | Report of the Executive Committee | Chairman Mfume |
| VI. | Reports of Standing Committees | |
| A. | Academic and Student Affairs Committee | Regent Linda Gilliam |

Items for Action

1. Academic Degree Program
 - B.S. in Cybersecurity Intelligence Management
2. Amendment to Policy on Student Housing Residency Requirement for Freshmen and Sophomores
3. Honorary Degree Recommendation (Closed Session)

Items for Information

1. Regents Professors
2. Programs of Distinction
3. Spring 2022 Mode of Instruction
4. Enrollment Management
5. Athletics
6. Student Affairs
 - Spring Reopening Updates
 - Housing Fall 2022
 - Student Government Association

B. Finance and Facilities Committee Regent Shirley Malcom

Items for Information

1. Facilities, Design and Construction Management Update
2. Division of Research and Economic Development Update
3. Division of Institutional Advancement Update
4. Division of Enrollment Management and Student Success Update
5. FY 2022 Financial Status Update
6. Governor's Recommendation – FY 2023 Operating Budget
7. Governor's Recommendation – FY 2023 Capital Budget
8. Standard & Poor's Ratings Update
9. MCEC/Siemens Energy Performance Contract Financing

Items for Action

1. FY 2023 Housing Rates
2. Amendment to Policy on Student Housing Residency Requirement for Freshmen and Sophomores
3. Maryland Economic Development Corporation Letter of Intent

C. Audit and Institutional Assessment Committee Regent Larry Ellis

VII. Update on the School of Osteopathic Medicine Dr. David Wilson

VIII. New Business

IX. Adjournment of Public Session to Closed Session Chairman Mfume

X. Closed Session

- | | |
|--|-------------------------|
| A. Report of the Evaluation Committee | Regent Linda Gilliam |
| B. EEO Report | Ms. Tara Berrien |
| C. Honorary Degree Recommendation (May 2022) | Dr. David Wilson, et al |

Public Session

Public Session Minutes

The meeting of the Morgan State University Board of Regents was called to order by Chairman Kweisi Mfume at 12:07 p.m.

Present: Hon. Kweisi Mfume, Chairman, Regent; General (Ret.) Larry Ellis, Vice Chair, Regent; Hon. Tracey Parker-Warren, Secretary, Regent; Ms. McCall Brown, Student Regent; Dr. Harold Carter, Regent; Dr. Linda Gilliam, Regent; Dr. Burney Hollis, Regent; Ms. Emily Hunter, Regent; Dr. Shirley Malcom, Regent; Mr. Wayne Resnick, Regent; Mr. William Sherman, Regent; 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. Marquis Walker, Regent

Minutes

The Chairman opened the floor for a motion to adopt the minutes from the August 18, 2021 Board meeting. It was MOVED by Regent Malcom and SECONDED by Regent Wilkinson. The MOTION CARRIED unanimously.

The Chairman opened the floor for a motion to adopt the minutes from the September 25, 2021 Board Retreat. It was MOVED by Regent Hollis and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

Chairman's Remarks

The Chairman opened the meeting by welcoming the Regents and members of the public in attendance. The Chairman offered an overview of the agenda and stated that following the Public Session, the Board would convene in Closed Session to address the matters identified as such on the agenda.

The Chairman formally introduced and seated new Regent, Mr. William Sherman, II. He read his bio and welcomed him on behalf of the entire Board. He then yielded the floor to Regent Sherman for brief remarks.

Regent Sherman thanked the Chairman, Dr. Wilson and fellow Board members. He stated that it is truly an honor to be given the opportunity to serve on the Board of Regents of his beloved alma mater, adding that it is one of the proudest moments of his career. He concluded that he is ready to assist and do anything he can to help, to lend any experience and legal expertise in order to move the University forward with the grand mission that has been laid out by the President.

The Chairman appointed Regent Sherman to the Academic and Student Affairs Committee, chaired by Regent Gilliam. Regent Hollis was appointed to serve as Vice Chair of the Academic and Student Affairs Committee. The Chairman appointed Regent Turnipseed to serve on the Audit and Institutional Assessment Committee, chaired by Regent Ellis.

Chairman Mfume thanked Board members for taking part in several recent events since the fall Board Retreat to include: onboarding for new Regents, Calvin and Tina Tyler Hall grand opening and ribbon cutting ceremony, 37th Annual Homecoming Gala, and the Homecoming Game. He noted that the 2021 Founders Day Convocation will be held on Thursday, November 4th. It will be a virtual event and Regent Brown will bring forth remarks on behalf of the Board. He also stated that the Executive Committee meeting, scheduled for October 28th, was postponed until early December.

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 August 2021. Those highlights include: (a) COVID-19 testing and vaccinations; (b) strategic plan: Transformation Morgan 2030; (c) research and economic development – Blue Ribbon Panel,

GESTAR II with UMBC, and partnerships with Johns Hopkins University; (d) endowed professorships; (e) visits from legislative committees; (f) recent campus events; and (g) a few noteworthy acknowledgements – welcoming 17 TETFund post-doctoral fellows from Nigeria; Human Resources earns PeopleAdmin HR Transformation Award; MSU approved to participate in Ford Motor Company's Salaried Tuition Assistance Program; MSU allotted 85 one-year scholarships (\$5,000 each) to incoming freshmen this year; and MSU Choir sings for Maryland 9/11 Memorial Ceremony.

The Chairman asked Dr. Wilson to take a few minutes to talk about commencement. Dr. Wilson stated that we are planning to have a face-to-face commencement next month on December 17th at 10 a.m. in Hill Field House. The administration is still determining if there will be a guest speaker as well as the capacity size, which will depend on the number of graduates. A final report will be forthcoming from the Commencement Committee.

Chairman Mfume thanked Dr. Wilson for his report. He opened the floor for a motion to adopt the President's Report. It was MOVED by Regents Carter and Gilliam and SECONDED by Regent Malcom. The MOTION CARRIED unanimously.

Report of the Standing Committees

Academic and Student Affairs Committee

Regent Gilliam stated that there are three items for action: (1) new academic degree program proposal, (2) a new academic unit, and (3) an honorary degree recommendation (to be discussed in closed session).

- **Academic Degree Program: Bachelor of Fine Arts in Musicial Theater** – Regent Gilliam yielded the floor to Dr. Yu, Dean N'gom and Dr. Conway to provide a brief overview on the program proposal. Dean N'gom stated the proposed new degree program will fill a void and occupy a unique niche in the Maryland higher education environment. Dr. Conway stated that Morgan State University's Fine and Performing Arts Department in the James H. Gilliam, Jr. College of Liberal Arts is submitting a proposal to offer a Bachelor of Fine Arts Degree in Musical Theatre. The department has successfully produced many musicals, over the years, on the stage of Morgan's state-of-the-art James H. Gilliam Concert Hall. Many Murphy Fine Arts patrons have questioned why Morgan does not have a musical theatre program, given the success of our many productions. Many music and theatre arts majors in the department have routinely requested that Morgan offer a major in musical theatre, perhaps the most collaborative of art forms. Given the strengths of the faculty of our music and theatre arts programs, Morgan's Fine and Performing Arts Department is more than capable of successfully offering an undergraduate program dedicated to musical theatre performance. The program is designed to prepare students for careers in musical theatre. Given the success of the music program, when arguably more Morgan students sing at the Metropolitan Opera in New York City than any other program in the United States, the department is now ready to prepare our students to have a similar impact on Broadway. Currently, there is no other undergraduate musical theatre program in the state. The program hopes to capitalize on the many high school students in the state and beyond who are interested in musical theatre, but do not see a clear path to this career choice. Morgan's proposed degree program totals 120 credit hours, 72 of these credit hours are major courses. The National Association of Schools of Music accredits the department specifically in music, beyond the University accrediting body of Middle States. Upon MHEC approval, the department will present our new program for review by this accrediting body to meet all the national standards in the musical theatre industry.

Chairman Mfume opened the floor for a motion to approve the Bachelor of Fine Arts in Musical Theater. It was MOVED by Regent Gilliam and SECONDED by Regent Hollis. The MOTION CARRIED unanimously.

- **New Academic Unit: College of Interdisciplinary and Continuing Studies (CICS)** – Dr. Yu stated that the Morgan State University Board of Regents approved 18 new interdisciplinary academic programs (eight bachelor's programs, five master's programs and five doctoral programs) in May 2021. Following that, in September 2021, the Maryland Higher Education Commission approved Morgan State University to begin offering all 18 new interdisciplinary degree programs at the undergraduate and graduate levels. These programs are designed to aid non-traditional students with some college but no degree to return to school and finish their program at Morgan State. These programs are unique in their purpose, operational needs, and mission. A new academic unit needs to be formed in order to develop the curriculum, support the launch of the programs, and ensure the quality of education and student success in these programs. The 18 new interdisciplinary programs were designed to be flexible to meet the needs of non-traditional students. The flexibility in curriculum and course sequence is shared among all 18 programs. Additionally, all of the programs require students to transfer in a significant number of credits in order to be eligible for the degree.

programs. The flexibility of the curriculum necessitates that the programs are housed together to efficiently advise and track student progress toward degree completion. Therefore, the Division of Academic Affairs is proposing to institute a new academic unit as the College of Interdisciplinary and Continuing Studies (CICS) within the Academic Division. The proposed new college will be singularly focused on supporting non-traditional students in the interdisciplinary programs. This singular focus dictates the staffing and structure of the College. Most staff in the College will be admissions and academic advisors within a comprehensive advising center. These advisors will guide the student through the admissions process all the way to graduation. Advisors will have a manageable caseload of advisees, which will enable them to form deep relationships with students. For non-traditional students, these relationships are extremely important. Historically, universities have brought together similar academic departments under the umbrella of colleges and schools. The CICS will carry on the tradition of grouping similar programs under a single academic unit. The uniqueness of the academic programs, the organizational structure and staffing of the College, as well as the entrepreneurial spirit that will inhabit the College, demands the creation of a new academic college.

Chairman Mfume opened the floor for a motion to approve the new academic unit – the College of Interdisciplinary and Continuing Studies. It was MOVED by Regent Gilliam and SECONDED by Regent Malcom. The MOTION CARRIED unanimously.

Regent Gilliam stated that the remaining agenda items were informational. She highlighted the Enrollment Management update, noting that fall 2021 was our highest enrollment with 8,469 students (higher than MHEC's projection), our largest freshman class ever of 2,288 (previous record was 1,422 in 2008), and the 11th consecutive year of above 70% retention.

Regent Gilliam yielded the floor to Dr. Scott to provide a brief update on athletics. Dr. Scott reported on the following subjects:

- **NCAA** – There is an initial special convention of the Constitution Committee to review the NCAA's constitution. It is scheduled to take place on or about November 10th. In January, during the annual convention in Indianapolis, the official vote will occur.
- **Name, Image and Likeness (NIL)** – Morgan submitted its portion of the Jordan McNair Fair Play Act, which is the health and safety portion of NIL that was enacted in Maryland and went into effect on October 1st. In addition, Morgan will look to implement a policy similar to the University System of Maryland, approved by the Board, which basically states that athletics will provide any updates to its health and safety protocols and processes before August 1st of each year to enable the department to enact any changes before the start of football camp.
- **Wrestling** – Morgan received a donation of \$2.7 million from two entities – HBCU Wrestling and bitcoin billionaire Michael Novogratz. The gift is the largest in Morgan athletics history and one of the largest to the University from a private donor. We are looking to start the program in the 2023/2024 academic year. It is important to note the biggest aspect of this gift is access and opportunity, which does not exist anywhere in the country for young men who want to wrestle at an HBCU. There are no HBCUs that sponsor Division I wrestling. Morgan will be the first.
- **First-Ever NBA Classic** – Morgan will play Howard University during the 2022 NBA All-Star Weekend on February 19th in Cleveland, Ohio. The game will be simulcast on the Turner network and ESPN.

Regent Gilliam highlighted updates from (i) Student Affairs – discussions about campus life, report from Student Rights and Responsibilities, and shortage of counselors and student waiting list and possible outsourcing until new hires were finalized; (ii) MSU Dining – students are satisfied with new vendor, SodexoMagic, to include more variety, easy access and large marketing component built in; and (iii) Student Government Association – SGA President and Vice President, Jamera Forbes and Dai'Shona Jones, reported that the Legacy Administration was successful in obtaining two wellness days this semester (no assignments or tests given or due on these days) and five days will be implemented in the upcoming spring 2022 semester.

Finance and Facilities Committee

Regent Malcom stated that there are two items for action – (1) Morgan Completes You Proposed Tuition Model and (2) Debt Capacity Increase. She then yielded the floor to Dr. Yu and Mr. Evans, respectively, to provide a brief overview on each item.

- **Morgan Completes You (MCY) Proposed Tuition Model** – Dr. Yu thanked the Deans, Vice Presidents and General Counsel for the collaborative team work. He stated that under the College of Interdisciplinary and Continuing Studies, the Morgan Completes You initiative's mission is to provide flexible degree options

at the undergraduate and graduate levels for near-completers. Nearly 36 million Americans have received some college credits but have not earned their degree. Nearly 10% of these potential students are considered “near completers” having gained at least half of the credits needed to earn a degree. In order to serve as many students from this growing population as possible, programs within the College of Interdisciplinary and Continuing Studies will utilize one tuition model, allowing all students, regardless of residency, to pay a flat tuition rate of \$250 per credit hour for undergraduate courses and \$455 per credit hour for graduate level courses.

Regent Malcom noted that the flat tuition rate will be piloted to give us an opportunity to make modifications based on things that we find out as we work to stand this program up.

Regent Parker-Warren asked for clarification with regard to the proposed tuition model in comparison to our current structure. Dr. Yu responded that the current structure is dictated by anything beyond 12 credits whereas the proposed tuition model is a flat fee of \$250 or \$455 per credit hour.

Chairman Mfume opened the floor for a motion to approve the Morgan Completes You Proposed Tuition Model (flat per credit hour tuition rate). It was MOVED by Regent Malcom and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

- **Debt Capacity Increase** – Mr. Evans stated that in accordance with Title 19-102 of the Education Article of the Annotated Code of Maryland, Morgan State University’s current debt ceiling is calculated at \$88M. In August 2020, the Board of Regents approved an action item to enter into preliminary discussions with Capital Debt Affordability Committee (CDAC) regarding an increase of the University’s debt capacity to \$120M. The University recently presented the status of current debt to the CDAC regarding an increase of the University’s debt capacity to \$140M from \$88M. The amended debt capacity results from (i) new accounting pronouncements (GASB 87) resulting in the capitalization of leases in an estimated amount of \$42M; (ii) 2020 HBCU Loan remaining debt to be issued of \$44.1M (to be disbursed during FY22 and FY23); and (iii) an additional \$54M unused capacity to address risks and opportunities that may arise in the future. Thus, the University requests Board approval to engage in discussions with the Maryland General Assembly regarding an increase of the University’s debt capacity to \$140M from \$88M.

Regent Parker-Warren asked whether there has been any discussion on how such action would impact on our credit rating. Mr. Evans responded that our rating is based on outstanding long-term debt. Currently, as of June 2021, the University has no (zero) outstanding long-term debt, primarily due to the forgiveness by the Department of Education through the federal stimulus program in December 2020. Therefore, our rating is only based on debt outstanding. In other words, increasing the debt capacity has no impact on our rating.

Chairman Mfume asked Mr. Evans to talk about debt versus capacity ratio. Mr. Evans responded that the rating agencies are not concerned with our statutory debt capacity. This is unique to Morgan and the State of Maryland. The rating agencies look at debt capacity either through an initial conversation that an institution plans to issue debt or after the debt has been issued. Rating agencies have certain ratios and metrics that they like to see for each category (AAA, AA and A). We work very closely internally and with the rating agencies to make sure we stay within ratios and metrics in terms of debt to net assets, annual debt service to operating expenses, debt service to cash available for debt, and debt service coverage ratio, just to name a few. Mr. Evans noted that we have a practice at Morgan where we meet with the rating agencies before any debt transactions are undertaken.

Chairman Mfume opened the floor for a motion to approve increasing the University’s Debt Capacity. It was MOVED by Regent Malcom and SECONDED by Regent Parker-Warren. The MOTION CARRIED unanimously.

Regent Malcom stated that a few informational items have already been covered by the President in his earlier report regarding the Research and Economic Development update (GESTAR) as well as the Enrollment update covered by Regent Gilliam. She noted that the Committee also received updates from (i) Facilities, Design and Construction and Management – satisfied with the direction we are moving in, although there are some issues around deferred maintenance and supply chain demands; (ii) Institutional Advancement; and (iii) Finance and Administration. All in all, Morgan is doing well.

Audit and Institutional Assessment Committee

Regent Ellis stated that the Committee met on Monday, November 1st. There were no items for action and the Committee immediately moved into Closed Session. In Closed Session, the Committee received an update on the

2020 draft financial statements from CliftonLarsonAllen (Morgan received a clean audit) as well as an update on ongoing investigations from the Office of Internal Audit.

Update on College of Osteopathic Medicine (COM)

Dr. Wilson provided a brief update on the future Maryland College of Osteopathic Medicine at Morgan State University. Key highlights include: (a) significant milestones – initial funding received, key hires (Founding President - Dr. Barbara Ross-Lee and Founding Dean - Dr. John Sealey), and community engagement; (b) accreditation timeline; (c) facilities and ground lease – to be presented to the Board for approval at the next meeting in February 2022; (d) identified capital; and (e) important steps over the next 12 months.

Regent Gilliam asked if funding was received from Maryland entities and about state collaborations. Dr. Wilson responded that no state funds are being used for this project.

Regent Wilkinson asked whether members of the COM Board have been officially named/published. Dr. Wilson responded that the members of the Board of Directors have not yet been named. With regard to the affiliation agreement that was proffered with them, two (2) spaces on the COM Board are to be filled by MSU. He added that he will update the Board, once this process is underway.

Chairman Mfume asked what is the total number of members on the COM Board. Dr. Wilson responded that the number was memorialized in the affiliation agreement and is somewhere around 12 to 15. The Chairman asked to what extent does the University have the ability to negotiate up the number of MSU representatives on the COM Board. Mr. Faulk commented that the answer would involve legal advice and, as such, should be deferred for further discussion by the full Board in closed session.

Before proceeding to the next agenda item, Chairman Mfume commented that he and Vice Chair Ellis spoke briefly about the situation that is currently underway in Washington, D.C., with respect to negotiations on the Build Back Better Act, the Infrastructure Bill and several other bills that are being voted on today. As such, Vice Chair Ellis will take over the remaining portion of the public meeting as well as the closed session.

Final Consideration of the Updated Strategic Plan

Dr. Wilson yielded the floor to Dr. Veal to provide a high-level overview of the revisions made to the strategic plan update as a result of input received from the Board during the fall Retreat, which include two (2) new strategic goals (in bold) for a total of six. Dr. Veal highlighted the six strategic goals: (1) Enhance Student Success and Well-Being; **(2) Implement Faculty Ascendancy and Staff Development Initiatives**; (3) Elevate Morgan's Status to R1 Very High Doctoral Research University; **(4) Expand and Improve a Campus-Wide Infrastructure to Support Operational Excellence and Increase Overall Institutional Capacity**; (5) Serve as the Premier Anchor Institution for Baltimore City and Beyond; and (6) Accelerate Global Education Initiatives and Expand the University's International Footprint.

Regent Gilliam commented that alumni giving has been at 14% for several years, how does the University expect to get to 20% by 2030. Ms. Howard responded that we will likely conduct an audit to determine what is needed. We know that young alumni is an area we have to engage with more, and we will be identifying additional positions to assist us with alumni engagement. Dr. Wilson noted that we realize we have to operate in the social media space with unbelievable aggression in order to target this group. These are the type of strategies that we are going to embrace.

Regent Gilliam asked if there are plans for another capital campaign any time soon. Ms. Howard responded affirmatively, adding that we going to be looking at finding a company to complete a feasibility study to see what the market will bear. We are thinking somewhere in the neighborhood of \$400 to \$450M. From there we will develop a campaign plan and are looking to move on these things in the fall. Dr. Wilson added that this next campaign will be focused on private gifts.

Vice Chair Ellis opened the floor for a motion to adopt the updated Strategic Plan – Transformation Morgan 2030. It was MOVED by Regent Turnipseed and SECONDED by Regent Gilliam. The MOTION CARRIED unanimously.

New Business

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

Vice Chair Ellis announced that the Board of Regents would convene in Closed Session to consider items specifically exempted from public consideration under § 3-305(b)(2)(7)(8)(12) of the Open Meetings Act. In Closed Session, the Board of Regents will receive a Litigation Update, an EEO Report and Update, a Student Update, consider an Honorary Degree Recommendation, and consult with counsel to obtain legal advice with regard to the College of Osteopathic Medicine. The Board may reconvene in Public Session at the conclusion of the Closed Session, if necessary.

After reading the citation into the record, the Vice Chair 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 2:06 p.m.

Honorary Degree Recommendation - May 2022 (in Closed Session)

Vice Chair Ellis opened the floor for a motion to approve the honorary degree recommendation. 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, November 2, 2021

Time: 12:00 p.m.

Location: Virtual

Motion to close meeting made by: Regent Hollis

Seconded by: Regent Gilliam

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Walker

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

General Provisions Article, § 3-305 (b)(2)(7)(8)(12):

____ (1) (i) To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or (ii) any other personnel matter that affects one or more specific individuals;

X (2) To protect the privacy or reputation of individuals concerning a matter not related to public business;

____ (3) To consider the acquisition of real property for a public purpose and matters directly related thereto;

____ (4) To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State;

____ (5) To consider the investment of public funds;

- ____ (6) To consider the marketing of public securities;
- 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;
- X** (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.

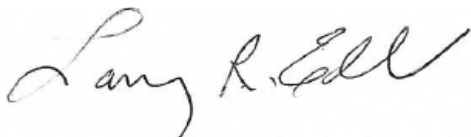
FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:

1. To receive a Litigation Update.
2. To receive an EEO Report and Update.
3. To consult with counsel regarding the College of Osteopathic Medicine.
4. To consider an Honorary Degree Recommendation.
5. To receive a Student Update.

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

This statement is made by Larry R. Ellis
Vice Chairman of the Board of Regents

SIGNATURE:



***** 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, January 31, 2022 (Virtual)
1:00 - 4:00 P.M.

AGENDA

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

Action Items

- | | |
|---|--|
| III. Approval of Committee Minutes of November 1, 2021 | Regent Linda J. Gilliam |
| IV. Approval of Academic Degree Program <ul style="list-style-type: none">• B.S. in Cybersecurity Intelligence Management | Dr. Hongtao Yu, <i>Senior Vice President & Provost for Academic Affairs</i>
Dr. Fikru Boghossian, <i>Dean School of Business and Management</i>
Dr. Sanjay Bapna, <i>Chair & Professor Information Science and Systems</i> |
| V. Amendment to Policy on Student Housing Residency Requirement for Freshmen and Sophomores | Dr. David Wilson, et al |

Brief Updates

- | | |
|---|--|
| VI. Regents Professor | Dr. Hongtao Yu |
| VII. Programs of Distinction | Dr. Hongtao Yu |
| VIII. Spring 2022 Mode of Instruction | Dr. Hongtao Yu / Dr. Phyllis Keys, <i>Interim Associate VP, Academic Affairs</i> |
| IX. Enrollment Management (see Finance Section) | Dr. Kara Turner, <i>Vice President Enrollment Management & Student Success</i> |
| X. Athletics | Ms. Erlease Wagner, <i>Interim Director Athletics</i> |

Information Items

- | | |
|---------------------|--|
| XI. Student Affairs | Dr. Kevin Banks, <i>Vice President Student Affairs</i> |
|---------------------|--|

- Spring Reopening Updates
- Housing Fall 2022
- Student Government Association

XII. New Business

XIII. Public Meeting Adjourned

Regent Linda J. Gilliam

Closed Session

XIV. Honorary Degree Recommendation

Dr. David Wilson

**ACADEMIC & STUDENT
AFFAIRS COMMITTEE
MEETING MINUTES

NOVEMBER 1, 2021**



**Board of Regents
Academic and Student Affairs Committee Meeting (Virtual)
Monday, November 1, 2021**

Committee Meeting Minutes

The meeting of the Board of Regents Academic and Student Affairs Committee was held on Monday, November 1, 2021. Committee Chairman Linda Gilliam opened the meeting at about 1:05p. m.

Board Members

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

Staff Present: Dr. David Wilson, Dr. Hongtao Yu, Dr. Kevin Banks, Dr. Kara Turner, Dr. Edward Scott, Ms. Julie Goodwin, Mr. Sidney Evans, Dr. M’bare N’gom, Dr. Eric Conway, Dr. Farzad Moazzami, Ms. Jamera Forbes, Ms. Dai’Shona Jones, Mr. Mitchell Oliver, Mrs. Kassandra Grogan

Remarks by the Chairperson

Madam Chair called the meeting to order, welcoming everyone to the meeting. Regent Gilliam also welcomed two Regents for their first meeting for Academic and Student Affairs. Regents Hunter and Regents Brown. She then yielded the floor to President Wilson.

General Remarks by President Wilson

Thank you very much Madam Chair Gilliam. Welcome to all of the regents of Academic and Student Affairs and all others for joining us this afternoon.

Regent Gilliam, I Just want to put in front of Academic and Student Affairs just a couple of items that I think are germane to understand where we are and the way we are moving forward rapidly.

President Wilson announced the creation of several 3 Endowed Chairs:

1. Endowed Chair in Brain Science
2. Endowed Chair of Predictive Analytics and Assessments
3. Endowed Chair in the Internet of Things and Cybersecurity

Each of these Chairs now have a value of \$2 million dollars. We will augment the funding with McKenzie Scott funding.

We also received a \$5 million-dollar unrestricted gift from Google, which resulted from a meeting that the Presidents of Howard, North Carolina A&T and Morgan had with the CEO of Google at Sundown, \$5 million to Morgan, \$5 million to Howard and \$5 million to North Carolina A&T.

We are using our \$5 million to endow another Professorship in the School of Computer, Mathematical and Natural Sciences. Its' been targeted at Computer Sciences schools that's where many of our computer science graduates recently had been going to Google, out in Silicon Valley. The funding will support research in Artificial Intelligence and Machine Learning and ensure these algorithms are being created without bias or prejudice.

The President also informed the chair this was also on the agenda for Finance and Facilities this morning obviously because of the financial implications.

Last, you might have read that Morgan is in partnership with UMBC because we were awarded a grant (72 million dollars for a 3-year collaborative agreement) with NASA. Will be dividing 120 scientists across Morgan, UMBC and about 3 or 4 more institutions, Arizona State and Penn State. Very excited, this is the first collaboration between two high performing Research Institutions Morgan and UMBC. The takeaway here is that this is a partnership and not a participant ship. Of that \$72 million dollars, \$28 million will be coming to Morgan over 3 years, \$38 million to UMBC over 3 years and rest will be giving out with the other University partners.

Regent Gilliam also wanted to make sure this information was shared in the President's report to the full board, and he assured her it would be presented.

Dr. Wilson wanted to make sure the committee knew where we are in regard to the first phase of new student housing on the campus. Moving along on budget, on time. I know our students are looking in on that project as well 672 new beds slated to be done by June 2022.

Our goal here is to avoid the challenges with student housing as we open in fall of 2022.

Regent Gilliam asked are there any questions or comments and thank President Wilson.

Action Items

Approval of Committee Minutes of August 2, 2021 – Regent Gilliam called for a motion to approve the Committee Minutes of August 2, 2021. It was MOVED and SECONDED. THE MOTION CARRIED.

Approval of New Academic Degree Program

- **Bachelor of Fine Arts in Musical Theater**

Dr. Yu stated this program is proposed by the Department of Fine and Performing Arts in the James H. Gilliam College of Liberal Arts. On the panel I have Dr. N'gom, Dean and the Chair, Dr. Eric Conway, to present the Program. Dr. N'gom opened up

with greetings and then presented the program for a New Degree Program in Fine and Performing Arts.

The proposed Bachelor of Fine Arts in Musical Theater was presented by Dr. Eric Conway.

There are no other State Institution in Maryland offers an undergraduate musical degree. Towson State offers a BA and BF in Theater Arts, and Design in Production, and a BF in acting. Coppin offers a BS in theater and Urban Arch Track even College Park only offers a straight BA in Theater.

Dr. Eric Conway indicated that if approved, the program is targeted to launch in the fall of 2022.

Regent Gilliam Chair asked Dr. Eric Conway if the faculty that you are using are they currently at the school now? Dr. Eric Conway responded Yes, we are using music faculty, theater arts faculty, and there is one position vacant that will be converting specifically to Music Theater.

Regent Hollis raised some concerns and questions: Hopefully in the narrative that many of your existing theater art majors and music majors are interested in this new major? If they convert to the new major what does that do to the already low number of majors in theater arts and music? Dr. Eric Conway indicated the program will attract many students to the program.

Regent Hollis asked Dr. Eric Conway he also mentioned that there are a number of musical theater programs in high school from the State, could you be more specific where are they and how many are there that might provide our students for this program. Dr. Eric Conway responded that most high schools have a musical theater program. Even in a cutback of secondary education and of course, the art schools in the Baltimore County, Baltimore School for the Arts, all these places leading up in Prince Georges County. Dr. Conway indicated he will provide a complete list of schools on 11/2/21. There are several high schools where the entire school participates in many of these program

Regent Brown asked Dr. Eric Conway what specific areas were you looking to recruit students from and how many students you project will enroll in this course?

Dr. Conway stated he was trying to be conservative the first year and projecting about 15 students. In fact, we are hoping to utilize a social media PR campaign to get the word out about the program.

Madam Chair asked Dr. Conway do you currently have students that will enroll in this program? Dr. Conway responded, if there are seniors or juniors who are interested, they would certainly not convert unless they want to be at Morgan another two years.

So the current students who would convert to musical theater would have to be freshmen or sophomores.

Regent Hollis MOVED that the program be approved with final version of the edited document.

Madam Chair asked Dr. Conway when the document was edited. Dr. Conway responded the document was edited a week ago. Dr. Yu indicated the materials that are included in the BOR Book are the latest materials that were provided by Academic Affairs, and we weren't made aware that it was edited.

It was MOVED and SECONDED to approve the Bachelor of Fine Arts in Musical Theater Program. THE MOTION CARRIED.

Dr. Wilson thanked committee for the approval.

Launch of Morgan Completes You (MCY) Programs

- Approval of a New Academic Unit: College of Interdisciplinary and Continuing Studies (CICS)

Dr. Yu introduced the proposal for the approval and deferred to Dr. Moazzami to present.

Dr. Moazzami presented a list of 8 Bachelors, 5 master's and 5 doctoral interdisciplinary programs. The proposal is to form a new academic unit, College of Interdisciplinary and Continuing Studies (CICS), to house all of these programs.

This is a very quick plan to launch these programs in the spring that is less than 2 months away. Setting up the organization for the College, defining the elective pool of courses, creating college programs, getting all of these programs into our systems, and to start accepting, reviewing applications quickly, and enrolling hopefully 10 to 40 students for this upcoming semester. In the meantime, we will advertise and recruit for an Assistant Vice President and Dean for the College of Interdisciplinary and Continuing Studies.

Regent Hollis asked what is the likelihood of being able to launch this as quickly as the spring semester when there has not been time to market and advertise the program? Why we use the title for the position Dean and Assistant Vice President?

Dr. Yu responded we already unofficially seen a growing interest in the program just by the word of mouth. There appears to be interest by prospective students, including the interest generated by an article in the Baltimore Sun.

So at this point we are trying to have 3 or 4 people to organize and use this college to start to recruit, and work with the academic team and faculty, to evaluate those transfers. So, it's a fast-moving process so that's why we only want to draw only 10-40 students to the campus. This is very much a Phase 1 version because we need to know what is needed when you have some

students on the campus or an evening program and then we can target more students the next academic year.

Regent Hollis: Just one follow-up question, “This unit and consequently this Dean is Administrative rather than academic and carries with it the title of Assistant Vice President as well. How does that compare to an Assistant Vice President related to other Deans that do not have other administrative title?”

Dr. Yu indicated The College of Interdisciplinary and Continuing Studies will not only house these programs, but also will house the continuing education unit that the University already has. We are also thinking about adding Morgan Online to this college. So is not an academic college, it is more like an administrative unit to administer these programs.

Regent Hollis expressed concerned about its relationship to the other academic deans. For example, we have a dean of the University Chapel, who is not academic and he is not listed with the deans because he is not academic. Would this dean be listed with the academic deans?

Dr. Yu responded this will be listed on the website as an Assistant Vice President and Dean of the CICS. We have not considered whether we will list it with the other deans.

Dr. Hollis indicated the academic deans has a faculty, whereas this dean technically is administrative because he or she does not have a faculty. When it comes to commencement for example, we list the academic dean, but we do not list the non-academic deans in the procession.

Dr. Wilson indicated there is always room to revisit this at a later point. But I think now we are looking at the economy of scale and how to take an existing proposed units as indicated and position it within the University structure. But the question that you are asking, quite frankly at the administrative level we just really have not gotten to that level yet, but we will.

President Wilson’s suggested to bring the deans together and work closely in discussions involving this unit.

Dr. Wilson indicated we are asking the Committee to approve a college. So the administrative things can be worked out in the coming weeks and coming months. I think when I look at the Deans that are on the call Provost Yu, we do have examples of a school of Deans, in addition to their carrying the title, they also are carrying an administrative title as well.

We have confidence to have a small number of students to test the system. As for the title, we do have examples such as: Dean Anna McPhatter is Dean of the School of Social Work and Special Asst. to the President for Community Activities; and Dean Sydnor, who is Dean of the School of Community Health and Policy but also Director of the Center of Urban Health. We do want this Assistant VP to supervise a couple of programs such as Morgan Online and Continuing Education.

Regent Hollis indicated he wasn’t aware of that. He did ask if the Dean would have faculty rank?

Provost Yu responded that it doesn't have to be, but not excluding anyone coming in as a faculty in one of the departments of the University.

Madam Chair indicated that this is a work in progress.

Regent Ellis asked about the fees being charged for the program.

Dr. Wilson indicated Provost Yu put before the committee the chart presented before finance and facilities this morning to address Regent Ellis' point. While we are asking the committee to approve this for a flat fee of \$250 for undergrads \$450 for graduate students. He ensured it will not be marketed this way. It's going to be marketed as full-time credits, for example, it's going to be \$2,800 or whatever the amount is, because we don't want to confuse people.

Ms. Goodwin wanted to mention the administrative structure of the College and Dean as it relates to the approval of the tenure policy, because the schools are where academic committees are based upon under a dean. The issue Dr. Hollis raised needs to be decided earlier rather than later.

Regent Hollis indicated he was comfortable with this because as an administrative dean rather than an academic dean, this dean has no faculty. So the assured promotion and tenure and all of those matters should not come before this dean at all.

Madam Chair asked if there were any other questions or comments regarding, about making this a new unit.

It was MOVED and SECONDED to approve the New Academic Unit: College of Interdisciplinary and Continuing Studies (CICS). THE MOTION CARRIED.

Dr. Wilson yielded to Provost Yu to present the proposed Tuition Model

Updates

- MCY Proposed Tuition Model

About 36 million Americans, who have completed some college credit but don't have a degree. Among the 36 million, about a quarter of those who completed about half of their credits, without a degree. So what we are doing is to target these 9 million students that completed most of their credits, but no degree.

Many of these students drop out because of financial reasons. 38% of these college dropouts leave due to financial pressures. 3.9 million in 2013 -2016 years alone dropped out. 38% of loan borrowers have not completed a degree yet. 68% of adults believe that they could repay their loans faster if they completed their degree, especially for the African American population.

Next, we compared our program to other Universities in the country. Morehouse, Southern New Hampshire, Arizona State, University of Phoenix Online. They both have a flat rate tuition and for honor graduates and then graduates. And the flat rate tuition is much lower than their normal

traditional student rate. So therefore, we propose to have \$250 for undergraduates, \$455 for graduates per credit hours. There are no such degree offerings in the state of Maryland.

So, to hear more details about these tuition fees, \$250 per credit hour tuition for undergraduates, \$455 per credit for graduates, and you have a \$20.00 per credit technology fee. That is because of the online and remote learning climate. On the other hand, we have proposed to reduce all the other fees on the bottom right side in the box, athletic fees, student activity fees and so forth. We will charge an application fee, transfer evaluation fee; we know that is a major deal there and then graduation fee. This flat fee tuition model is consistent with the approved fee model for the master's in business administration and Master's in Social Work approved about three years ago.

This is the projected enrollment this spring we will have 10-40 students and then in year one, starting at the end of the year, we hope to accumulate 150 students and year two- 300 and 500 and 750 by year five.

Madam Chair asked if this comes as an action item before the Finance Committee? Provost Yu indicated that it did: Yes, we presented this to the Finance along with EVP Evans, so finance committee has been approved it.

Madam Chair asked how successful were these programs at other universities and do we have any data?

Provost Yu indicated that many of the schools are marketing to their own students. So most of the students are former students that have dropped out of school and then come back. So, that is one way. The other way is that they have one program or two programs that are small and simple, but we have 18. No one has a set of eighteen programs to compare with what we are trying to do.

Dr. Moazzami indicated these programs were exclusive for the private and the small institutions. Now it is becoming more mainstream, and the state institutions are starting these programs.

Madam Chair expressed that it was good to know we are on the front end of this.

Enrollment Management Updates – Dr. Turner provided the following updates:

Just want to give some context to the fall enrollment. This is from an article in the Chronicle of Higher Education. Last week the headline was “Undergraduate Enrollment continue its slide, dipping 3.2% for last year. I put the link at the bottom if you would like the whole article. Just some of the highlights from it. Overall, higher education has suffered with the pandemic.

- Two-year enrollment decline of 4.3%.
- Community college enrollment has fallen 14% in the past two years.
- First year student enrollment fell 3.1% this fall from the previous year. Almost 10% decrease from the previous year.

Dr. Turner indicated she was unofficially adding Morgan to that list of the most selective public and private colleges; because, we had a part of that trend, a positive trend of those that have recovered all ground. By in large, most private colleges and most four-year institutions in fact have continued to see a decrease during the two years of the pandemic. Black undergraduate attendance has fallen 11% over the past two years as well. Overall, the enrollment picture nationally is one of decline.

Morgan has bumped that trend and is seeing significant increase.

This slide is showing you 2011, which was our previous highest enrollment, when we got to 8,018, which is the only other time that we were above 8,000 and then 2020 - so last year's numbers and this year's numbers. We have our highest overall enrollment, an 11% increase over last year 8,469.

- under-graduate enrollment 13% increase
- New freshman 91% over last year.
- New transfer right about the same 9 less
- Graduate enrollment 5% increase over last year
- Out of state enrollment 37% increase over last year and continuing to be above 70% in our first- and second-year retention.

This slide is showing you our fall 2021 official enrollment versus the MHEC projection. So, again you see that we are significantly up over 600 students over where MHEC had us. That is an increase post at the undergraduate and graduate level of over where impact had projected us to be.

Just a few highlights:

- This was our largest application for freshman class ever, at 22,088. Our previous record was 14,031 our freshman and that was 2008. Again highest overall enrollment 8,469 versus 2011, our previous record at 8,018 and our 11th straight year above 70% retention the first time that this has happened on that historical record. I also want to point out; I did not get to put this on a slide, that our graduate school has seen its highest enrollment this year as well.

I am looking forward to spring and fall. Numbers are looking very strong for this coming spring and for next fall. Applicant submits and confirms are both looking significantly up.

Madam Chair asked how MHEC comes up with the number of students they expect us to have annually?

Dr. Turner indicated they have a formula that is based on historical data.

Dr. Wilson responded this has been a long running issue between Morgan and MHEC. Primarily, on the facility side. So we all know the history of the states having not invested in our facilities for who knows 80 or 90 years. And so as a result of that, we put in a request for a new building

or to renovate a building, MHEC would push back on that because they would count as our total square feet available for construction, old Jenkins, and they would count old Montebello building.

Dr. Hollis had a procedural question related to the Tuition Model Proposal.

Athletics Update

NCAA Update – Dr. Scott provided the following updates.

Dr. Scott: Good afternoon, Madam Chair. Good afternoon, Regents.

- Just very brief update today on the NCAA. The NCAA is still moving forward with the Constitutional Review Committee. There will be a special meeting on November 10th where the Constitutional Committee will lay out their first round of findings and present them to the entire Association and then in January there will be a second meeting in which those changes will be voted on. What I can tell you and just know that I know from my committee working. The information that I have available, Dr. Wilson can obviously chime in more from the Board of Governors and Board of Directors prospective is that we are likely to see a much more streamline, a much smaller condensed version of what the NCAA looks like today.
- Based on the Alston case it's highly likely that a lot of the services that are provided by the National Office in Indianapolis will be then farmed out to the Conferences and to the Institutions.

Dr. Wilson and I will keep an eye on the findings as they come out from the Constitutional Review Committee and make sure that Morgan is well positioned to be nimble and to react whichever way we need to come January, once the vote takes place

Dr. Wilson: You've got it right Dr. Scott, so whatever we have come to think about the NCAA, we can start dismissing those thoughts. It is going to be something totally different in just a few months. The decentralized model that Dr. Scott indicated that has been in existence almost since the NCAA came on the scene will be no more, and it will be a lot of decentralization.

Looking at Dr. Wilson's point, Morgan is well positioned to deal with any changes that comes our way.

NIL Update – The second update is in regard to NIL meeting and its likeness.

- The update is just really to let everyone know that we met the deadline set forth by the State of Md., as far as the Jordan McNair Fair Play Act, as far as health and safety. That information was submitted on October 1st and it was received by the State. To date, there has been no questions or concerns about the information that was provided. So, we will continue to meet that provision based on the guidance coming out of the General Counsel in which I think it is sound guidance, as well as Mr. Faulk from the AG's office.

- By next Board meeting, I will be working with Dr. Wilson to put a short policy in place for Board approval about how changes will occur when it comes to health and safety and the processes that we use for our student athletes. We would like to review that with our medical staff from Med Star on an annual basis or before August 1st, by the time we start football camp each year and if changes are to be made, we will notify the Board and that will be part of the policy that we put forth, so that we have something formal and, on the books, similar to the rest of the State of Maryland.

So those are the two updates there. Madam Chair if you would indulge me for another 60 seconds or so. The APR, The Academic Progress Rate, which I share every November came out after this agenda was originally put together. In the interest of full transparency as always, I would like to share this with this group. As you can see, all of our teams are still above a 930 in the four-year average. Football is the lowest right now at a 932.

Dr. Scott: The larger points are this. All our teams remain above a 930. The other really good point to note is that we now have two teams that have a four-year average of a 1,000.

Last report of last November, when I shared this with the Board, we only had one team and that was men's tennis. We now have two teams which are women's tennis and men's tennis. Last year was the first time we had a 1,000-point team on a four-year average. So is obviously this is the first time we ever had two teams that reach a 1,000-point average. So, we are still hitting the marks academically, by the measures set forth by the NCAA good strides and in very good position offered with academic progress ratings.

Madam Chair: I notice that it says NCAA Division One Division 2020-2021. What periods is actually covered, this report?

Dr. Scott: It's covering the periods that you read Madam Chair. The reason why is that the data is always a year behind. So, we submit this year last year's data. That's the actual data from last academic year. It's submitted on or around October 1st usually every year, and then there's an adjustment phase for a couple of weeks, where we get to go in and make adjustments. If someone graduated and we didn't catch it the first time, or whatever the case may be. This year, because of COVID and the timing, the NCAA pushed back the adjustment.

Madam Chair asked about the wrestling.

Dr. Scott: Yes, I have been trying to be judicious with my time.

Two big things to mention. 1) We are extremely excited about the return of wrestling to Morgan State. Lydell Sargent, our Senior Associate for External worked very closely with myself and Ms. Donna Howard. We've cultivated this gift probably over the last ten months, to get the 2.7 million dollars. The largest gift ever received by Morgan athletics, and one of the largest gifts in the history of the University, from a private donor. Our goal is to bring back wrestling probably in the 2023-2024 academic year.

2) We will provide nine scholarships, the maximum is 9. That will allow Morgan to compete at a championship level right away. This is Varsity Division I Wrestling. Five of the ten national champions last year, so there were African American males. We will be the only place in the country starting in 23-24, if they want a world class HBCU experience, don't want to choose between the sport they love and going to an institution that they believe in and really want to be a part of, they won't have to make that choice anymore; because Morgan State will be able to afford them opportunity.

3) The NBA has reached out to Howard University and Morgan State about creating the first ever NBA HBCU Classic. On February 19th, Morgan State will play Howard in a basketball game in Cleveland Ohio. It will be the kickoff to NBA All-Star weekend. Which means that we will compete either at 3:00pm or 4:00pm. Shortly thereafter, will be the 3-point contest and then the NBA dunk contest.

It will be simulcast for the first time in NBA history actually. It will be simulcast on TNT networks and ESPN. This means that we will have an international audience.

So our brand will be carried all across the world for about three hours on both the TNT platform and ESPN. So this is a huge gift for us. We've been very blessed and grateful for all the opportunities we have in athletics. But most of importantly show off the National Treasure and how special that we are.

Madam Chair asked what's the date again?

Dr. Scott: It's February 19th in Cleveland, Ohio. If you are interested in going, you should book your hotel rooms now because they book up pretty quick. But what I can tell you is we will have a great number of tickets available, that I will be able to work with the Board, and other VIPs, and our administration across campus to make sure that tickets are available. We are in talks to figure out how to get the band out there. We want to make it a special HBCU experience for everyone who can come and take part in our NBA All-Star weekend

Dr. Wilson joked that the NBA has asked the University President to participant in a dunk contest.

Dr. Wilson: I raised my hand just so that I could make a few comments. First of all, once again I appreciate the approach that Dr. Scott has taken in rebuilding our athletics department. In terms of the way this is folding. It's a focus on academics first. Making sure our student athletes are performing in the classroom. It's paying attention to APR, which you just heard. Then of course fundraising, which of course is sometimes one of the major reasons universities hire ADs to go out and raise money. We had bigger issues in front of us before we got the money, but he has in the last couple of years focused on sponsorships and fundraising and I really appreciate that.

Then last, I got a photo yesterday from Coach Broadus, our basketball coach. He says Dr. Wilson I know that you are proud of us, guess where we are today. We are at the African American Museum in Washington, DC. I want to say that the culture of making sure that our student athletes are intellectually curious is one that I really appreciate.

That is what you are seeing here. I wish that I could share with you some of those videos where some of these young men were making their way through the National Museum of African American History and Culture. And they come across these walls, depicting Morgan history and the fascination that they have with that.

Then last week we had on the campus Dr. Cornell West to give a lecture for the Presidential Distinguished Speakers Series. I looked across the back of the auditorium and there was all members of the basketball team, all members of the basketball staff there in their basketball uniforms. The takeaway for me is that our student athletes are really being introduced to what it means to use your brains and to be intellectually curious and to understand that coming to Morgan is a special experience for everybody.

Regent Brown: How does wrestling affect that or does it not?

Dr. Scott: Are you referring to Title 9 Regent Brown? Yes

One of the reasons that we are looking to start in 23-24 would be that we are currently working on bringing women's acrobatics under our portfolio our Cheerleading program. In addition to that, there is also another sport called stunt, which is similar but not the same as acrobatics, which is offered at the division two and division three level. Ms. Wagner, my Deputy Athletic Director along with Ms. Gibson, the Cheerleading coach, and who would also coach stunt and acrobatics have already had meetings with the NCAA about which way is best for Morgan to go. We do have the best HBCU Cheerleading program in the country. I think that it's important that we run that sport as a NCAA sport as well. What that will do, increase the roster size there will be between 35-40 and the roster size for wrestling will be between 26-30. So we will actually, increase opportunities for women when this is all said and done. By the time we add wrestling, from a Title 9 prospective, we will actually be adding 5-10 more women's spots, than what we will be adding to men's.

We will gain traction on the women's side more than we will on the male side.

Madam Chair: Any more question or comments? Thank you. Moving along. We are now into the information items, and I would like to turn to Dr. Banks.

Information Items

- Student Affairs -sCampus Life Fall 2021

I want to start by giving an update on how Student Affairs is moving along as far as Fall 2021. In the Fall of 2021, we experienced our largest freshman class in the history of the University which meant we experienced our largest housing accommodations for Fall of 2021. In reopening the campus, we had two classes of students, our traditional freshman for the class of 2025 and our froshmore class of 2024. We missed an entire year of in-person learning and traditional campus life, due to the pandemic. The reopening of the campus had challenges and opportunities as we return to our mission of growing the future to lead the world.

Our Career Services office is off to a great start. They are seeing a lot more students in their freshman and sophomore year become engaged and really start their career prep work. I think

that is important because in the sophomore year experience, they are required to look into study abroad programs and begin to talk about internships experiences. This will help prepare them for the off-ramp process to employment in four years. As you see the numbers, for yourself they are impressive. I will not read them out specifically, but you can see that students are definitely engaged and numbers of contacts with employers is promising.

This is just another great tool we have utilized. We've invested into a new application called Handshake. It allows us to really track very closely the number of employers and students that are interacting in our platform in terms of job interest, internships, and other opportunities for our students. I want you to know that Career Services Office is doing an outstanding job.

Housing, Housing, Housing - This was a record number of application that we took in. 3,825 with lease property we were able to accumulate a capacity of about 3600 beds and we were able to assign 3500 students. This has been a very busy semester for our Housing/Residential Life staff, our Student Life and Development Team, our Counseling Center, Health Center and Office of Student Rights and Responsibilities. As we move forward, I am giving you some information here that looks at the impact of having a larger freshman class at Morgan.

Takeaways from this Fall

- Continuing collaborative efforts to ensure that our campus is safe and conducive to learning must remain a high priority.
- Increasing efforts to address physical wellness and mental health support services must continue to ramp up to support students.
- Substance education and awareness must continue to be integrated into our programming efforts.
- Must continue our efforts to address expectations around CORE Values.
- Look at our alcohol and drug policy with a comprehensive review of our Drug and Alcohol Policy.
- Continue our COVID Testing and Vaccine Compliance as we navigate our way through the Pandemic and beyond.

Those are some of the takeaways for the fall semester. I believe that that is the end of my slide. I will stop and take questions because I do want to make sure that you hear from the students and then I will also ask Mr. Oliver Mitchell from Sodexo to come on and give an update, because Regent Gilliam wanted to know how the new dining program was progressing. I will stop there and take questions regarding the slides and then if there are no questions, we can go right into the SGA update.

Madam Chair: I appreciate that. First of all, I think that this is the first time that we have been presented with a report like that and I appreciate that, because we would ask questions and to see it all comprehensive like this, I really appreciate this and I'm also concerned. Are there any other questions?

Regent Hunter: I have a question about the drug and alcohol abuse program. Is the plan for that a mandatory program for kids, or is it something for kids to have attention?

Dr. Banks: The drug and alcohol program is for students that violate the code of student conduct. When you look at alcohol programs, you try to use passive programming strategies and build into that into your regular programmatic efforts as well. I do believe that a comprehensive review of our Campus Drug and Alcohol policy is needed because it hasn't been reviewed in a while. Both employees and students have been through a lot in the last 19 months. People have developed co-dependency for different reasons. We have to make sure that we have the resources that are available. We've seen our Employee Assistance Program pick up very quickly and I would imagine that as we continue to ramp up our counseling services, we are going to see that students will continue to take advantage of that as well.

Madam Chair: Thank you Dr. Banks.

Regent Brown: I have two questions. The first is around the COVID testing. The number of students, non-athletic, that were in the spreadsheet, is that the number that should be getting tested regularly or how close to that?

Dr. Banks: So the number in the COVID testing is for those that are exempt for medical or religious reasons. We have seen vaccinated students take advantage of our testing services. But really the testing so far, is supposed to be for those who have medical or religious exemptions.

Regent Brown asked about the status of Lacrosse and Intramural programs at Morgan.

Dr. Banks: We do have a lacrosse club and they are getting themselves active to participate in competitions this spring. I believe this weekend they have a scrimmage on the campus. We worked with them, Dr. Scott and I, to make sure that they have access to facilities that they needed. The plan is to continue to work with them. I met with a student who actually came and met with me last Friday about a wrestling club, and he is so excited about the introduction of the wrestling program coming along. They want to assemble themselves as a club. I will stop there and let Dr. Scott jump in because I know that everyone wants to see the Ten Bears come back. I know that everyone wants to see them come back but there is a process.

Dr. Scott: Yes, and then Dr. Scott would love that, the Ten Bears come back. We would love to win the national championship. To your earlier question, we have to go within Title 9 constraints, first and foremost. And secondarily to that, we have to have the funding to bring it back on at a varsity level. But to answer your question directly, this is a great question that you are asking. I don't know how to say this because this is my type of leadership. We have to do better for our students here on Morgan's campus, as far as recreation, intramurals and club sports are concerned. Dr. Banks and I have had extensive conversations about how we do that. There are three things that we have to impact, that everyone has to be on the same page with.

1. Club sports Regent Brown when you spoke, you used the words club and intermural interchangeably and we cannot do that, because there is a clear distinction. Club sports are funded by Student Affairs ideally, in best practices. They are a recognized student organizations that they can go out and compete with other institutions. That's what a club sport is.

2. Intramurals - The word intra means within. So, intramurals stay on our campus, so for example, volleyball. If there are 5 volleyball teams on Morgan's campus that want to compete against each other on a regular basis, those would be intramural sports.
3. Then we obviously have recreational sports, which don't take the same level of funding in an organization. We are working on all 3 of those levels, to make sure that we provide a quality experience for Morgan's students.

Because first and foremost, Dr. Turner keeps increasing the enrollment. That is a big reason that students choose the campus, if they can't compete in varsity sports. We need to be able give the population the proper place to exercise and to get their mind right. We know that if you take care of yourself physically, it will also lead to a better mental space. So we are working on that. We are in constant conversation, and we are working together with Dr. Banks to be able to make sure that as we work through the process, we can provide some sought of format for our students on campus.

Dr. Wilson: I just add to that as well. I don't disagree with anything that has been said. We also have some space challenges. That's the major obstacle to having a really incredible intramural sports program. Quite frankly, we are so space limited, and facility limited and that's what we are going to have to figure out as we go through this next period of 3-5 years. We are going to do everything that we can to minister to the needs of students in this period, but ideally, we won't be able to have the program that we have until we are able to build some more space.

Mr. Evans underscored what President Wilson said. The facilities are one of our major challenges. We are working to address that as fast as we can. We do have a plan for Hurt Gym and as the President to provide some additional space for students.

President Wilson also indicated because we are an open campus, we have not gone down the path of establishing outdoor facilities until we can get a better handle on how to protect the student population for outside entities.

Madam Chair expressed her concerns about the Counseling waitlist. I would like to go back to the report Dr. Banks.

Dr. Banks responded that in some cases we have reduced the number of sessions. Typically, the students were having 12-13 sessions, and unlimited number of sessions. What we have done in the interim, is to reduce the number of sessions students will be eligible for; we are anticipating that as soon as we hire additional staff and get our director in place, we will be able to ramp that up again. As well as online counseling will help us to move immediately with that to be able to see students. We also keep a counselor on the campus Mondays – Fridays for walk in-as well.

Dr. Wilson responded in this period that we are in, we will explore, the need to explore contracting an external entity, and have the external entity provide the counseling.

Dr. Banks also indicated we are launching a procurement process to augment our current Counseling services for the spring semester.

Madam Chair expressed that perhaps the vacant salary lines could be used to contract external online services to avoid students having to wait for a counseling session. She expressed that we can do better than this.

Madam Chair: So let us move on to the MSU Dining.

Dr. Banks: I thought that SGA report was up next. I want to save the dining for last. Alright!

Student Affairs

Student Government Association

Jamera Forbes: Just to go over our administration vision. Legacy Administration is to ensure that the Morgan State Community is well served and heard. Our Purpose: The Legacy Administration is to lead everyone equally while inspiring students to achieve their goals through giving back to their community, making their matriculation at Morgan a great experience, being uniquely themselves and leaving their mark on campus. We will serve the student body by remaining resourceful and ensure that all student concerns are addressed.

Dai'Shona Jones: Okay, so the initiative updates will be coming from 3 projects:

1. The Experience Initiative
2. The Priority
3. The Protective

The Experience - This project focuses on creating an exciting and enjoyable experience for all students on and off campus. So we have the MSU One Shop Promo Shop, which is basically students can't really sell items on campus, unless they're approved for it. So what we try to do is try to have a promo shop so where they can come and promote their business and if you want to sell your items outside of that you can. And we had our first one on September 13th. The next one will be in November.

We meet with Dr. Wilson and Dr. Banks to talk about if students having access to practice spaces for the organization. They did tell us that they would reach out to the faculty that oversee the buildings that have spaces for students to ensure that they would have more spaces for students to practice and host events.

The Priority which a project that focuses on improving and bringing light to the diverse physical wellbeing and needs of students on campus. So first was the successful health program. We conducted our first meeting to receive free feminine products around campus. We're currently waiting for the health department to get back with us on the inventory of what they already have currently. So one of the main issues was we technically do not have vending machines that can be placed inside of bathrooms right now, as well as having a long term income of feminine products.

The Protection is a project that focuses on enhancing campus safety. The first one that we had was Code Blue: We had our first campus safety walk on October 7, 2021, which was partnered with MSUPD. It was a success.

Access Granted: We walked the campus with Disable the Label on October 25, 2021. The goal was to ensure that all handicap push buttons worked for all of the buildings on campus. We also wanted to ensure that there were locations on campus that would help students that are disabled. One of the things we found on campus was: 1.) There are locked doors that the sensitivity buttons do not work or they are locked. Along with that, another main issue that we found was there are many buildings that have ramps for wheelchairs, but no handicap accessible button to open the door.

Mental Health Days: And then like what Dr. Banks said earlier about the of mental health program. So, we met with Dr. Wilson and Dr. Banks regarding the importance of mental health days. It was one of the main things that was brought to our attention, since the beginning of the year from students was that they really wanted to know if we could bring back Mental Health Days again, this semester, since the bridge from being virtual almost a year and a half. So with the help of Provost Yu, we were able to have two Mental Health days before the semester ends, this semester.

And then the COVID-19 Testing: Our last meeting with Dr. Wilson and Dr. Banks, basically we discussed students complaining about the time change for testing. They did say that they are going to work on adding two more days, as well as extending testing hours for on campus testing.

Legacy Initiative. I'm not sure if you all know that we want to plant a legacy tree, for our lost students we had here at Morgan. We did speak with Ms. Kim McCalla to start picking the tree that we wanted and the place that we want to plant the tree.

Madam Chair asked thanked the students for their report.

Madam Chair asked Dr. Yu a question about faculty that require students to do extra work on the wellness day. He responded the faculty were instructed not to assign work on these days.

Madam Chair asked when was that approved and put into action?

Dr. Yu responded about three weeks ago. It was approved by the Cabinet and then went to the instructors.

Dr. Banks indicated we have one more wellness day coming up. What we have said to our academic colleagues is that we need to figure out a way to build in wellness days into the calendar. We had this discussion in the Cabinet because I believe that Dr. Turner indicated that COMAR required a certain amount of contact hours per course, so to build in these days, we are going to have to remain compliant with state requirements.

Dr. Yu: We had a discussion with all the Deans about the status of student wellness. It's a very complex issue so we will have more in depth studies on what to do other than the wellness days. We are trying to arrange some activities for the wellness days to target some of the issues students face.

Madam Chair acknowledged SGAVP Jones.

Miss Jones indicated when we met with Dr. Banks and Dr. Wilson, they wanted to ensure we were supporting students based upon student concerns, which could have possibly been the reason why some professors didn't really care about pushing back assignments, because it was last minute and kind of rushed. If they are planned before the semester starts, it may be easier to have professors work it into the syllabus.

Madam Chair indicated she was sure they will do that with the planning part.

Dr. Wilson expressed how proud he was of the SGA leadership they are providing here at Morgan. We know that it has been very challenging for them to come into their roles while the University is reopening, with the largest number of students on campus, with the kind of challenges that our students are facing. But I can say to you is that these young leaders are just terrific.

Dr. Banks, myself, Dr. Yu, our Deans, others we are privileged to be able to work with them. And this Board and Committee empowers us to do everything that we can do to meet our students where they are and put them in the best position to manage through this very, very difficult time.

MSU Dining

Dr. Banks: In closing, I would like to present Mr. Mitchell Oliver our Director of MSU Dining Services, program, Sodexo Magic.

Mr. Oliver: Thank you Dr. Banks. Good afternoon everyone. I also have Raquel Suber, our Marketing Manager with us. She is a Morgan alum, by the way.

Mr. Oliver highlighted the programs Sodexo launched this year.

In this first slide you see the Morgan Bear and the Harper Brothers; they were one of the minority businesses that we had. We are providing that ice cream inside of our Famous Muffin, which is a C-store in Blount Towers.

At a Glance Morgan State University - This is our dining location on campus. We have 135 employees. We can move with on /off-Campus Catering, old fashion. Rawlings Café, which is our Resident Dining Hall. We have a newly renovated Student Center, where we have Halal Shack gives free food, snacks, bowls. Our retail dining location in Tyler Hall, which is a micro mart smaller C-store. Blount C-Store, which has been totally renovated. It has a host of items. Everything you need it, we have it in that Blount C-Store. CBEIS Micro Mart, which is another smaller C-store. Helen Roberts Faculty & Staff Restaurant.

MSU Dining Bite App

- We have our own app. Bite orders have increase an average of 211%.
- Average Bite orders per day is up to 200
- Dinner remains our busiest dining period. We are actually putting about 2300-2500 students thru Rawlings Dining Hall per day.

We have hired four more Morgan State University students to complete Bite orders. The Bite has become its own entity. It is like its own brand. Actually, the Bite app was designed for retail, but student associates, at the beginning of the year, a lot of students wanted to take food to go. We elected to keep the Bite app and allow students to utilize the Bite app in a residential dining hall. Next semester, we look to get the Bite app running for retail as well.

- Coming Soon: It is another opportunity where students can take food to go. We are going to bring in a Greenware - reusable, compostable containers, and utensils that students and staff can take to go.
- Chick-fil-a is scheduled to open on November 15, 2021.

RESIDENT DINING: Thurgood resident dining hall will open Fall 2022 along with C-STORE, a grocery/C-store type of feel. We already have C- store in Blount.

Innovation –MSU Dining

*Arriving second semester

- **Kiwibots** - We will have robots on campus that will have the ability to deliver food. If a student is at Cummings or Blount, they will be able to utilize the Bite app. **Digital Locker Order Pick Up** - Digital lockers are like Amazon. When you order something from Amazon and you have it delivered to a locker, like at a 7-11 or Giant, students will be able to go to that locker, type in that number, it will unlock the door, and they will be able to get their food.
- **Food Trucks** -We are working on getting our own food truck. Raquel Osiba, our Market Manager, we have worked with several local food truck vendors and have allowed them to come on campus to give a change of pace to our dining program for our students. They were out there in the circle for the first game we had. The students just loved them. We did a Food Truck Day, and we had a 360-photo booth out there.
- **Swipe out Hunger** - Swipe out Hunger is a program to fight food insecurities on the college campus. So this 2400 students on a mandatory meal plan, we would donate 2400 meal slots. This would give students that is struggling with food insecurity we will give them anonymously; we will be able to have a meal plan. It would be 5 to 15-block meal plan. That is one of our key focuses for the second semester.
- Marketing

Our goal for dining as far as marketing is concerned is to rebrand the marketing program for not only students, but for faculty and staff in getting them to know Sodexo Magic. We believe in partnering with all students on campus.

- This last year we hosted over 150 catering events
- Completed 200 Resident Dining Events
- Hosted Grand Opening for Helen Roberts
- We have partnered with 15 black-owned food trucks/vendors throughout our community.
- We have raised brand awareness of Rawlings Cafe Dietitian offerings. Our Dietitian is allergiant certified, and she works closely with students who have special allergies to food needs, as well as works with Athletics a lot.
- Our BITE App, we are pushing and marketing that. We have extended hours at Rawlings as well as Vegan/Gluten-Free options. We have also assembled a group called 'The Culinary Council'. There are 12 students including SGA members who are on campus with different classifications. Some live in hotels. Some live here on campus and off campus. We are also commuter students. They assist as dining ambassadors who listen to student's needs. We report and check in by group messages. We have meetings bi-weekly and we spread the word about dining, to see how students feel and their needs concerning dining.

Madam Chair: That is fantastic! You've been at this a year and a half now. So you are really busy. Last year was what it was, it was not utilized as much. So it must have been quite challenging for you to go forward with this.

Mr. Oliver: Yes, it was the biggest challenge that I have had in my career with Sodexo Magic. Yes it was.

Madam Chair: Congratulations! I wonder how the students feel about the food now. Before you guys came along ... Oh I see thumbs up! Really, that is good to hear, that we have improved in that area. Are there any questions or comments?

Regent Brown indicated that she enjoys the food. It is very good. The marketing is excellent. I know that we have three students that is part of the marketing team and I think that they are doing really good. As far as the robots, how do you ensure that the person who ordered the food will get the food if it is coming from the dining hall, all the way to maybe Harper?

Mr. Oliver: They are sent a code and when it gets to them, they have to type in a code as well.

Madam Chair: That you for this report. Regent Hunter, you have a question.

Regent Hunter: My question was about the robot. It sounds amazing. I wish that it were there when I was at Morgan.

Regent Brown: I have a question going back to the meal equivalency. Is there going to be any revisiting that kind of setup for the next couple of years. I am thinking about what that means for students who might live in Harper Tubman as opposed to Rawlings or Blount or just students whose majors aren't close to Rawlings, who have a meal plan who may want to go into the canteen at the Student Center as opposed to Rawlings, was there any room for reconsideration about that?

Mr. Oliver: I have heard that from several students. Our business model is a little different from the previous company, we will have to work with Business Auxiliary Services on that. There are still some renovations, some moving targets, and more pieces with regards to facilities, so stay tuned.

Madam Chair thanked Mr. Oliver for his report.

Additional announcements:

Dr. Wilson: We are planning a face-to-face December commencement. I just want to put that in front of the Committee. The students have advocated for it, but we always bring these things back to our COVID committee here on campus to see how we should proceed. As it stands right now, we are planning a full face-to-face commencement ceremony for December.

Madam Chair: Can you give us an idea of what that would look like?

Dr. Wilson: We had a dry run face-to-face matriculation convocation that went very well considering in the Hill field House.

We would continue to be fully masked as well. But right now, I don't want to get out in front of the commencement committee about the tickets and things of that sort. I think it is important for the graduates to know at this point that we are planning a face-to-face commencement and we will be getting in touch with them with regards to the number of tickets.

Madam Chair: Can you give me an idea of how many students will be graduating?

Dr. Wilson estimated about 500 students.

Madam Chair asked where will it be held? Dr. Wilson indicated it will be in the Hill Field House. That is where we have our winter commencement ceremonies.

Madam Chair asked will the students be crossing the stage? Dr. Wilson indicated yes, but we will take our advice from our Health and Safety Committee. They crossed the stage as well in the three ceremonies we had in the spring. We just do not shake hands.

Madam Chair: Any questions or comments? Ms. Forbes wanted to know if there is an estimate on about how many tickets will be given, or is it fluctuating on the amount of people?

Dr. Wilson responded that is going to be guided by the public safety and public health advice that we get from our group.

Madam Chair asked when he will know the numbers that are being recommended for commencement. Dr. Wilson indicated it will be sometime in November after we get a report from the commencement committee on what the plans will be, at that level of detail. As soon as we get them, we will put them on the commencement committee website and of course, we will communicate them to the Board office, to the regents, for those regents that would like to attend. I have not yet selected a commencement speaker. I am trying to concentrate as much as possible on a local person. We want a face-to-face commencement speaker. By the way, since we have our student leaders here, if you have some quick suggestions you want to pass my way of

someone who would be in the local area, that would be from northern Virginia, perhaps to Philadelphia or New York, in this area, that could hop on a train, please send those to me, because; I have not yet made an entree.

Madam Chair entertained a motion for adjournment for a closed session

Madam Chair, we will stay on this link. Everyone else will exit the meeting. Those that need remain for closed session will stay aboard and the meeting will be flagged. That is Legal, Dr. Veal and Dr. Yu.

New Business

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

Meeting Adjourned

It was MOVED and SECONDED to adjourn the meeting of the Academic and Student Affairs Committee. The meeting adjourned at 3:50p.m.

Respectfully submitted,

Stephanie Howard/Annie Sollers, Recorder

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

Date: Monday, November 1, 2021

Time: 1:00 p.m.

Location: Virtual

Motion to close meeting made by: Regents Hollis and Ellis

Seconded by: Regent Hunter

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Walker

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

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

____ (1) (i) To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or (ii) any other personnel matter that affects one or more specific individuals;

X (2) To protect the privacy or reputation of individuals concerning a matter not related to public business;

____ (3) To consider the acquisition of real property for a public purpose and matters directly related thereto;

____ (4) To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State;

____ (5) To consider the investment of public funds;

____ (6) To consider the marketing of public securities;

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.

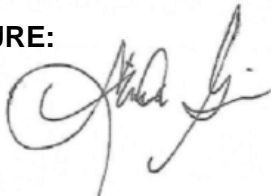
FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:

1. To consider an honorary degree recommendation (May 2022).

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):

**APPROVAL OF NEW
ACADEMIC DEGREE
PROGRAM**

**B.S. IN
CYBERSECURITY
INTELLIGENCE
MANAGEMENT**

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Proposed Bachelor of Science in Cybersecurity Intelligence Management

DATE OF MEETING: January 31, 2022

BRIEF DESCRIPTION:

The Department of Information Sciences & Systems (INSS) at the Graves School of Business at Morgan State University (MSU) is proposing to offer a Bachelor of Science in Cybersecurity Intelligence Management (CyIM). The non-technical management program aligns with the strategic mission of the Graves School of Business and Management. The School's strategic plan is designed to support the University's vision, mission, and strategic plan.

The new program will enable students in a business program to attain critical knowledge in cybersecurity management to meet the shortage of skill sets of such knowledge. Central to the proposal is significant demand for students who can demonstrate analytical and critical thinking skills using ethical cybersecurity methods and toolsets to competently manage cybersecurity at a strategic, tactical, and operational level. All industries require such knowledge to manage their operations and protect their computing and network infrastructure. The proposed undergraduate cybersecurity program will be 120 credit hours, 4-year, 8- semester duration, and given in both face-to-face and distance education modalities.

Cybersecurity is seeing tremendous job growth and innovation. Still, with laws and regulations concerning privacy and the rise of criminal elements attempting to compromise secure systems, it has become an essential discipline to the U.S. government.

Cybersecurity is a rapidly expanding field in both jobs and salaries. Businesses are developing cybersecurity experts who know how potential threats impact the organization.

The program will prepare students to enter the local, national, and global workforce as leaders and innovators. This program is MSU's mission to "Serve the community, region, state, nation, and the world as an intellectual and creative resource by supporting, empowering, and preparing high-quality, diverse graduates to lead the world." Therefore, this program aligns with the designation of MSU as Maryland's preeminent public urban research university. This program is also consistent with the University's Carnegie Foundation classification as a doctoral research university with high research activities (R2) to serve the State of Maryland's urban and underrepresented minority population affordably by "transitioning from a comprehensive university focused primarily on teaching and instruction, to one with an emphasis more on research and innovation."

FISCAL IMPACT:

Enrollment in this program is projected to reach 200 students in 5 years. Here is the summary of resources and expenditures projected for this program.

Projected Enrollment (FTE)	18	35	68	130	215
Estimated Resources	\$223,134	\$430,848	\$820,853	\$1,569,070	\$2,612,524
Estimated Expenditures	\$386,900	\$396,678	\$406,699	\$416,972	\$427,501
Net (resources-expenditures)	-\$163,766	\$34,170	\$414,154	\$1,152,098	\$2,185,023

PRESIDENT'S RECOMMENDATION: The President recommends approval.

COMMITTEE

ACTION: _____ **DATE:** _____

BOARD ACTION: _____ **DATE:** _____

**AMENDMENT TO POLICY
ON STUDENT HOUSING
RESIDENCY
REQUIREMENT FOR
FRESHMEN &
SOPHOMORES**

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Amendment to Policy on Student Housing Residency Requirement

COMMITTEE: Academic and Student Affairs

DATE OF MEETING: January 31, 2022

BRIEF EXPLANATION: In November 2020, the Board approved the Policy on Student Housing Residency Requirement for Freshmen and Sophomores. This policy was intended to support student housing operations and the various student housing projects that were in development at that time. Since then, the University has achieved record freshmen enrollment and an increase in the out-of-state mix, which has required additional facilities to meet demand.

While such a policy is needed to continue to support the Student Housing Strategic Plan that is currently being revised, we are asking that the policy be amended to allow the University additional time to plan and develop procedures to implement the policy and to revise the requirement for incoming freshmen.

The University makes a request to the Board of Regents to approve the Morgan State University Policy on Student Housing Residency Requirement for Freshmen, effective fall 2024.

FISCAL IMPACT: N/A

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

COMMITTEE

ACTION: _____ **DATE:** _____

BOARD

ACTION: _____ **DATE:** _____

**MORGAN STATE UNIVERSITY POLICY ON STUDENT HOUSING RESIDENCY
REQUIREMENT FOR FRESHMEN ~~AND SOPHOMORES~~**

The University will implement a plan and develop procedures to be approved by the President to establish the requirement that as of the Fall, 202~~24~~²⁵ academic semester, all incoming freshmen ~~and all sophomores~~ shall be required to reside in on-campus housing facilities, and that as of the Fall 2025 academic semester, all incoming sophomores shall be required to reside in on-campus housing facilities.

DRAFT

**MORGAN STATE UNIVERSITY POLICY ON STUDENT HOUSING RESIDENCY
REQUIREMENT FOR FRESHMEN**

The University will implement a plan and develop procedures to be approved by the President to establish the requirement that as of the Fall 2024 academic semester, all incoming freshmen shall be required to reside in on-campus housing facilities.

DRAFT

ATHLETICS UPDATE

NCAA Division I 2020 - 2021 Academic Progress Rate Institutional Report

Institution: Morgan State University

Date of Report: 01/27/2022

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.]

Sport	APR			Eligibility/Graduation		Retention	
	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

* Denotes data representing three or fewer student-athletes. In accordance with FERPA's interpretation of federal privacy regulations, institutions should not disclose statistical data contained in this report in cells made up of three or fewer students without student consent.

N/A = No APR or not applicable.

N = Number of student-athletes represented.

¹ Denotes APR that does not subject the team to ineligibility for postseason competition based on institutional, athletics and student resources and the team's Graduation Success Rate.

² Denotes APR that does not subject the team to ineligibility for postseason competition due to the team's demonstrated academic improvement.

³ Denotes APR that does not subject the team to ineligibility for postseason competition due to the squad-size adjustment. The "upper confidence boundary" of a team's APR must be below 930 for that team to be subject to ineligibility for postseason competition. Squad-size adjustment does not apply to teams with four years of APR data and a multiyear cohort of 30 or more student-athletes.

⁴ Denotes APR that does not subject the team to penalties due to the team's demonstrated academic improvement.

⁵ Denotes APR that does not subject the team to penalties due to the squad-size adjustment. The "upper confidence boundary" of a team's APR must be below 930 for that team to be subject to penalties. The squad-size adjustment does not apply to teams with four years of APR data and a multiyear cohort of 30 or more student-athletes.

⁶ Denotes APR based on a one year cohort, not subject to ineligibility for postseason competition and/or any penalties.

⁷ Denotes APR based on a two year cohort, not subject to ineligibility for postseason competition and/or any penalties.

⁸ Denotes that team is not subject to ineligibility for postseason competition and/or penalties based on institutional resources.

⁹ Denotes APR that requires an APP Improvement Plan be created for this sport.



MORGAN ATHLETICS ACADEMIC SCORECARD - FALL 2021

DEPARTMENT GPA

28

STUDENT-
ATHLETES

4.0 GPA

3.03

10 PROGRAMS w/
TEAM GPA

ABOVE **3.0**

71%

STUDENT-ATHLETES
OVER **3.0**

HIGHEST TEAM GPA



WOMEN'S
BOWLING

3.58



#THE MORGAN WAY

STUDENT AFFAIRS UPDATE

Division of Student Affairs Campus Life Updates Spring 2022

**Presented to
Board of Regents
Academic Affairs and Student Affairs Committee**

**by Dr. Kevin Banks, Vice President for Student Affairs
January 31, 2022**

Campus Life Updates Spring 2022

Spring Reopening

- *Requiring all Resident Students to submit negative Covid-19 results before returning to University managed housing*
- *Covid-19 testing site opened January 15-16 and January 22-23*
- *Issuing KN-95 masks to all Students and Employees*
- *Revising Isolation/Quarantine Periods to 5 Days for Fully Vaccinated Asymptomatic cases, (in compliance with CDC).*
- *Conducting periodic testing of Campus cohorts with high frequency engagement on campus, i.e., Residential Students, Athletes, Performing Arts, Housekeeping, etc.*



Campus Life Updates



Housing Spring 2022

Total Applications

211

Total Assigned

173

Campus Life Updates

A Phased – In Approach to “Protect the Cave”

Phase One: Jan. 24th - Feb. 20th

- All Virtual

•Phase Two: Feb. 21st - Mar. 27th

- Tabling
- SGA/CAB Safe Social Events
- Visitation

Phase Three: Mar. 28th - Apr. 10th

- Outdoor Events
- Student Organization Safe Social/Small indoor Events with occupancy limits)

Phase Four: Apr.11th - May

- Introduction of Major Events
- 60% Capacity

**** All plans are subject to change**



Procurement Process to Expand Counseling Support Services

- Expanded Tele therapy options for students
- 24hr Emergency Crisis online intervention
- Suicide and Substance Abuse Assessments
- Bilingual support services
- Private, secure counseling through a mobile app
- Access to a diverse pool of licensed counselors
- Access to an online app that will provide self-help tools that will promote mental health awareness, self-care, and resilience coaching
- On-line global, filterable referral network specifically featuring community mental health practitioners that will connect with support services nationwide and internationally.



Revised Counseling Center Staffing Plan

- Director
- Assistant Director
- Counselor * (LPC or LCSW-C) Position
- 3 Staff Psychologists
 - Two vacant positions
- Two Embedded positions
 - Office of Residence Life and
 - Athletics Department



STUDENT GOVERNMENT ASSOCIATION UPDATE

Vision: Legacy Administration is to ensure that the Morgan State Community is well served and heard.



Purpose: The Legacy Administration is to lead everyone equally while inspiring students to achieve their goals through giving back to their community, making their matriculation at Morgan a great experience, being uniquely themselves and leaving their mark on campus. We will serve the student body by remaining resourceful and ensure that all student concerns are addressed.

Updates

Last Wednesday the SGA President and Vice President along with the class presidents met with Dr. Wilson, Dr. Banks, and Dr. Veal to discuss the spring semester and student concerns.

Main Points:

1. COVID-19
 - Student Events
 - Safety
 - Graduation
2. Short term student body goals

In November we partnered with the Star Trak Health Organization and the Morgan State University Health Department to provide free HIV/STD test. Students were also given different pamphlets to learn more about sexual health, the importance of safe sex, and further actions that can be implemented. We had a great turn out.

Sexual Health Program

We are proud to announce that on Monday January 30, 2022 students of the Morgan State community will be able to obtain free feminine products in several locations across campus.

The following locations are:

University Student Center

Blount Towers

Communications Building

CBEIS

Holmes Hall

BSSC

Wellness Days

The Legacy Administration of the Student Government Association sent out a google form to receive feedback on wellness days. We received 77 responses from the student body. Below are the responses received.

Do you think the wellness day was beneficial?

80.3% YES 19.7% NO

Did your teachers cancel classes on Wellness Day?

78.9% YES 21.1% NO

Did you have assignments due on Wellness Day?

60.6% YES 39.4% NO

We found that many students appreciate the wellness days however, they do not feel like they were well planned and many professors does not take it seriously.

What's Ahead?

You and Me Program: Connecting Morgan State University Students with youths in Baltimore City high schools to encourage higher education learning and a humbling experience for the Morgan State Students.

- We are working to figure out the best way to engage with the youth as many schools are not allowing outside guest come into the schools.

Life Savers- This program will bring free CPR and AED training to campus to allow certification opportunities for students on campus.

- We will be planning to have these trainings in March.

We will be continuing to work to allow on campus internship opportunities for students. We are trying to finish this before we graduate however, we are having a hard time due to zero to no responses from those we have reached out to.

For community memorial garden for lost morgan students, we have to finalize a tree and send it out so that it can be planted in April. We would like to have an official planting and ribbon cutting to honor these students.

Many people have been complaining about the shuttle service. We will be putting out a survey to receive student feedback.

THE LEGACY ADMINISTRATION

SGA PRESIDENT: Jamera Forbes, jafor18@morgan.edu

SGA VICE PRESIDENT: Dai'Shona Jones, dajon44@morgan.edu

CHIEF OF STAFF: Jocelyn Daniels

SECRETARY: Kamilah Degraphenreed

CHIEF JUSTICE: Naima Debrest

COMPTROLLER: Tia Thomason

COMMUNITY SERVICE CHAIR: Sydney Smith



BOARD OF REGENTS
Finance and Facilities Committee Meeting
Monday, January 31, 2022 (Virtual)
9:00 A.M. – 12 P.M.

A. Remarks by the Chair

Dr. Shirley M. Malcom

B. Remarks by the President

Dr. David Wilson, *President*

ITEMS FOR INFORMATION

- Facilities, Design and Construction Management Update
- Division of Research and Economic Development Update
- Division of Institutional Advancement Update
- Division of Enrollment Management and Student Success Update

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

Dr. Willie May, *Vice President
Research and Economic Development*

Ms. Donna Howard, *Vice President
Institutional Advancement*

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

ITEMS FOR ACTION

- Finance and Facilities Committee Minutes of November 1, 2021
- Student Housing

Chairwoman Malcom

Dr. Wilson/Mr. Sidney Evans, *EVP
Finance & Administration*

- Introduction to Housing Discussion – Phase II Updates:
New Student Housing & Renovation of Existing Facilities
 - Approval of FY 2023 Housing Rates
 - Amendment to Policy on Student Housing Residency Requirement for Freshmen & Sophomores
 - Approval of Maryland Economic Development Corporation Letter of Intent

ITEMS FOR INFORMATION

- Budget Updates
 - FY 2022 Financial Status Update
 - Governor's Recommendation - FY 2023 Operating Budget
 - Governor's Recommendation - FY 2023 Capital Budget
- Standard & Poor's Ratings Update
- MCEC/Siemens Energy Performance Contract Financing

Mr. Sidney Evans, et al

Mr. Sidney Evans

Mr. Sidney Evans

ITEMS FOR INFORMATION



CAPITAL PROJECTS UPDATE

Nov. 2021 – Jan. 2022

Planning, Physical Plant and Design & Construction Management

A. EXECUTIVE SUMMARY

Staffing: Planning, Physical Plant Department (PPD), and Design and Construction Management (DCM) have begun to hire additional staff. To date, three (3) people started in mid-January, an assistant planner each for Planning, PPD and DCM. Additional assistant project managers continue to be recruited, with a second starting in early February for DCM. The Associate Director for PPD will start at the end of February. The new Director search continues. We are excited about these new additions.

Housing Strategy: A housing strategy for new buildings and the renovation of existing facilities has been established. It will allow for controlled growth and for a controlled number of beds coming offline. The plan allows MSU to perform a basic plan for each building to determine what needs/wants to be accomplished and for the early engagement of one to two design teams for multiple projects. Except for Baldwin and Cummings, one building will come offline at a time (equating to approximately 200 beds), with the larger buildings renovated toward the end. This process will allow for the design of the buildings to occur while the building is occupied and another in construction. Design work will take place during the school year and the buildings taken offline after spring commencement and subsequently returned to service the following fall semester year. Blount, possibly Rawlings and likely Harper-Tubman will require more than one year due to the project complexities. Once the planning has been completed, it will be easier to determine the quantity of time required for each project (the planning process has already begun).

MBE Goals for Major Capital Projects: We continually monitor the contractors' MBE payments. As of December 2021, many of the projects in progress are exceeding the University's MBE goal of 30%, with this quarter's average consisting of 37.51%. Out of \$175,439,844 paid out in contracts, payments to date to MBEs equates to \$65,813,844.

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 the Public Safety and Thurgood Marshall projects are by a private company striving for 30% MBE goals each.

B. PLANNING

CAPITAL BUDGET REQUEST

We met with and responded to questions from the Department of Budget and Management (DBM) on our FY 2023 and five-year capital budget request. The Governor has included \$97.6 million in his capital budget request to the General Assembly (the associated spreadsheet is included in this report).

PROGRAMMING

The State of Maryland requires us to submit a program for every capital project requiring capital money. Typically, programs are in two parts – Part I is the justification and Part II is the special requirements for the building programs and spaces. Programs in process are: (1) new and renovated Engineering facilities, (2) Dixon renovation for Physics and (3) electrical upgrades.

New and Renovated Facilities for Engineering: Planning is assessing with the School of Engineering the scope of work for a new building and the renovation of the existing facilities. Space and programs would include Computer Science move from the Science and McMechen buildings, the Cybersecurity Assurance and Policy (CAP) Center from McMechen and Engineering, and new programs that are being discussed.

Dixon Renovation: Dixon is to be renovated for Physics. The course surveys have been completed and the proposed space inventory is ongoing. The draft report is to be completed in a couple of months.

Electrical Upgrades: After the completion of the New Science Building in 2026-2027, the University will not have enough power from BGE to service campus. The improvements are being done as two projects: (1) to replace the existing Cold Spring Lane substation (deferred maintenance) and (2) bringing in new and increased power supply from a new BGE substation (capital). After the completion of the Thurgood Marshall housing projects, there will be no redundancy/capacity left at the Montebello substation. We are working with BGE to increase power to the campus.

BUILDING CONDITION SURVEYS

Similar to programming, building condition surveys are also required by the state for all capital projects being considered involving existing buildings. Surveys are in progress for Dixon, Engineering and Truth Hall. We are in the process of securing firms to prepare programs for the legacy buildings.

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

The work of the three workgroups (Human Resources, Graduate Studies and Institutional Research) is still underway. Our Human Resources workgroup has identified a number of issues/recommendations, all of which while assisting with our state and federal reporting requirements, will better position us for R1 status. We have drafted a process for completing the SGAP report that will be circulated for review and comment. It will require support and participation from Academic Affairs, Enrollment Management, Finance, Institutional Research and Information Technology. We continue to work through the issues with credit/contact hours.

C: PHYSICAL PLANT

UNION (AFSCME)

Negotiations continue with the last meeting held on January 21, 2022.

PHYSICAL PLANT – GENERAL

Over the winter break, we were able to fill the Associate Director position. The individual will start in late February. The new Director search continues with the executive search firm.

ACCURENT CAPITAL PLANNING / GORDAN – DEFERRED MAINTENANCE ANALYSIS

The analysis process and program are assisting Morgan to determine the facilities condition index of each building. The report is due in late February for the entire campus (years two and three initial analyses were moved up to achieve a more complete analysis allowing for better planning). This process will allow for a more independent process to select and prioritize projects for deferred maintenance.

WINTER/HOLIDAY WORK

Approximately 300 items were identified and roughly two-thirds of the list has been completed or remains in progress. Over the winter break, projects totaling \$400K were completed.

D. DESIGN AND CONSTRUCTION MANAGEMENT

OPERATIONS

A new assistant project manager started in early January 2022, and a second is scheduled to start in early

February 2022 (both are Morgan graduates). In action, work continues with third party firms to assist in managing projects. We will continue to search for the right/qualified people to join Morgan.

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 project is preparing to start construction at the end of January/start of February. The construction manager is holding scope review sessions with various trades. The bid price for site work and utilities was approved by the Board of Public Works last December. Shop drawings have been submitted for the underground storm water management facility. Behind the scenes work is in progress.

Health and Human Services (HHS Phase II)				
		Appropriation	Obligations	Balance
	Design	13,857,000	13,007,753	849,247
	Construction	29,000,000	6,970,699	22,029,301
	Reverted Funds			0
	Capital Equipment			0
	Total	\$42,857,000	\$19,978,452	\$22,878,548

Design:	HOK/KDA	MBE Goal:	30%
CM:	Barton Malow/JLN	MBE Goal:	30%
Commissioning Agent:	Setty & Assoc. International	MBE Goal:	5%
LEED Anticipated:	Silver with the possibility of Gold		

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

Demolition of WSC and surge space for equipment is part of Phase I, with the new building as Phase II. The design of Phases I and II will run concurrently. Opening is planned for fall 2027. This building (to house Biology and Chemistry) will be located on the southwest corner of Cold Spring Lane and Stadium Way.

The selection process for the architect for both the demolition and the new building started in early December. One architect will be selected for both projects, although the work will be treated as two separate projects due to the complexities of the site.

SCIENCE PHASE I (Demo Washington Service Center)				
		Appropriation	Obligations	Balance
	Design	784,000		784,000
	Construction			0
	Reverted Funds			0
	Capital Equipment			0
	Total	\$784,000	\$0	\$784,000

STUDENT HOUSING (THURGOOD MARSHALL REPLACEMENT)

Phase I: The north side brick façade is complete and continues on the east side. Window installation has begun on the north side. It is anticipated that brick will start on the west side at end of January/start of February, weather pending. The contractor is typically working six days per week to keep the project on schedule. The installation of the plumbing, ducts and electrical conduits continues as well as the interior drywall.

The opening remains on schedule for fall 2022 occupancy. The project is located along Argonne Drive across from the Murphy Fine Arts Center. The residential component will house 660-670 beds with a 24/7 dining hall to service approximately 720 students.

Phase II: Demolition of the existing Thurgood Marshall apartments and rebuilding the athletic and recreational fields between the new building, Blount Towers, the tennis courts and Hill Field House. This work is under design with demolition expected to start at the end of the spring 2022 semester.

Phase III: The addition of approximately 498 beds adjacent to the Phase I tower, which will be connected via the new dining hall and green roof. The team is working through early designs. We will be seeking Board approval for Phase III at the February 2022 meeting. If approved, the building will be 12 floors in lieu of ten (in Phase I) to maximize the number of beds with anticipation of occupancy by fall 2024.

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: FUNDING \$30,000,000

Deferred maintenance money is typically for projects where their maintenance has been deferred and projects where they are past their useful life. It involves various types of projects across campus. Individual project costs are listed in the chart at the end of deferred maintenance.

STEAM TRAP REPLACEMENT

The steam traps were replaced under the initial work. After we were able to turn off the steam for the work, it revealed that several of the manholes had deteriorated beyond repair and required replacement. Turning the systems on and off for repairs is causing stress on the pipes and now weakness in some pipes have become apparent, which will likely need to be replaced in the spring when the steam is turned off for the season.

The steam traps, associated piping and insulation were replaced in the manholes. There are four manholes that require their structures to be rebuilt as they are no longer safe to enter. The manhole lids were also recently replaced, and the structures temporarily stabilized over the winter break. The balance of the manhole work will occur in the spring after the heat is turned off for the season. Additional work to repair newly discovered leaky steam and condensate lines will be replaced in the spring as well due to the length of down time required of the system.

Contractor:	EMJAY Mechanical	MBE:	0%
-------------	------------------	------	----

WEST CAMPUS PARKING/ROAD/FENCING

Design is progressing. We are waiting for the Maryland Department of the Environment (MDE) to complete their review before the design can continue.

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

FIRE ALARM UPGRADE

This project is being managed by the Maryland Clean Energy Center (MCEC)/Siemens. The design of the fire alarm upgrades has been completed for Blount, Carter-Grant-Wilson and Hurt Gymnasium and are under review. Other facilities – Key, Spencer, Holmes, McMechen, Engineering, Library, Hughes Stadium, Murphy Fine Arts Center, Student Center, Hill Field House, Alumni House, and Power Plant – will follow. Materials continue to be ordered and work is anticipated to commence late October/early November 2021. Approximately 15% of the design and 5% of the construction has been completed. The first building is Blount Towers.

Design/Construction:	MCEC/Siemens	MBE:	23%
----------------------	--------------	------	-----

MEMORIAL CHAPEL

There are three deferred maintenance projects associated with the Chapel, of which two include funding from

the federal Department of the Interior’s National Parks Service (HBCU grant totaling \$500,000 each for 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. Construction is planned to go through the end of 2022.

WINDOW PRESERVATION

The request for construction proposals is being prepared for advertisement within the next couple of months.

Design:	Gant Brunette Associates	MBE Design:	4.8%
Contractor:	TBD	MBE Construction:	TBD

ROOF REPLACEMENT/REPAIR

The grant award notification was received last summer to replace/repair the slate and flat roofs, chimney, gutters and, if possible, the stone retaining walls. The next step is to hire a design firm followed by a contractor.

WATER INFILTRATION (TRUTH HALL/CHAPEL)

The project is to stop the below grade water infiltration into the buildings. Since the work is on historically sensitive buildings, we informed both the national and Maryland historical/preservation organizations. The work around both buildings has been approved by the Maryland Historic Trust. While we wait for MDE review, we are preparing the project bid documents for construction.

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

SUBMETERING

Work involves adding approximately 187 submeters to the various utilities on each building to allow for better and more complete monitoring and tracking of utility consumption. This tracking can lead to recognizing problems with big swings in consumption. Approximately 50% of the design and 5% of the construction have been completed with an expected completion in early 2023.

Design/Construction:	MCEC/Siemens	MBE:	34.5%
----------------------	--------------	------	-------

GILLIAM CONCERT HALL AND RECITAL HALL RENOVATIONS

An architect has been retained to produce contract documents to replace the acoustical wood ceiling panels in the Gilliam Concert and recital halls. Currently, both halls are closed pending repairs. The Gilliam Concert Hall is expected to reopen in December 2022 and the recital hall schedule is currently being prepared. Federal funding resulting from all three COVID programs, including the American Rescue Plan, is being utilized for the project.

Fifty percent (50%) of the architectural drawings were submitted in December with 100% to be submitted by the end of January. Siemens is working concurrently on upgrading the controls, ventilation and mechanical equipment through the master service agreement managed by the Energy Director. The scope of the architectural renovations includes:

- Replacement of all curved acoustic wood ceiling panels in both halls
- Replacement of acoustic wood wall panels in the Gilliam Concert Hall
- Replacement of carpet in both halls
- Wall repair and painting in the Gilliam Concert Hall
- Refinishing of wood stages in both halls

STADIUM WAY SLOPE STABLIZATION

Regular meetings have begun with the U.S. Army Corps of Engineers. We took them on a tour of the area in early January, and they agree there are issues. They are required to do their own research and provide recommendations prior to moving along any further. Morgan’s research has been provided to the Corps to assist in their analysis and recommendations.

DEFERRED MAINTENANCE COST SUMMARY

Deferred Maintenance FY 2020				
	Appropriation	Obligations	Balance	
	10,000,000		10,000,000	
Steam Trap		714,186	-714,186	
West Campus Design		674,234	-674,234	
Fire Alarm		2,571,051	-2,571,051	
AHU 14		851,787	-851,787	Final
Chapel Grant Design		300,000	-300,000	
Truth/Chapel Water Infiltration Design		278,965	-278,965	
Schaefer Auditorium Renov		775,526	-775,526	
Submeters		2,931,875	-2,931,875	
			0	
Total	\$10,000,000	\$9,097,624	\$902,376	

E. MISCELLANEOUS PROJECTS

REAL ESTATE SPACE

Due to upcoming projects such as Osteopathic Medicine and the New Science Building, Montebello and the Washington Service Center must be vacated in 2022 and 2023, respectively. In addition, Carter-Grant-Wilson, Hurt and McKeldin are not in use. Space availability is at a premium due to departments expanding. All options on and off-campus are being considered.

OSTEOPATHIC MEDICINE

Legal documents are under review by Morgan. The University anticipates the need to vacate Montebello by mid-2022. Space for current building occupants continues to be sought. Morgan is conducting an appraisal of the land for ground lease.

LOIS T. MURRAY SCHOOL

The City of Baltimore is having one-on-one discussions with local City Council members regarding the project. Future discussions with Morgan will continue after the conclusion of these discussions.

LAKE CLIFTON HIGH SCHOOL

Representatives from the City of Baltimore and Morgan continue to work towards a Land Disposal Agreement (LDA). This is a formal agreement to transfer the land to Morgan. As part of the LDA, an agreement has been reached on the Right of Entry between Baltimore City Public Schools and Morgan. There is agreement between Recreation and Parks and Morgan. The City has recently added new requirements that are being discussed. A master plan team will be hired once the legal documents have been agreed to and the land is formally transferred to Morgan.

WORKFORCE & TECHNOLOGY CENTER

The University is in negotiations with the Maryland Department of Education to lease approximately 18,500 GSF on the first floor of a building adjacent to the Montebello Complex. MSU will be responsible for the utility costs of the leased space as part of the lease agreement. The lease agreement is under review by both legal teams. The plan is to relocate PPD staff to this location in early 2023, when the Washington Service Center is demolished to make way for the New Science Building. The lease is currently being planned for 10-15 years with options to extend. Some renovation will be required to add power/technologies. A final lease is targeted to be completed by April 2022.

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 campus overall development, particularly as it affects the legacy buildings and important historic features of the campus. This report will also be utilized to guide other HBCUs to assist them in researching, documenting and protecting their campuses.

The team has completed Phase I (data collection). They are now starting to work on description and analysis for preliminary evaluations. Discussions have begun to loop in students from the School of Global Journalism and Communication to participate on the project to interview different members of the Morgan community.

HBCU CAP FIN FUNDED PROJECT – NORTHWOOD POLICE (PUBLIC SAFETY)

Work is progressing – exterior bricks are being installed as well as interior systems and walls. Coordination is in progress for the IT and AV systems. The furniture has been ordered.

CAP FIN - Northwood Public Safety					
	Appropriation	Obligations	Balance		
	14,585,840		14,585,840	Design:	JP2
Design		687,159	-687,159		MBE Design
Construction		13,450,773	-13,450,773	30%	
			0	Contractor:	Comercial Construction
					MBE Construction
Total	\$14,585,840	\$14,585,840	\$447,908	48%	

NORTHWOOD SHOPPING CENTER

Construction of Phase I continues. Most buildings in Phase I are to be ready in 2022, brick is in progress as are the storefront windows.

BARNES AND NOBLE

Discussions have begun regarding the design of the new space at Northwood for the co-branded University campus store.

SPACE UNDER BARNES AND NOBLE

No update: The space under Barnes and Noble is being considered for a new program, grant and surge space, similar to the Hoen building.

F. POST - CONSTRUCTION AND EXISTING BUILDING RENOVATIONS

HUB: No change on this item

G. ENERGY SUSTAINABILITY

Morgan's partnership with MCEC and Siemens is to advance Morgan's energy and sustainability program and to address long overdue deferred maintenance projects. Projects are assigned by task orders. A major component of the partnership is energy performance contracts (EPCs). These contracts are designed and constructed with the main purpose to produce recognizable and guaranteed cost savings for the University to offset the capital cost of the investment. We began working to coordinate these projects with the major capital projects to avoid conflicts or duplication of work. Projects in progress are summarized below.

Task Order #	Task Description	Status	Cost	MBE %
TO 1	Vendor Selection	Completed	NA	
TO 2	Campus -wide energy conservation projects (lighting upgrades, water conservation, duct cleaning, back flow preventers, etc. Renovate Hurt Gym	Discrete projects are in progress. Hurt Gym is in design.	\$9,903,725 (energy conservation) \$14,573,000	TBD
TO 3	Sub Metering	Add sub meters to utilities to allow for better tracking and evaluation of energy consumption. Approved by BPW October.	\$2,931,875	34.5%
TO 4	Master Strategic Energy / Sustainability Plan	Develop sustainability road map. Goals: guaranteed savings, education, energy use reduction	\$289,933	TBD
TO 5	Inspection Testing / Maintenance Fire Systems	Deferred maintenance operating annual	\$410,000 annually with % increases	
TO 6	Fire Infrastructure Upgrade and Integration	BPW approved May 2021 – materials are being ordered	\$2,571,051	23%
TO 7	Indoor Air Quality Improvements	Hill Field House, Hughes Stadium, O'Connell	\$899,481	TBD
TO 8	Energy Performance Contract for Residential Buildings	On hold pending revised housing renovation plan		
TO 9	Security System Upgrade / Maintenance	Still in planning process		
TO 10	Energy savings, one time preventative / deferred maintenance projects	Multiple projects are included, this represents seven out of twelve projects	\$1,309,072	TBD

H. ATTACHMENTS

1. Project Photos

HEALTH AND HUMAN SERVICES



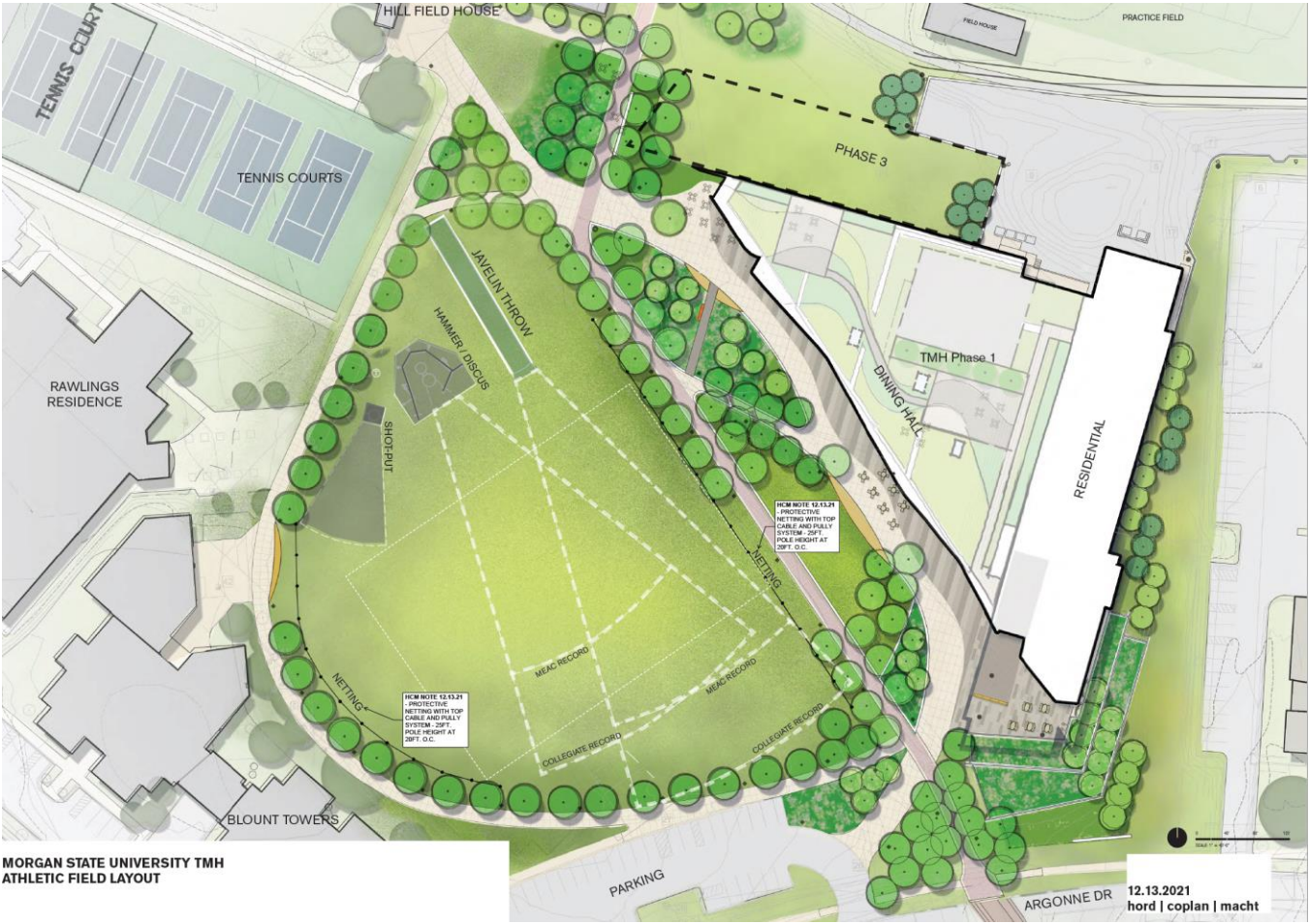
NEW STUDENT HOUSING (THURGOOD MARSHALL HALL)

View from Roof of Hill Field House



East Side of Building Showing both the North and South Ends. Brick is going up on the east side (north side brick is completed with windows being installed)

Phase II



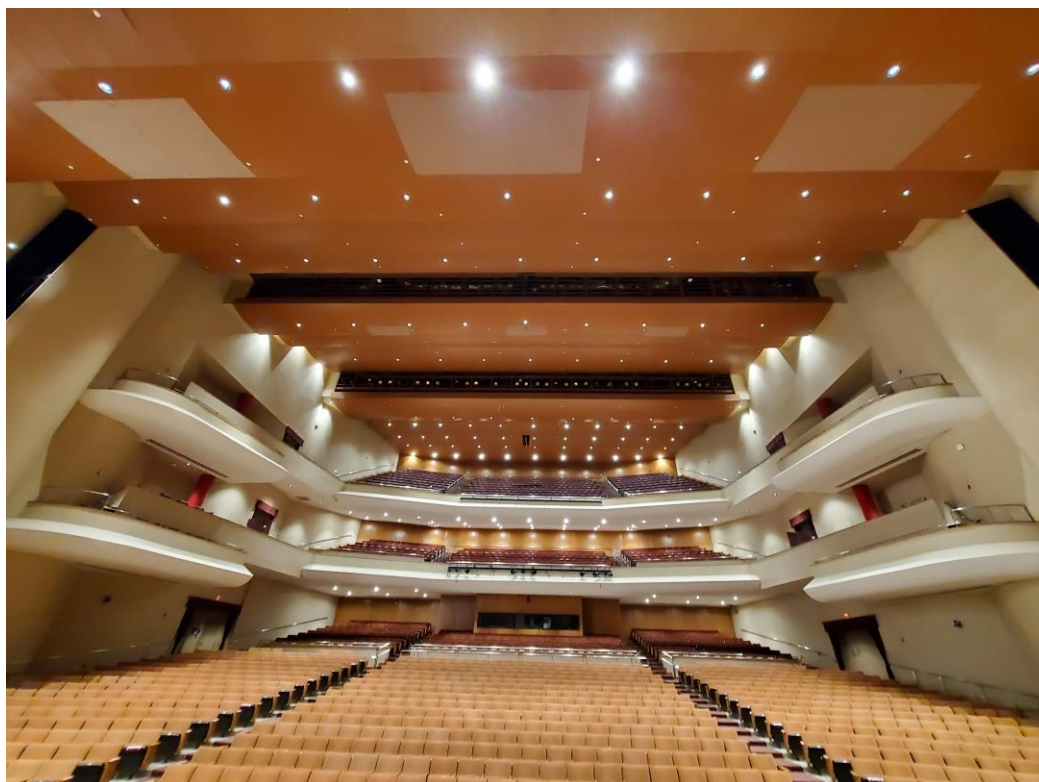
Phase III



TAMPP - Phase I of Health and Human Services Project
Preparations for new Salt Storage Structure on Lot Y



GILLIAM CONCERT HALL:



PUBLIC SAFETY AT NORTHWOOD

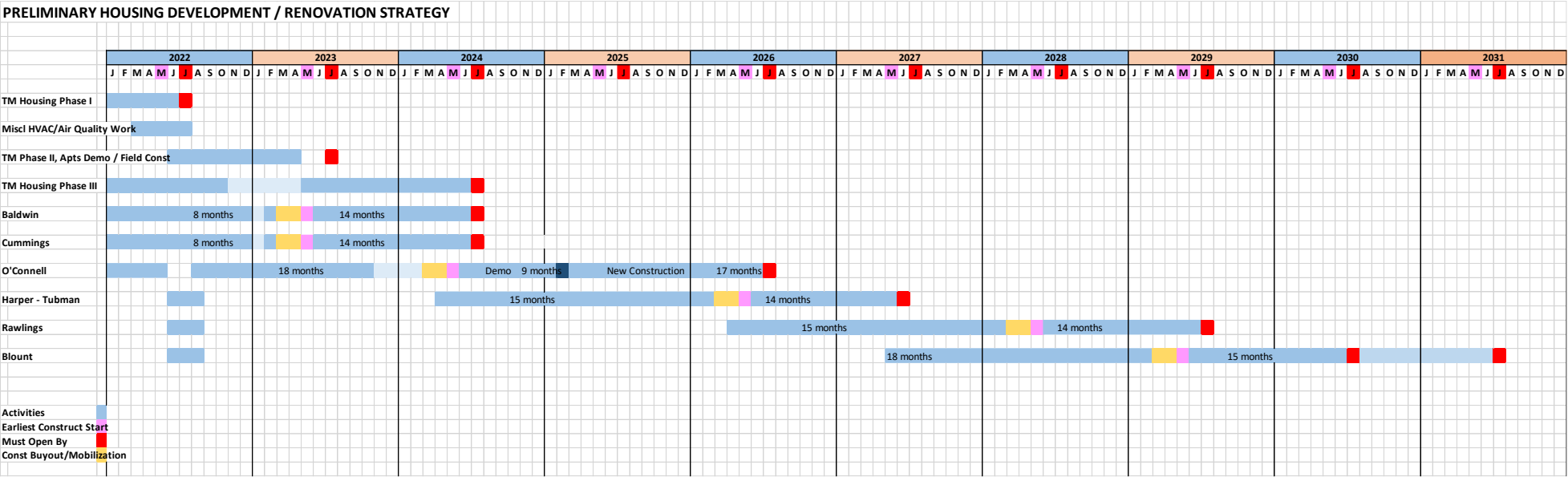


Public Safety



Shopping Center – Barnes and Noble in the Fore Front







Report to the Morgan State University Board of Regents – February 1, 2022
Reporting Period: July 1, 2021 – December 31, 2021

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

I. INTRODUCTION and Comments from the VP 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. 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 and 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. Our focus now is to improve our systems and processes to support the continuous growth of Morgan's stature within the nation's higher education research community. We aspire to be poised for ascension to R1 and become a "Doctoral University with Very High Research Activity" within the next decade.

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 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 blacks were not included in 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 three (3) intertwined crises: health disparities (e.g., COVID 19 pandemic), sustained multi-generational economic disparities, and persistent police brutality and structural racism. 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 disproportionately 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.

R&D Expenditures & Doctorates for the 10 Carnegie R2 HBCUs - Plus HBCU Trends

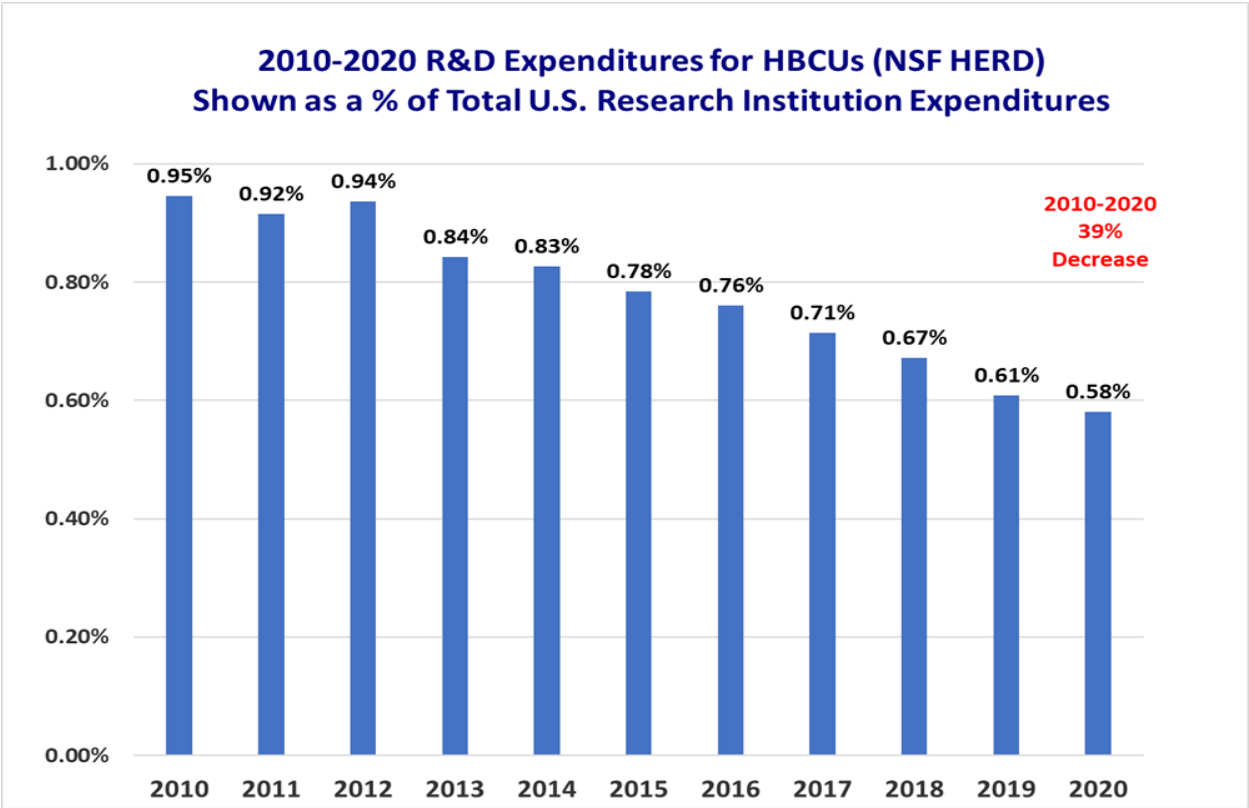
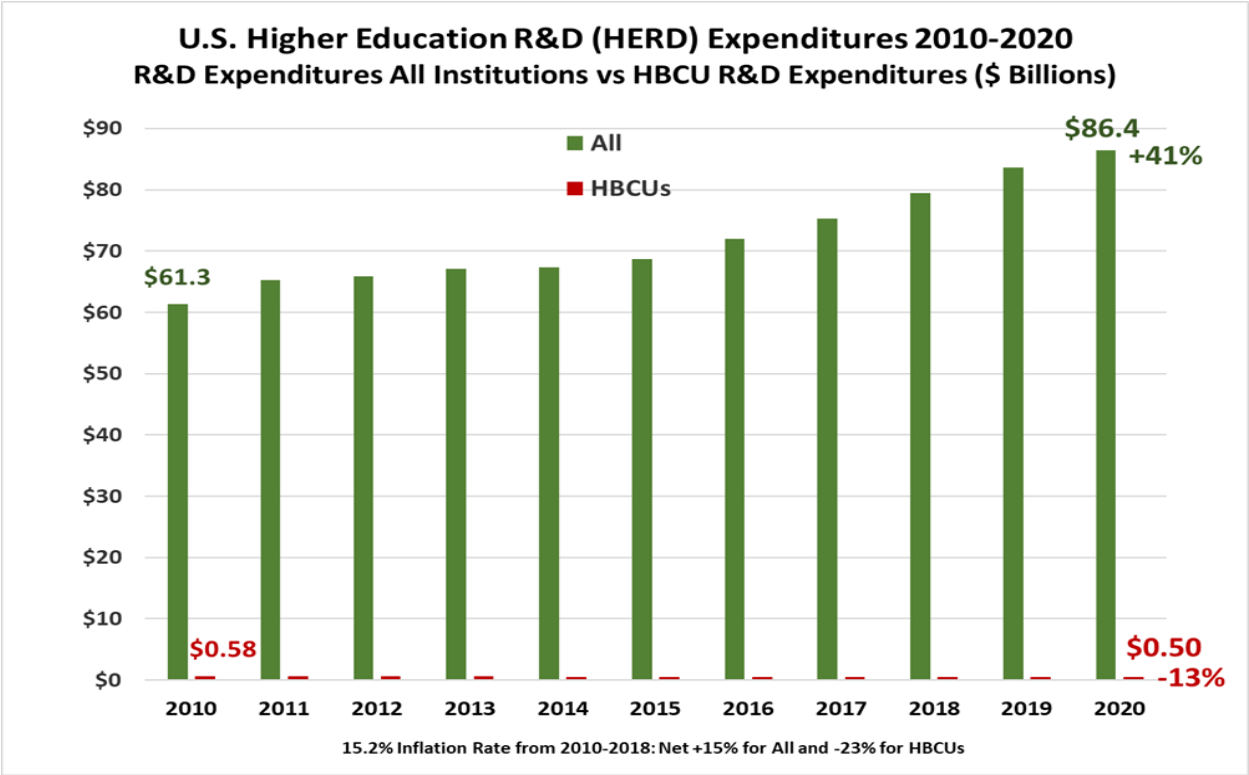
Mr. Wayne Swann, Director of the OTT, will continue work with the VP for Research and Economic Development and the President to support Morgan's strategic goal to achieve a Carnegie placement in the top 50% tier of Doctoral Research Universities in the U.S. (R1) by 2030. **A preliminary report of the 2021 Carnegie Classification was published in December 2021. Morgan was again classified as a R2 Doctoral Research University.** The classifications, and all related data, will be finalized January 31, 2022. Note: the 2021 classifications are based on FY 2019 and FY 2020 data - prior to initiating Morgan's R1 project in September 2020.

Work has already begun on assessing Carnegie 2021 information. Tasks over the next year will focus on a second Morgan Scatter Plot, assessing Morgan's performance metrics/projections, refining models, and developing implementation strategies to maximize impact for CCIHE 2024.

The first table below provides a trend comparison of the 10 HBCUs classified as Carnegie 2021 R2 institutions (latest NSF HERD data). The second and third tables show a continuing negative 10-year trend in R&D for HBCUs (-13%), as compared to all of U.S. higher education (+41%). This represents a 39% decrease in HBCU R&D expenditures as a percent of the U.S. total. Currently, HBCUs represent 7.5% of the 655 HERD institutions, but R&D expenditures are a scant 0.58%.

Carnegie 2021 R2 HBCUs - Total R&D Expenditures NSF HERD Data (000) *							Another Comparison
Carnegie R2 HBCUs	2010	2019	2020	2010-2020 10-Yr Delta	2010-2020 Delta %	2019-2020 Delta %	Total Doctorates
Howard University	\$40,080	\$44,163	\$44,933	\$4,853	12.1%	2%	110
Florida A&M University	\$53,474	\$42,470	\$41,319	-\$12,155	-22.7%	-3%	26
N.C. Agricultural & Tech. State University	\$35,297	\$37,339	\$36,151	\$854	2.4%	-3%	66
Prairie View A&M	\$12,565	\$18,018	\$18,723	\$6,158	49.0%	4%	21
Morgan State University	\$12,804	\$13,253	\$17,193	\$4,389	34.3%	30%	78
Tennessee State University	\$12,432	\$15,236	\$15,377	\$2,945	23.7%	1%	94
Jackson State University	\$44,862	\$18,160	\$15,081	-\$29,781	-66.4%	-17%	93
Clark Atlanta University	\$8,515	\$9,048	\$8,452	-\$63	-0.7%	-7%	36
University of Maryland Eastern Shore	\$8,692	\$7,133	\$8,092	-\$600	-6.9%	13%	20
Southern University	\$6,143	\$5,448	\$4,475	-\$1,668	-27.2%	-18%	22

* Order Ranked by 2020 NSF R&D Expenditures



Convening of the Blue-Ribbon Panel on Research Program Expansion

Fifteen years ago, a group of alumni from Maryland's Historically Black Colleges and Universities (HBCUs) sued the State over inequality in public higher education. Their lawsuit argued that the state had underfunded its four HBCUs and permitted traditionally white institutions to replicate programs pioneered and offered by HBCUs. After a series of legal clashes, the Maryland State Legislature passed legislation and the Governor signed off on a \$577 million settlement. Beginning in fiscal year 2023, the state will provide \$57.7 million annually for each of 10 years, to be divided among the four universities based on proportional student enrollment levels.

One of the goals in Morgan's new 10-year Strategic Plan is to ***Elevate Morgan's status to Very High Doctoral Research University (R1) over the Next Ten Years.*** MSU President, Dr. David K. Wilson, charged Vice President for Research and Economic Development, Dr. Willie E. May, with the selection and convening of a Blue-Ribbon Panel (BRP) of visionary leaders and thinkers to provide assistance in "identifying a few potential peaks of excellence within a number of key technology areas where Morgan could and should develop programs of national prominence."

The following were the selected Blue Ribbon Panel Members:

Dr. Eugene DeLoatch

Dean Emeritus and the Founding Dean
Clarence J. Mitchell School of Engineering,
Morgan State University, Baltimore, MD

Dr. Mahlet N. Mesfin

Senior Advisor, Policy Planning
U.S. Department of State, Washington, DC

Dr. Carol Espy-Wilson

Professor of Electrical and Computer Engineering
Institute for Systems Research, University of
Maryland, College Park, MD

Dr. Isaiah M. Warner

Boyd Professor of Chemistry and Materials
Science, Louisiana State University, Baton
Rouge, LA, (SEC Professor of the Year, 2016;
National Academy of Inventors Fellow, 2017)

Dr. Rhonda R. Franklin

Professor of Electrical and Computer Engineering
College of Science and Engineering, University of
Minnesota, Minneapolis, MN

Dr. Claudia Rankins

Senior Program Officer (Retired), Directorate for
Education and Human Resources
National Science Foundation, Arlington, VA

Dr. Sylvester James Gates, Jr.

Professor of Physics, Director of Center for
Theoretical Physics, Brown University,
Providence, RI, (National Medal of Science 2013;
National Academy of Sciences 2013)

Dr. William D. Phillips

NIST Fellow, National Institute of Standards and
Technology, Gaithersburg, MD, Distinguished
University Professor of Physics, Fellow, Joint
Quantum Institute, University of Maryland,
College Park, MD, (National Academy of
Sciences 1997, Nobel Prize in Physics 1997)

**Captain Craig N. McLean, NOAA Corp
Retired**

Assistant Administrator, Oceanic and
Atmospheric Research, National Oceanic and
Atmospheric Administration, Silver Spring, MD

Dr. Hratch G. Semerjian

Chief Scientist Emeritus
National Institute of Standards and Technology,
Gaithersburg, MD, (National Academy of
Engineering 2000)

Dr. Juan E. Gilbert

Banks Family Preeminence Endowed Professor
and Chair Department of Computer &
Information Science & Engineering, Univ. of
Florida, Gainesville, FL

Mr. Landon Taylor

Founder and Chairman, Base11, Seattle, WA

The following was presented to the Blue-Ribbon Panel as possible program extensions:

 <p>RESEARCH PROGRAM EXPANSION</p>	<p>LOOKING TO DEVELOP “PEAKS OF EXCELLENCE” IN A LIMITED NUMBER OF AREAS SUCH AS.....</p> <ul style="list-style-type: none">• ADVANCED MANUFACTURING• ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING• BIOTECHNOLOGY/ENGINEERING BIOLOGY• BRAIN SCIENCE• CLIMATE SCIENCE• COMMERCIAL ROCKETRY AND HYPERSONICS• CYBERSECURITY FOR IOT DEVICES• DATA ANALYTICS• QUANTUM EDUCATION/LITERACY• URBAN HEALTH EQUITY
---	--

General Observations:

The panel expressed a great deal of concern about the standard teaching load at MSU, which is four courses per semester.

- They advised that such teaching loads were totally inappropriate for a university that strives to reach R1 status.
- Most of the universities in this status have a teaching load of one and one or less.

It was generally agreed that a prerequisite for a successful research university was reduced teaching loads and more time for research. MSU could create teaching (research) courses for faculty researchers.

- The university could require their undergraduates, graduate students, and perhaps their post-doctoral associates to enroll in these courses.
- Their approach could involve the normal methods by which researchers teach students to do research. These courses can then count as part of the normal teaching load of these researchers.
- The net effect is that researchers will have reduced normal teaching loads. The larger the research group, the larger the reduction in normal teaching loads since course credit hours would be determined by the size of the research group.
- Some R1 universities do not draw a stark distinction between teaching and research.
- Some consider research just another form of teaching undergraduates, graduate students, and post-doctoral associates how to create new knowledge.
- In fact, some viewed teaching how to create new knowledge as being a higher form of “teaching” than having students regurgitate known knowledge from a textbook.

The panel identified five key areas where with significant investments, Morgan could establish nationally recognized “peaks of excellence:

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

II. THE OFFICE OF RESEARCH ADMINISTRATION

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. As a service unit, the primary mission is to provide the following core services to faculty and the research community:

- Review, process, and submit proposals to sponsors;
- Receive and review awards;
- Provide grant-management training for the principal investigators;
- 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-financial award management matters;

- Prepare data related to proposal submissions, grant and contract funding, and research output; and
- Assist with programmatic close-out of the awards.

Activities

This report summarizes activities from July 1, 2021 to December 31, 2021. During this period, the ORA continued its regular activities, including the following:

- **Reviewing and submitting grant and contract proposals:** We submitted a high number of new grants and contract proposals. Please see the report in the next page.
- **Conducting post-award briefings:** The ORA continually organizes these briefings, during which the terms and conditions of new awards are discussed with faculty members, in order for them to be good stewards of the awards provided by the funding sponsors. **In the Academic Year 2022, MSU will have a record high number for the dollar amount of grants received.**
- **Providing oversight of protection of human subjects:** Activities include, but are 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.

Initiatives

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

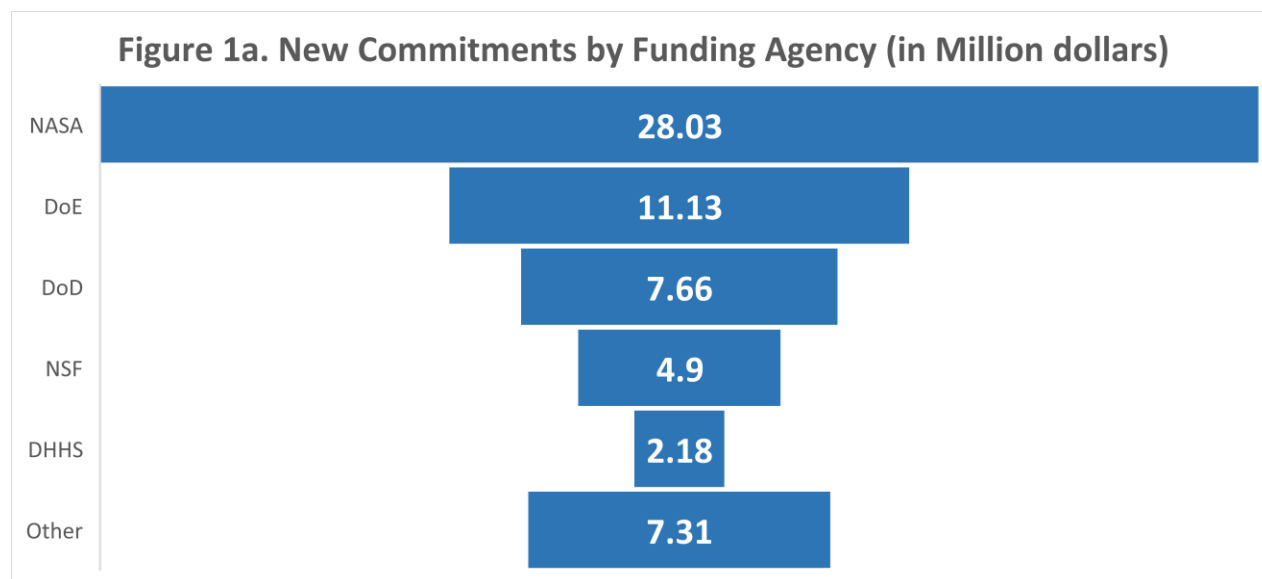
- **Developing a Strategic Plan Document for the ORA:** Vision and Mission, major goals, specific objectives, and metrics of success have been determined. Assessments are conducted twice a year using this document.
- **Generating databases for university grant and contract submissions, new commitments, grant and contract authorizations, publications, and citations:** These databases were prepared by the ORA staff (Ailing Zhang, Deshun Li, Matthew Lee, Lucy Manyara) and Dr. Shiva Mehravaran.
- **Producing a grant budgeting document:** This document provides details of all grant budgeting issues and will help faculty members and budget officers with writing and managing budgets.
- **Producing a post-award steps document:** This document provides a clear guidance for all post-award steps for faculty members and other personnel responsible for initiating the grant.
- **Organizing monthly training seminars:** These seminars have been met with substantial enthusiasm. We have approximately 50 participants for each seminar.

Proposal Submissions and New Commitments

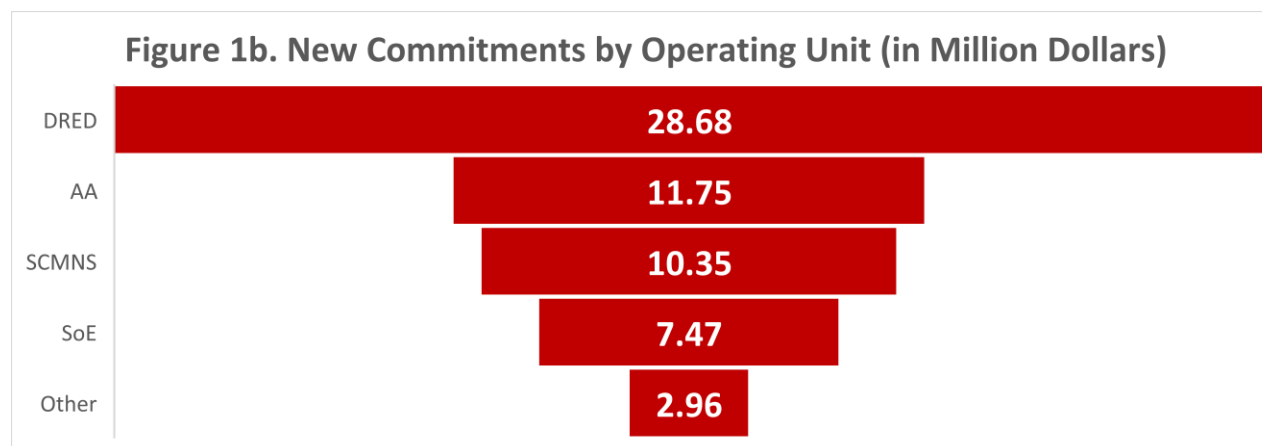
During the 1st half of FY22 (July 1, 2021 to December 31, 2021), the ORA reviewed and submitted **92 proposals** with a total requested amount of **\$89.70 million**. This is **a record high** for MSU.

During this same period, MSU received **67 new funding commitments** worth **\$61.22 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 awards this year were from the NASA (primarily GESTAR II; \$27.80 million; PI: Dr. Daniel Laughlin, D-RED), Department of Education (primarily Title III, \$11.12 million; PI: Ms. Sharronn Johnson, Academic Affairs), and Department

of Defense (primarily Center for 2D Materials; \$7.50 million, PI: Dr. Ramesh Budhani, SCMNS). NSF and DHHS were two other major funding resources of our new awards. D-RED (\$28.68 million), Academic Affairs (\$11.75 million, primarily Title III), School of Computer, Mathematical, and Natural Sciences (\$10.35 million) and School of Engineering (\$7.47 million) were the leading operating units in securing new funds.



NASA: National Aeronautics and Space Administration; DoE: Department of Education; DoD: Department of Defense; NSF: National Science Foundation; DHHS: Department of Health and Human Services.



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

SPONSORED RESEARCH EXPENDITURES: For FY 2022, Morgan State University accrued ~\$18.3M in expenditures from the income processed through our sponsored research function. Of this amount, \$11M was from the Department of Education for Title III, which is not counted as a research expenditure.

Research Compliance

The Research Compliance unit 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.

Accomplishments

- Coordinated IRB functions for the processing and review of 32 human subjects research protocols from faculty and student researchers.
- Delivered a campus-wide faculty training session titled “Compliance and Ethics in Research”. The session covered themes on Responsible Conduct of Research (RCR), Human Subjects Protection in Research (IRB), Animal Subjects Research (IACUC), and Research Misconduct including fabrication, falsification and plagiarism.
- Provided individualized orientation to faculty on using the PIVOT-RP electronic platform to facilitate the identification of funding opportunities and new potential research collaborators, both internal and external.
- As part of an on-going information gathering initiative by the Office of Research Administration, the Research Compliance unit continued the assessment of different electronic platforms for managing Sponsored Awards, IRB processes, and other Research Compliance functions respectively, to enhance efficiency and effectiveness. An exploratory demo presentation by KUALI Research representatives was organized for the combined staff of Research Administration, Restricted Funds Accounting, and Research Compliance this reporting period. It is anticipated that one of these systems being evaluated will ultimately be selected for acquisition and implementation.

III. RESEARCH INNOVATION & ADVOCACY

Overview

The Office of Research Innovation and Advocacy (ORIA) is well-aligned with the university’s research-related revenue. The ORIA serves 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.

Since COVID-19 pandemic, the Office of Research Innovation and Advocacy has experienced vast increases in requests for technical assistance in proposal idea generation, proposal development, proposal submission guidance, budget preparation, and establishing external collaborations for faculty networking. The significant increase in proposal submissions appear directly correlated with the COVID-19 event, as well as greater outreach to faculty throughout campus in Interagency Agreement submissions, contracts, and grants. Additionally, multiple businesses have approached the ORIA to collaborate on grants and contracts. The following are selected outcomes over the past 12 months undertaken by the ORIA.

Activities and Accomplishments

October 2021

- Closed out Spring 2021 Time and Effort Reports. Met with Auditing on revising the Argos Report to capture additional data for Time and Effort Reporting. Staff worked with Finance and Management on this issue, awaiting requested responses.
- Organized Morgan Faculty and Staff for the NTIA grant application.
- Worked closely with NIH's Path to Excellence and Innovation (PEI 2.0). Staff members attended workshop for Advantages of Subcontracting to Build Federal Contracting Capacity workshop (PEI/NIH).
- Met with companies involved in the PEI/NIH collaborative to discuss partnership agreements between minority business enterprises and HBCUs/MSU.
- Active engagement with faculty and staff in reviewing and recommending Interagency Agreement (IA) opportunities to faculty and staff.
- Army Research Laboratory (ARL) Accelerator Program. Worked closely with faculty in the Department of Psychology in Quantum Literacy. Dr. Justin Bonny's research concept idea to *ARL's xTech HBCU Competition* was selected for next round competition, entitled "*Identifying and Training Quantum-Literate Warfighters.*"
- Defense Logistics Agency (DLA). Organized site visit by senior officials from the DLA who requested to visit the MSU Physics and science laboratories and meet with School of Business and Management's faculty. DLA focused interest was in areas of Quantum Literacy, Supply Chain, and Block Chain.
- Deloitte. Facilitated training of Deloitte's Quantum Academy with MSU students in computer science, electrical engineering, and mathematics.

November 2021

- Worked with faculty on NSF Convergence Accelerator grant budgetary reconciliation and resubmission.
Time and Effort Reporting extraction of names of employees in Banner for employees who have separated from the university.
- Worked alongside of 10 STEM businesses on the AIM AHEAD grant opportunity. Building relationships with companies post application.
- Worked with Deloitte for the HBCU Training Academy featuring *HBCU Heroes!* Program. Staff members also attended the HBCU Outreach Community Health Worker Specialty Training.
- Attended the NIMH Directors Innovation Speakers Series. This provided staff members with critical knowledge regarding NIMH opportunities.
- Coordinated critical meetings with CDC/NIOSH and faculty in Biology, Chemistry, and Education to expand their Interagency Personnel Agreement (IPA) funding. Discussing joint opportunities MSU, CDC/NIOSH, and NCI/Frederick National Laboratory/Leidos Biomedical.

December 2021

- Worked on the National Technical Information Agency (NTIA) proposal on Broadband alongside MSU's Chief Information Officer on budget development and recommendations.
- Worked with IT on critical issues in Banner that is preventing the extraction of data for Summer 2021 time for Time and Effort reports.

- Worked alongside the School of Education and Urban Studies on federal and state grant opportunities to strengthen their research programs.
- Participated in the American Culinary Federation Education Foundation Accrediting Committee (ACFEFAC) to build relationships with MSU Hospitality Management in support of faculty research programs through internships to the Hospitality Management students.
- Continues to assist Professor Keith Mehlinger with the MDH/MPT IA sub-agreement (accounts payable issues). Reviewed and forwarded IA opportunities to faculty and staff.
- Met with Executive Director of the National HUBZone Council to strengthen relationships that build upon NIH/PEI 2.0 training for minority business enterprises and HBCUs.

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; supports economic development through technology transfer initiatives and institutional projects; and supports Morgan strategic initiatives.

Innovation and Tech Transfer Metric Comparison

The table below provides an update on Morgan's Innovation Metrics as compared to the only other two HBCUs listed by the Association of University Technology Managers (AUTM) report. The table provides metric numbers and metrics indexed/R&D expenditures. Comparisons are based on the latest AUTM data. As previously reported (not included here), Morgan continues to significantly outpace the U.S. averages in innovation outputs and outcomes per research dollar expenditures (inputs) and has now reached a top 10 placement in all five metrics per expenditures. OTT's goal is to maintain top 10 placements per R&D expenditures, as Morgan continues to increase R&D contract and grant funding/expenditures.

Morgan FY 2021 Innovation Metrics Compared to AUTM Data for Other HBCUs ¹											
AUTM Metric Data for U.S. Research Universities [Updated] - Calculated per R&D Expenditures											
AUTM Metric Data							Indexed Metric/\$10 Million R&D Expenditures				
HBCU	R&D Expenditures	IP Disclosures	New Patent Applications	Issued U.S. Patents	Licenses & Options	Start-ups	IP Disclosures	New Patent Applications	Issued U.S. Patents	Licenses & Options	Start-ups
Florida A&M	\$49,895,216	6	3	6	2	0	1.2	0.6	1.2	0.40	0.0
North Carolina A&T	\$36,151,000	11	7	6	1	0	3.0	1.9	1.7	0.28	0.0
Morgan State ²	\$17,193,000	30	28	6	7	2	17	16	3.5	4.1	1.2

¹Latest AUTM data released July 2021. Data is not available for other HBCUs

²FY 2021 Final Performance Metrics. Based on \$17,193,000 in Morgan R&D Expenditures in FY 2020. Metrics per R&D expenditures rounded to 2 significant figures.

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.

Highlights

- PEARL awarded \$560K by U.S. Department of Agriculture to explore the economics of salmon farming (Knoche co-PI) as part of \$10 million grant led by Yonathan Zohar of UMBC.
- Preparations are underway to implement the new Morgan B.S. in Coastal Science and Policy in Fall 2022; Course proposal has been submitted for CSTL 101: Introduction to Coastal Science and Policy.
- Four SCMNS/PEARL Graduate Students and interns attend HBCU-day Event at the American Fisheries Society Annual Meeting
- A collaborative oyster aquaculture pre-proposal (\$2M) joint with Johns Hopkins University Applied Physics Lab was submitted to NSF Emerging Frontiers in Research and Innovation opportunity.
- SCMNS/Bioenvironmental Science PhD candidate student Shivish Bhandari has moved into PEARL housing and has started his on-site work on oyster genetics.



Overview

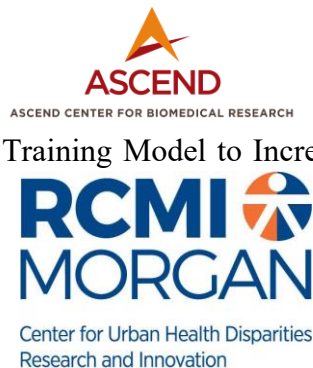
The GESTAR II cooperative agreement (Morgan State University and University of Maryland Baltimore County Partnership) primarily supports NASA's Earth Science Division within the Science Mission Directorate. The GESTAR MSU program is comprised of Goddard-based scientists and a two-person program office. GESTAR continues to receive top marks from NASA for research.

NASA Goddard Space Flight Center has been closed to non-essential personnel except for scheduled, short visits since March 18, 2020. All GESTAR researchers and program personnel are on extended telework on a "work from home is possible" directive from NASA. There has been no significant negative impact on research or support of the GESTAR program during this time.

Major Activities

- GESTAR II award received worth \$27.9M over three years (Dec. 1, 2021 to Nov. 30, 2024).
- Onboarded 25 additional researchers, bringing our GESTAR II research faculty to 39.
- Increased the program office by one program specialist and are currently working on adding a second financial analyst.

- We are also on track for getting three additional researchers assigned to our workshare. UMBC is following through on growing our proportion of the work as new tasks are added to GESTAR II.



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, and further diversify the biomedical research workforce. To increase MSU’s research capacity, ASCEND also implements faculty and institutional development interventions, such as offering pilot research grants, community-based participatory research mini-grants, and course redesign grants, to name a few.

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

The ASCEND program is in its 8th year (of 10) and RCMI is in its 3rd year (of 5, renewable), and they work synergistically to enhance MSU’s research capacity.

Student-Related Accomplishment Highlights

The online application is now open and accepting submissions through mid-April for the eighth cohort of ASCEND Scholars.

Faculty- and Institution-Related Accomplishment Highlights

- New staff hired: Two Research Technicians were hired to work with the Core Laboratory.
- The first session of the Morgan CARES Community-Based Participatory Research Seminar Series: Collaborating for Health Equity was held November 12, 2021.
- Held the inaugural symposium at the Morgan CARES Community Center at the Hoen Lithograph Building (Friday, December 3, 2021, 2 pm to 8 pm). Community members and academics attended the symposium virtually and in person.
- Morgan CARES will be awarded a second year of funding as part of the Community-Engaged Research Alliance (CEAL): Communities and Universities Engaged to Fight COVID-19, working with Johns Hopkins University, among others, working to address vaccine hesitancy.



Overview

The Center for Cybersecurity Assurance and Policy (CAP) - Since inception, the Cybersecurity Assurance and Policy (CAP) Center’s mission has been to establish MSU as a major contributor in the Cybersecurity research community. We strive to form strategic partnerships with

government agencies, other academic institutions and corporations that will allow us to produce high caliber and qualified students with advanced degrees in fields associated with cybersecurity.

The CAP faculty are part of a team of seven academic institutions that work together on a national research project to increase the security and privacy of high-tech products used in smart homes. The 5-year program to develop trustworthy devices and systems in the home, is funded by the NSF through the Secure and Trustworthy Cyberspace Frontiers (SaTC Frontiers), a cross-cutting program to address fundamental scientific challenges related to privacy and cybersecurity.

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

Major Activities

The CAP Center has received a total of \$430K in extramural funding. These include funding from the following sources:

- \$264K National Science Foundation
- \$122K National Security Agency
- \$69K Department of Defense Scholarship Program
- \$43K Autodesk Corporation
- \$33K MITRE

Faculty have submitted four proposals and we are actively pursuing research opportunities from the following:

- JHU APL
- Brown University
- Private Industry
- Laboratory for Physical Sciences (LPS)
- NSA-Cybersecurity Directorate

The CAP Center currently has 17 student researchers.



Overview

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

In that regard, Morgan has a long-term commitment to build an Aeronautical Engineering Program that will memorialize and amplify Base 11's initial \$1.6M investment. To this end, 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

The primary focus of our efforts during the past quarter has been formulating a revised plan for the design, fabrication and launch of our liquid-fueled to 50,000 feet. We completed an internal and an external preliminary design review for the rocket vehicle following a very aggressive timeline. Teams of students presented their design work sizing the tanks, nosecone, fins, engine, and avionics to a team of reviewers from Johnson Space Center, Embry Riddle Aeronautical University, Goddard Space Flight Center, Aerojet Rocketdyne and others. This activity provided our students exposure to the engineers and technicians who are carrying out these tasks on a global scale. It also provided our students with useful feedback towards the next step in the design of the rocket. Engineers at the Johns Hopkins University Energetics Lab are also assisting us with engine design.

We continue to be actively engaged with several universities including Purdue and the University of Alabama Huntsville. Our expectation for the next quarter:

- Complete critical design review of the integrated subsystems of the rocket
- Send out request for quotes from machine shops for fabrication of the rocket
- Conduct a solid fuel rocket launch to test some of the systems need for our Liquid Fuel Rocket Launch



Overview

The Morgan Community Mile (MCM) was a concept envisioned by President David K. Wilson that became a reality in 2011. It is a university-community partnership initiative that involves residents, small businesses, public agencies, and other stakeholders working together to enhance the communities surrounding the university. With involvement and input from key constituencies, five priorities were identified:

- Health and Safety
- Youth and Economic Development
- Environment
- Live, Work and Spend in the Community
- Strengthening University/Community Relations

Goals that followed from those priorities were:

- **To Ensure Public Health and Prevent Crime:** Develop health awareness and crime prevention models that keep the communities safe and clean.
- **Economic Development:** Help the community innovate and create business ideas and economic opportunities for residents and business owners.
- **Education:** Create community-based educational models to improve student performance outcomes.
- **University and Community Relations:** Build better relations between the people of Morgan State and the rest of the Baltimore community.
- **Live near your Work and Spend (LNYW):** Help potential home buying employees by offering assistance with Closing Costs, for homes purchased within the MCM area.

Some success has been achieved in all these areas; however, we are still working to operationalize our designation as Maryland's Preeminent Urban Public Research University. Morgan's next 10-year plan asserts our intention to become an Anchor Institution for Baltimore City. Consequently, we plan to focus institutional resources on addressing problems of the urban community.

Major Activities

During the COVID-19 Pandemic, MCM did the following public service and outreach activities:

- Partnered with Alpha Kappa Alpha to host a national Health “pop up,” event and provided support to over 100 participants seeking the following services:
 - Mammograms
 - Flu Shots
 - COVID-19 Vaccines
 - COVID-19 Test
- Partnered with Alpha Kappa Alpha, Hamilton Lauraville, and Hillen Road Improvement Association to conduct the 2021 Community Coat Drive and Giveaway. We collected over 300 coats and gave away all the coats to several individuals, shelters and nonprofit organizations while working with the Baltimore City needy communities.

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
January 31, 2022**

INSTITUTIONAL ADVANCEMENT UPDATE

DEVELOPMENT

Fiscal year-to-date outright and deferred gifts and income from sponsorships total \$16,779,783.45. The largest corporate gift to date is \$5,000,000.00; the largest foundation gift to date is \$2,700,000.00 and the largest individual gift to date is \$2,750,000.00.

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 two gifts from an anonymous donor totaling \$2,750,000.00 to support student scholarships. This gift is the second largest gift from a non-alumnus in Morgan's history. In addition, Athletics received a gift of \$2,700,000.00 from the Goodnation Foundation to establish a new Wrestling Program. This gift represents the largest in Morgan Athletics history. The following FY'22 gifts, pledges, and planned gifts at the \$10K-plus giving level have been received since the last report:

<u>Donor</u>	<u>Fund</u>	<u>Gift Amount</u>
Anonymous Donor	EMASS Scholarship Fund	\$2,750,000.00
Goodnation Foundation	Galaxy HBCU Wrestling Endowment Fund	2,700,000.00
JP Morgan Chase Foundation	JP Morgan Chase Bank Grant	1,000,000.00
Bristol-Myers Squibb Company	Bristol-Myers Squibb Foundation Tomorrow's Innovators	800,000.00
Goldman Sachs Foundation	Goldman Sachs 10,000 Small Business Initiative and Fellows Program	600,073.00
Constellation Energy/BGE	BGE Restricted Fund	200,000.00
Judge JoAnn Bowens	Judge Joann Bowens Endowed Scholarship	175,000.00
Lowercarbon Capital	Unrestricted Allocation Donation	100,000.00
The Estate of Ann V. Young	Ann Venture Young and Russell McKensey Young Scholarship Fund	121,285.34
Scott Hummel	Scott R. and Lisa Hummel Fund	82,693.75
David Wilson/Lumina Director Gifts	Five Dollar Endowment, Student Success, Choir, Athletics	67,360.00
Cathy Baker	Roger T. & Shirley Washington Hobbs Endowed Scholarship Fund	50,000.00
Exelon Generation Company, LLC	Engineering Department	50,000.00
Facebook, Inc.	Computer 2000	50,000.00
Howard P. Calhoun Family Foundation	Howard P. Calhoun Family Foundation Restricted Fund	50,000.00
The Bill & Melinda Gates Foundation	The John S. Wilson Book Research and Writing Fund	50,000.00
Capital Business Unit, Inc.	Athletics Excellence Fund	30,000.00
Adeyemo T. Adekunbi	Adeyemo-Jones Endowed Scholarship Fund	25,000.00
David J. Brashear	Brashear Family Endowment Scholarship Fund	25,000.00
IBM International Foundation (IIF)	IBM Masters Fellowship Award	25,000.00
Linda Buckle	Linda & Keith Buckle Endowed Scholarship Fund	25,000.00
Symetra Life Insurance Company	Symetra Empowers Restricted Scholarship	25,000.00
Anonymous Donor	George Abbe Fund – PEARL – Estuarine Research	20,000.00
Dr. Burney J. Hollis	Dr. Burney J. Hollis Jr. Endowed Scholarship for English Majors	20,000.00

<u>Donor</u>	<u>Fund</u>	<u>Gift Amount</u>
Wells Fargo Foundation	WEAA	18,000.00
Philip & Harriet Klein Foundation	Schools of Business and Architecture	15,272.00
Analog Devices, Inc.	Student Work Experience Program (SWEP)	15,000.00
The Nellie Mae Education Foundation, Inc.	Business School Honors Program	15,000.00
Jay A. Gilmer	Gloria Ford Gilmer Math Tech Endowed Scholarship Fund	10,931.00
Sonja E. Swygert	MSU Class of 1963 \$50,000 Endowed Scholarship Fund	10,250.84
Bert and Joan Hash	Joan S. Hash Endowment, Bert and Stella Hash Endowment	10,000.00
Cisco Systems, Inc.	Pre-Professional Program Fund	10,000.00
Comcast Cable Communications, Inc.	Scholarship Fund	10,000.00
Dr. Ruthe T. Sheffey	Ruthe T. Sheffey Endowed Scholarship Fund	10,000.00
George and Faye Russell Charitable Fund	Stephen O. Russell Esq. Endowed Fund	10,000.00
Harold J. Bennett	Pending Endowment	10,000.00
Larry and Katherine Jennings	Georgia M. Jennings Adult Education Endowed Scholarship Fund	10,000.00
Marsha Holmes	Marsha Evans Holmes Endowed Fund	10,000.00
Open Door Church Ministries, Inc.	Earl C. Banks Endowed Athletic Scholarship Fund	10,000.00
Second Episcopal AL District AME Church	Scholarship Fund	10,000.00
Simba Carter	Ripple Fund – Center for Blockchain Research	10,000.00
Spencer Carter	Juanita & Spencer Carter Jr. Endowed Scholarship Fund	10,000.00
Stephen Alley	Scholarship Fund	10,000.00
T. Rowe Price Foundation, Inc.	SBA Grant for the Women’s Business Center	10,000.00
The Dennis Farm Charitable Land Trust	Alpha Iota Alumni, Kappa Alpha Psi Fraternity, Inc. Endowed Scholarship Fund	10,000.00
TTM Technologies	Engineering Department	10,000.00
William W. Mumby	Mumby/Bryson Endowed Scholarship Fund	10,000.00

Proposals Submitted/Awarded – FY’22

Operating Units	Submitted	Amount	Awarded	Amount	Pending	Amount
Academic Affairs	5	\$ 3,762,678.00	4	\$ 2,762,678.00	1	\$ 1,000,000.00
Academic Outreach and Engagement	10	\$ 531,567.00	8	\$ 476,567.00	2	\$ 55,000.00
Architecture & Planning						
Athletics	2	\$ 2,730,000.00	2	\$ 2,730,000.00		
*Business and Management	12	\$ 2,313,000.00	9	\$ 2,130,000.00	1	\$ 183,000.00
Community Health and Policy	2	\$ 345,000.00			2	\$ 345,000.00
*Computer, Math and Science	7	\$ 5,482,137.00	4	\$ 5,049,500.00	2	\$ 382,637.00
Education and Urban Studies	4	\$ 724,640.00	1	\$ 50,000.00	3	\$ 674,640.00
Engineering	10	\$ 258,000.00	10	\$ 258,000.00		
Global Journalism and Communication	4	\$ 381,000.00	4	\$ 381,000.00		
Graduate School / Institute of Urban Research						
Liberal Arts	3	\$ 1,083,897.00			2	\$ 883,897.00
Research and Economic Development	4	\$ 71,000.00	2	\$ 30,000.00	1	\$ 25,000.00
Scholarships	5	\$ 302,500.00	5	\$ 302,500.00		
Social Work	2	\$ 625,000.00	1	\$ 25,000.00	1	\$ 600,000.00
Student Affairs / Academic Affairs	2	\$ 20,000.00	2	\$ 15,000.00		
Total	72	\$18,630,419.00	52	\$14,210,245.00	17	\$ 4,149,174.00

**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 via 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. Alumni giving totals will be calculated through the end of FY'22. A successful Giving Tuesday campaign raised some \$41K in one day through online contributions. The Faculty Staff Giving Campaign raised over \$75K from current Morgan employees.

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 \$3.6 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

Thursday, April 21, 2022

Annual Scholarship Luncheon

University Student Center or Online

Anticipated Attendance: 175

Monday, May 9, 2022

Annual Golf Tournament

Turf Valley Resort

Anticipated Attendance: 130

August 7 – 14, 2022

Morgan on the Vineyard

Martha's Vineyard, Massachusetts

Anticipated Attendance: 100

ALUMNI RELATIONS

New Leadership

The Division of Institutional Advancement welcomed Heidi Bruce, MBA, CFRM, as the Assistant Vice President for Alumni Relations and Strategic Engagement on January 12th. In her new role, Heidi will be responsible for providing a range of purposeful engagement opportunities appealing to alumni throughout the life cycle through various constituent group initiatives, events, publications, and alumni programming. Heidi succeeds Joyce Brown who retired in December. She comes to us from the American College of Obstetricians & Gynecologists where she served as Director of Development. Heidi has also held development and alumni relations positions at the University of Maryland, George Mason University, and The Ohio State University.

Joyce Brown Retires

Effective January 1, 2022, Joyce A. Brown retired after 44 1/2 years working at Morgan and 55 years with the State of Maryland. A university-wide retirement farewell was held on November 30th with some 40 people in attendance and some 60 attending virtually.

Class Agents Meeting

The next MSU Class Agents meeting will be held on Saturday, February 19, 2022 at 10 a.m. via Zoom call.

MSUAA Board Meeting

The next MSUAA Board of Director's meeting will be held on Saturday, February 19, 2022 at 12 noon via a Zoom call.

Alumni News

The Alumni Relations Office is currently working on the upcoming spring 2022 issue of the *Alumni News*. The publication should be delivered to homes by the end of April.

Chapter Night Out

The MSU Alumni Association hosted a Chapter Night Out on Friday, December 3rd. The theme for this gathering was "Tis the Season to be Thankful and Joyful". Participants enjoyed raffles, prizes, games and fellowship. The purpose of the event was to meet informally to discuss events, actions and ideas with Chapter Presidents, the Executive Committee, Alumni Relations Staff, and IT committee members to gather feedback, ideas, suggestions, and recommendations to strengthen the Association and its chapters in its efforts to support the University and the students.

The MSUAA sponsors bus for alumni to travel to the NBA HBCU Classic All-Star Weekend

The MSUAA will sponsor a bus for alumni to travel to the NBA HBCU Classic All-Star Weekend on February 19, 2022. The event will take place at Cleveland State University at the Wolstein Center in Cleveland, Ohio. The Morgan State Bears will play against the Howard Bison. Game tickets are complimentary of the Morgan State University Athletic Department and the bus travel is \$60 per person.

Recognition of 2021 MEAC Distinguished Alumni Honoree Delayed Until March 2022

Ms. Corin Adams, '10 will receive the Morgan State University Distinguished Alumni Award during the Mid-Eastern Basketball Tournament in Norfolk, VA on Thursday, March 10, 2022.

Ms. Corin "Tiny" Adams received a B.S. in Physical Education and a M.A. degree in Journalism from Morgan State University in 2010, and 2019, respectively. Ms. Adams currently serves as the Assistant Basketball Coach for Loyola University (Maryland), and is the second female assistant in Division I men's basketball. As a former star player for the Morgan State women's basketball team, she holds the record for career points. Following her stint at Morgan, she excelled as a professional athlete overseas playing in Puerto Rico, Portugal, Bosnia, Bulgaria, Sweden and the Czech Republic. In addition to her athletic prowess, Ms. Adams is also an author of the book titled, *Tiny Setbacks, Major Comebacks: From Brooklyn to Europe*.

Ms. Adams was selected as the 2021 recipient of the MEAC Distinguished Alumni Award, but due to Covid-19 mandates for the state of Virginia, where only 250 people were allowed at one gathering, she did not receive the award in 2021. As a result the MEAC decided to recognize 2021 honorees in 2022.

The MSU Alumni Association will host a reception during the MEAC Tournament on Thursday, March 10, 2022 from 9:00-1:00 a.m. at the Norfolk Waterside Marriott, 235 E. Main Street, Norfolk, VA 23510.

The 2022 82nd Annual Awards & Class Reunion and Luncheon brochure has been sent to all classes ending in “7” and “2.” These classes will be celebrating their upcoming reunion on Friday, May 20, 2022. The Class of 1972 will be celebrating their 50th Anniversary. Tickets will go on sale next week.

MSU Basketball Schedule 2022

February

12	Saturday	4:00 p.m. Home North Carolina Central University TBD
14	Monday	7:30 p.m. Home South Carolina State University TBD
19	Saturday	2:00 p.m. Neutral Howard University Cleveland, OH (Wolstein Center)
21	Monday	7:30 p.m. Home Norfolk State University TBD
26	Saturday	4:30 p.m. Away Delaware State University Dover, DE
28	Monday	8:00 p.m. Home University of Maryland Eastern Shore TBD

March

3	Thursday	7:30 p.m. Away Coppin State University Baltimore, MD
---	----------	--

OFFICE OF PUBLIC RELATIONS & STRATEGIC COMMUNICATIONS (OPRSC)

Media Relations

During the quarter spanning the period of October through December 2021, the OPRSC team continued to manage the University’s internal and external communications efforts. For the first time in several quarters the University’s ongoing response to the COVID-19 pandemic did not dominate the proactive or reactive media communications. The dominant stories this quarter were related to grants received, continued investment in Morgan, new partnerships and collaborations, Morgan’s growth (buildings, enrollment, programs), and research.

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

- **GESTAR II** (*Maryland Daily Record, The Baltimore Sun, Diverse Issues in Higher Education, U.S. Black Engineer, Yahoo News!, WJZ-TV CBS 13, WBAL-TV NBC 11, and The Baltimore Times*)
- **Return of D1 Wrestling** (*Baltimore Sun, Sports Illustrated, Washington Post, Black Enterprise, Inside Higher Ed, Maryland Daily Record, Baltimore Business Journal, Black News Channel, Washington Informer, HBCU Buzz, WTOP-FM 103.3/103.5, and NewsOne*)
- **Anonymous Donor Gift** (WJZ-TV CBS 13, HBCU Connect, WTOP Online, HBCU Buzz, *Baltimore Fishbowl*)
- **Mellon Foundation Grant** (*Washington Post, The Journal of Blacks in Higher Education, WTOP-FM 103.5*)
- **Campus Growth/New Buildings** (WJZ-TV 13, WMAR-TV 2, AZURE Magazine, The Architect's Newspaper, WEAA-FM 88.9, *Diverse Issues in Higher Education, WJZ-TV CBS 13, The MSU Spokesman, and Barton Malow News*)
- **Morgan Momentum** (*Maryland Daily Record, Baltimore Business Journal, MSU Spokesman Newspaper*)
- **Morgan Completes You** (*AFRO, Inside Higher Ed*)
- **Center for Advanced Electro-Photonics** (*Technical.ly Baltimore, Journal of Blacks in Higher Education*)
- **Choir Quad Performance** (WJZ-TV CBS 13, WEAA-FM 88.9, WMAR-TV ABC 2)

- **Enrollment/Incoming Class** (*Maryland Daily Record*, *Ebony Magazine*, *Word in Black*)
- **Endowed Professorships** (*Baltimore Business Journal*, *Diverse Issues in Higher Education*)
- **Administrative Leadership** (Dr. David K. Wilson: *AFRO* Person of the Year 2021 | *Baltimore Business Journal*: Sidney H. Evans Jr., 2021 CFO Award winner | *Envision Change* In 2022 - *Baltimore Style Magazine* Interview with David Wilson | *Maryland Daily Record* - Power 30 Higher Education: David K. Wilson)
- **American Red Cross Blood Drive** (WJZ-TV CBS 13, WMAR-TV ABC 2 News, WBAL-TV NBC 11)
- **Wizards Basketball Practice @ Morgan** (WMAR-TV ABC 2, WBAL-TV NBC 11, NBC Sports)
- **Food Wastes/Insecurities Research** (*The Washington Post* x 2)

Other coverage of note included the *Chronicle of Higher Education*'s feature on campus life being back to "normal" as Morgan was one of six universities featured in an in-depth examination of on-campus events and activities; the *AFRO* newspaper's coverage of the TETFund, the FinTech Center and STEM education; WBAL-TV NBC 11's two-part series covering the history of Morgan State University's homecoming and homecoming traditions; coverage of alumnus April D. Ryan's selection to deliver the commencement keynote address (*Baltimore Times*, *Diverse Issues in Higher Education*); The Plug's stories on no HBCU being a part of the upper echelon of research universities featuring an interview with Dr. Willie E. May, vice president for the Division of Research and Economic Development and the creation of a new HBCU Entrepreneurship Center at Morgan featuring an interview with Dr. Mary Foster from the School of Business; an NBC News story on a Black Silicon Valley CEO founding a tool to bridge diversity gap featuring comments from President Wilson; and *Diverse Issues in Higher Education* covering the new collaboration between MSU and the NFL.



There are also several pending news stories with national media outlets currently in progress. Included among those are a *Chronicle of Higher Education* deep-dive issue brief on the “responsible use of student data,” *Ebony Magazine*’s special print issue (Feb. 2022) on STEM featuring a list of the top HBCU’s who are leading with majors in STEM fields, *U.S. Black Engineer* (USB E) magazine’s cover story on President David Wilson and the last 10 years of Morgan’s momentum, and *USA Today*’s story on the journey of a Black college student pursuing a career in finance.

Communications Support for Events

OPRSC provided communications support for a number of high-profile University events and in the majority of cases also managed the media attendance after soliciting media coverage of the events. Included among these events were the following:

- Tyler Hall Ribbon-Cutting/Grand Opening Ceremony
- Health and Human Services Building Groundbreaking Ceremony
- Homecoming Weekend
- Annual Homecoming Gala
- 2021 Fall Commencement

Crisis Communications

Unfortunately, during this quarter the University had to manage through a particularly challenging 4-day period that saw one student injured on-campus in a shooting during homecoming, a well-liked staffer pass away unexpectedly, and another student lose his life off-campus in Towson due to a robbery. In addition, earlier at the start of the quarter, a member of the historic incoming freshmen class lost his life to a vehicular accident. OPRSC had to contend with all of these situations individually and succinctly. The homecoming shooting drew the attention of local and national media with calls coming in from CNN, WJZ-TV, NewsNation, NBC News (NY), *Baltimore Sun*, *MSU Spokesman*, and WMAR-TV 2 to name a few. In the days following, the news of the shooting was subsequently picked up by a number of other media outlets including Fox News, *USNews*, CBS Baltimore, Associated Press, FOX 5 DC, WBFF-TV 45, and HBCU Buzz. To mitigate the negative fallout and positively position the University’s messaging in the news coverage surrounding this unfortunate incident, OPRSC responded to all media inquiries and issued a series of statements on behalf the University including:

- Information for the Morgan Community: Campus Shooting
- A Message from President David K. Wilson: Morgan Homecoming 2021
- Information for the Morgan Community: Update Regarding Campus Shooting
- A Message from President David K. Wilson: Arrest Made in Homecoming Shooting

As we were still dealing with the ramifications of the shooting incident during homecoming another occurred off-campus resulting in the loss of life for one of our students. This news was primarily covered locally in the media with coverage coming from CBS Baltimore, *Baltimore Sun*, WBAL TV, WMAR-TV among others. And though the second tragic incident did not garner national news coverage it was, however, packaged with the first incident creating an undesirable impact on the University. OPRSC was diligent in lessening the impact by remaining in constant contact with the media, allowing them to cover the news as appropriate and consistently communicating with Morgan’s core constituency via email and social media.

CONTENT GENERATED

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

News Releases/Statements

- Morgan State University Employees to Receive Overall 9% Pay Increase in 2022
- Enjoying the Holiday Break Safely and Preparing for the Spring Semester
- Anonymous Donor Gifts Morgan \$2.75 Million to Increase Access to a College Education and Support Student Success
- Morgan State University Convenes National Blue-Ribbon Panel on STEM Research Expansion
- Morgan State University Alumnus and Accomplished Journalist April D. Ryan to Deliver Fall Commencement Keynote
- Morgan Prepares to Launch Comprehensive Student Housing Strategy
- NFL Partners with Morgan State University to Launch Campus Connection Program and Data Analytics Initiative
- Law Firm Kirkland & Ellis Donates \$3 Million to Morgan State University's Robert M. Bell Center for Civil Rights in Education
- Morgan State University to Partner with UMBC, UMD on \$3-Million Mellon Foundation-Funded Initiative to Advance Faculty Leadership Development
- Morgan State University Launches New College of Interdisciplinary and Continuing Studies to Spur 'Morgan Completes You' Initiative
- Morgan State and Howard Univ. Basketball to Play in First-Ever 'HBCU Classic' During NBA All-Star 2022 in Cleveland
- NASA Awards \$72 Million to New Morgan/UMBC Partnership to Further Earth and Atmospheric Science Research
- Largest Donation in Morgan State University Athletics History Paves Way for Return of Division I Collegiate Wrestling, Following 24-Year Hiatus
- Maryland Dept. of Commerce Supports Launch of Three New Endowed Research Professorships at Morgan State University
- Return to Tradition: Experiencing Homecoming Safely & Responsibly

Articles/Announcements

- Morgan Students Excel in Career-Cultivating Fellowships
- Morgan's Fall 2021 Commencement Spotlights the Power of HBCUs
- Morgan State University School of Social Work Amasses More Than \$6.9 Million in Research Grants and Contracts
- PRNews Names Morgan's Strategic Communication Program to 'Education A-List'
- Morgan's Dr. Lorece Edwards Recognized by Marquis Who's Who® for Excellence in Public Health in Maryland
- Groundbreaking Ceremony Begins Morgan's New Era in Health and Human Services

Below are the top 5 MSU generated news stories that garnered the most media coverage within the reporting period:

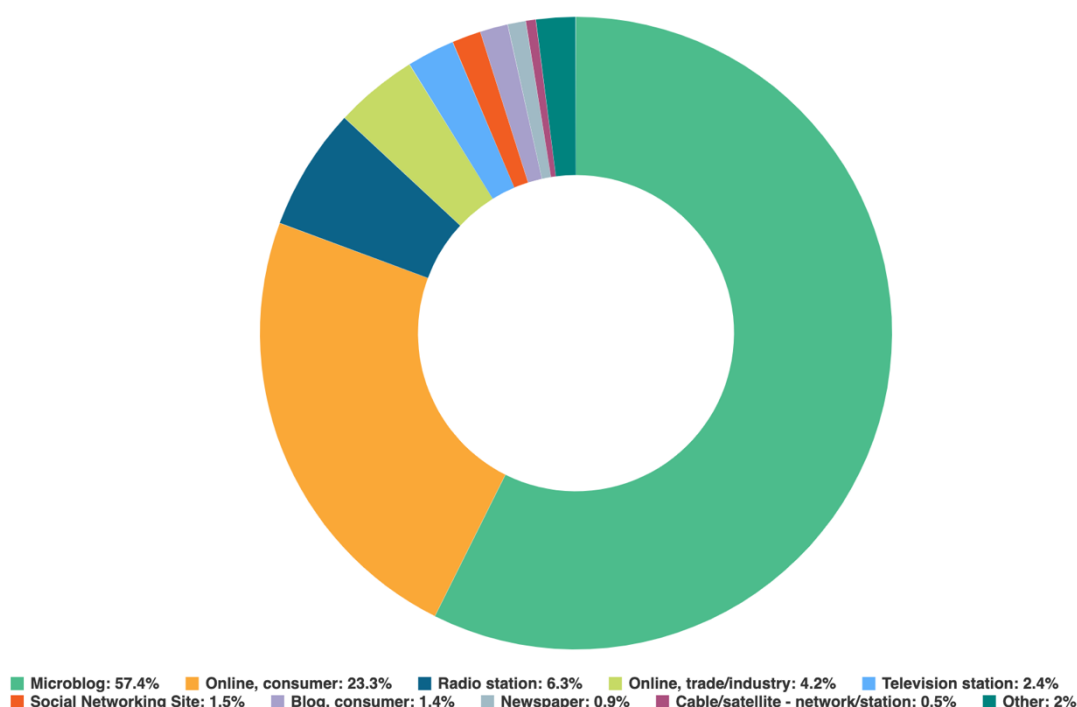
Campaign	Placements	Gross Impressions (Audience* + UVPM**)
<i>Largest Donation in Morgan State University Athletics History Paves Way for Return of Division I Collegiate Wrestling, Following 24-Year Hiatus</i>	108	18,046,662
<i>Morgan State and Howard Univ. Basketball to Play in First-Ever 'HBCU Classic' During NBA All-Star 2022 in Cleveland</i>	61	207,632,856
<i>NASA Awards \$72 Million to New Morgan/UMBC Partnership to Further Earth and Atmospheric Science Research</i>	32	2,215,363
<i>Anonymous Donor Gifts Morgan \$2.75 Million to Increase Access to a College Education and Support Student Success</i>	31	51,361,471
<i>Morgan State University Launches New College of Interdisciplinary and Continuing Studies to Spur 'Morgan Completes You' Initiative</i>	29	9,917,175

*Audience: Number of people exposed to a news story (e.g., for print media the value is measured by the 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 July and September 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. The vast majority of coverage was on social media/microblogs (57.4%), followed by online (27.5%), radio (6.3%) and television news (2.4%).

Share of Coverage by Media Type



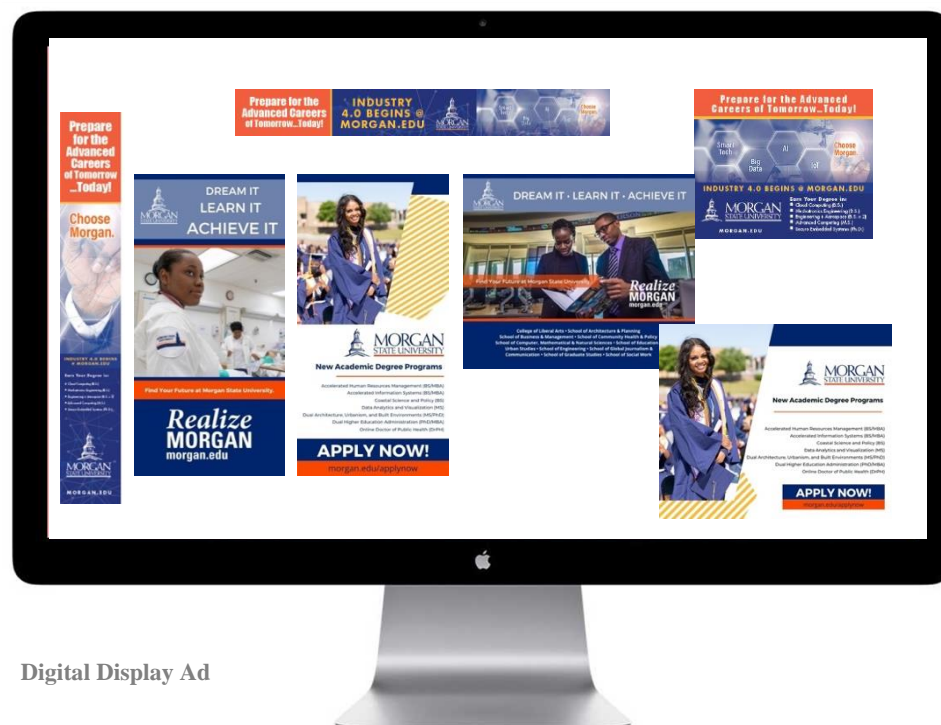
Marketing and Advertising Support

For the period between October through December and to close out the 2021 calendar year, paid advertising and marketing for Morgan has centered on ad placements within several media platforms including print and digital, as well as integrated sponsorships that comprise print, digital, broadcast and out-of-home (outdoor). OPRSC has also 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. The marketing strategy will drive interested parties to program pages of their interest and prospects will be captured by way of embedded form on each program page. Completed forms will serve two primary purposes providing a lead generation channel for Admissions follow-up and the opportunity to remarket to subsequent advertising through the lead generation cycle. OPRSC anticipates Phase 1 of this advertising strategy to be in full swing by Q2 of 2022.

Additional Print Ads Placed During Quarter



Print Ads



Digital Display Ad

Baltimore Ravens

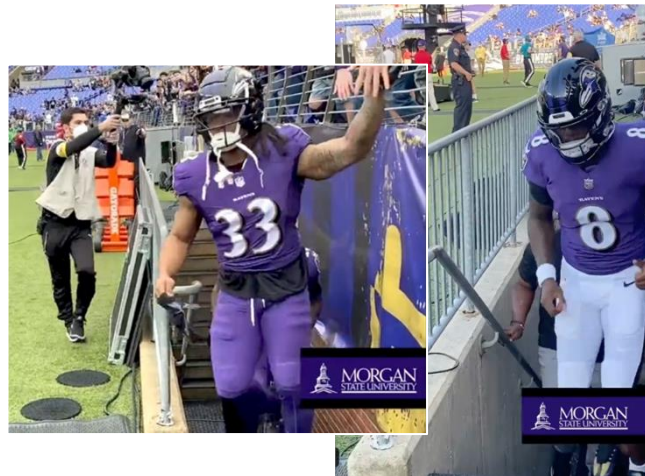
Launching in August during the Ravens preseason and lasting through the end of the NFL regular season, Morgan's longstanding sponsorship with the Ravens was renewed following a one-year hiatus due to the pandemic.

As the lone higher education brand aligned with the Ravens, Morgan continued a very successful sponsorship of 2021 football season. Baltimore Ravens fans in the market—and beyond—were exposed to Morgan ads and the MSU logo in a variety of ways including M&T Bank stadium's LED electronic boards and banner signage; digital integration with ad placement on Raven's website, eNewsletter and social media; and during post-game press conference microphone MSU branded "skin" or "flag". This strategically placed Morgan logo delivers an unobstructed, highly visible view of Morgan's iconic Holmes Hall tower mark during televised post-game interviews which are rebroadcast on local news reports, on social media and oftentimes on national network sports programming.

The centerpiece of the Ravens sponsorship is Morgan's exclusive Game Day title sponsorship of the game versus the Los Angeles Chargers. In addition to Morgan branding blanketing the stadium, by way of full LED display Morgan sponsorship message, OPRSC negotiated added value exposure for Morgan securing an opportunity for the renowned MSU Choir to open the contest with a performance of the National Anthem. Shown below are several highlights of the Ravens sponsorship:



Gameday Magazine



Social Media – Instagram



Post-game Interview Mic Skin/Flag Wrap



10.17 GATE A DECALS
36"(W) X 17.5"(H)
BLACKOUT VINYL
W/MATTE LAMINATE
QUANTITY: 4
P: FB-IS



M&T Bank Stadium Gate Signage

WEB/ONLINE PROJECTS:

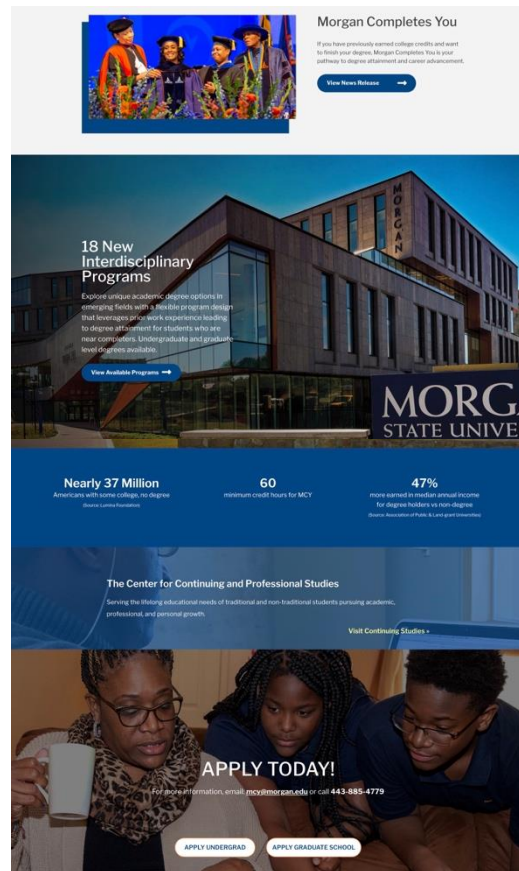
OPRSC's web communications team is actively in phase 2 of our website migration, which at the close of December and at the end of this reporting period was nearing 50% complete. Phase 2 of the migration effort consists of all academic units (schools, departments, centers, etc.). With Phase 1 also nearing completion, the OPRSC web team will proceed onto Phase 3, which entails migration of all administrative units (division, offices, centers, etc.).

In response to spiking COVID-19 cases nationwide, MSU's Campus Health Monitoring and Response Team (MCHMRT) and Vaccination Management Team tapped OPRSC to update the University's COVID-19 info page (www.morgan.edu/coronavirus) to ensure the latest news and protocols were available to the Morgan Community.

A high-level project executed last quarter included launching an entirely new comprehensive site for Morgan's newest college, the [College of Interdisciplinary & Continuing Studies](#). Working in partnership with Dr. Farzad Moazzami and his team, OPRSC's web team created and setup of a multi-tiered interface with multiple sub-pages. The site launched in conjunction with the college's launch in October.



Morgan launched the College of Interdisciplinary and Continuing Studies in 2021 to provide a range of degree programs to meet the needs of a diverse student body. Programs are offered at the bachelor's, master's, and doctoral levels, and the degree requirements are structured to offer maximum flexibility to a wide range of students, including non-traditional students, returning students, working adults, and students who need or prefer distance education. The interdisciplinary nature of these degrees permits students to draw from expertise and resources across campus to design a program of study aligned with local, national and global workforce opportunities.



Lastly, OPRSC web team is pleased to report the successful completion and fulfillment of monitoring requirements from the Office of Civil Rights (OCR) of the U.S. Department of Education, thus closing the open web accessibilities case. We were able to satisfy these requirements by fully addressing all ADA priorities on Morgan.edu and affiliated websites, as well as by sending various communications about the university's commitment to accessibility standards on our website. While the OCR monitoring is completed, we continue to prioritize & implement web accessibility standards as best as possible.

SEARCH:

Popular MSU Website Queries (Top 10 Search terms)

Oct 2021

1. library
2. canvas
3. directory
4. bursar
5. webis
6. registrar
7. bookstore
8. Homecoming
9. Transcript
10. homecoming

Nov 2021

1. library
2. directory
3. canvas
4. registrar
5. webis
6. calendar
7. tuition
8. bookstore
9. majors
10. human resources

Dec 2021

1. calendar
2. academic calendar
3. housing
4. registrar
5. financial aid
6. tuition
7. human resources
8. canvas
9. forms
10. bursar

MOBILE APP:

New Installations (October 2021 – December 2021)

- iOS – **372** devices
- Android – **179** devices

EVENTS CALENDAR (events.morgan.edu):

Total Users signed up in the system: **79 new users** (MSU accounts only)

New user visits: **7,050 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 (excluding the newsroom homepage at #1):

1. **Return to Tradition: Experiencing Homecoming Safely & Responsibly**
<https://www.morgan.edu/news/return-to-tradition>
2. **Anonymous Donor Gifts Morgan \$2.75 Million to Increase Access to a College Education and Support Student Success**
<https://www.morgan.edu/news/anonymous-donor-gifts-morgan-275-million-to-increase-access-to-a-college-education-and-support-student-success>
3. **Largest Donation in Morgan State University Athletics History Paves Way for Return of Division I Collegiate Wrestling, Following 24-Year Hiatus**
<https://www.morgan.edu/news/athletics-wrestling-grant>

WEBSITE VISITOR DATA (MSU Website):

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

1. Apply (landing page)
2. Academics (landing page)
3. Admissions & Aid (landing page)
4. Applying as a Freshman (located in Undergrad Admissions)
5. Academic Calendar (located in Registrar)
6. Academic Programs
7. Undergraduate Admissions
8. Canvas 4 Students (legacy website)
9. Undergraduate Studies (landing page)
10. Faculty & Staff (constituent landing page)

morgan.edu Stats:

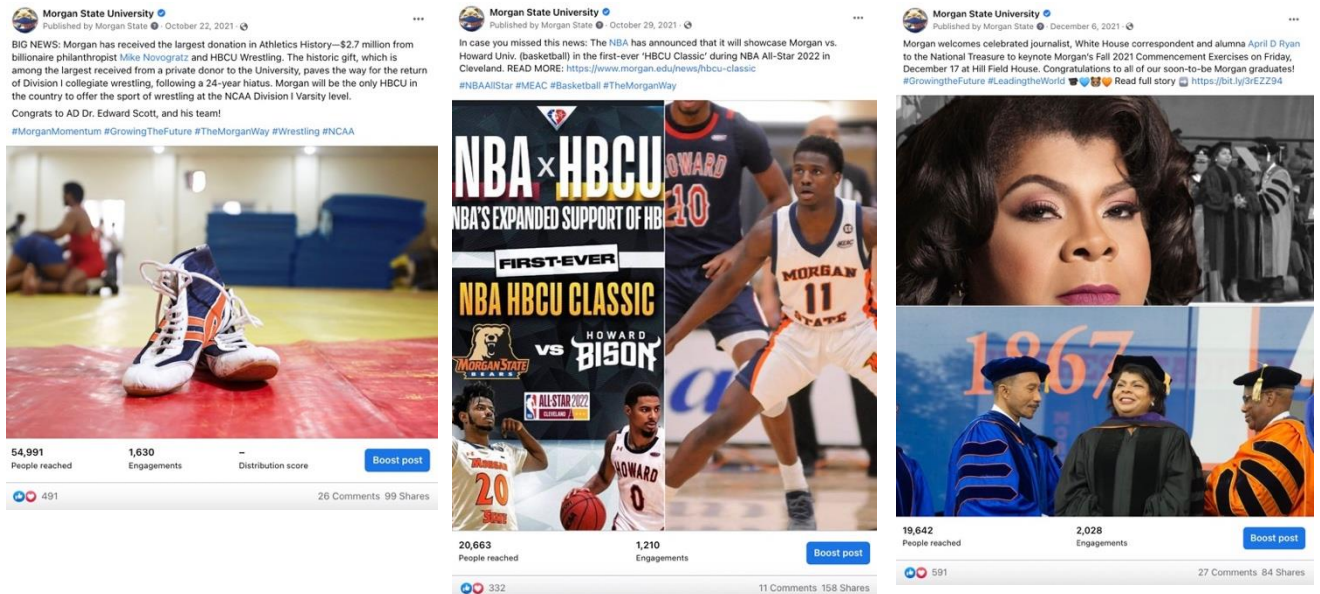
Total Pageviews: 1,757,355 (Redesign) / 613,239 (Legacy)

Unique Pageviews: 1,198,440 (Redesign) / 500,433 (Legacy)

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

FACEBOOK (facebook.com/morganstateu) —Total Number of Followers: **60,002 (+171)**

The following represents the top three (3) Facebook posts from October through December:



October 22, 2021 (POST)

People Reached
54,991

Total Engagement*
1,630

**Total Engagement: Reactions, Comments & Shares*

October 29, 2021 (POST)

People Reached
20,663

Total Engagement*
1,210

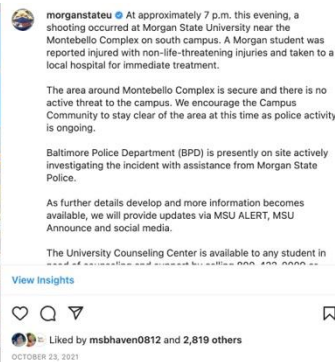
December 6, 2021 (POST)

People Reached
19,642

Total Engagement*
2,028

INSTAGRAM ([instagram.com/morganstateu](https://www.instagram.com/morganstateu)) —Total Number of Followers: **25,163 (+1,562)**

The below photos represent the top three (3) posts from October through December:



October 23, 2021

Accounts Reached
21,688

Impressions
24,376

Total Engagement*
4,515



December 20, 2021

Accounts Reached
17,144

Impressions
18,534

Total Engagement*
2,042



October 1, 2021

Accounts Reached
12,726

Impressions
14,750

Total Engagement*
1,778

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

TWITTER (twitter.com/morganstateu)

Twitter Profile Visits: **73,400**

Tweet Impressions: **1,087,00**

Total Number of Followers: **22,551 (+866)**

The below chart represents the top three (3) Twitter posts from October through December:

Morgan State University
@MorganStateU

BIG NEWS THURSDAY: Thanks to a \$2.7 million gift (the largest in Athletics history) from billionaire philanthropist Mike @Novogratz and HBCU Wrestling, Morgan will be the only HBCU to offer a D1 varsity wrestling program. READ MORE morgan.edu/news/athletics... [#MorganMomentum](#)

10:18 AM · Oct 21, 2021 · Twitter Web App

227 Retweets 79 Quote Tweets 959 Likes

Morgan State University
@MorganStateU

We're not sure why, but @Twitter @Verified has denied our request to have the official Twitter account for Morgan State University become verified. We've been active on this platform since 2009 and this is our only social media account without verification. We can't call it.

4:46 PM · Nov 10, 2021 · Twitter Web App

124 Retweets 50 Quote Tweets 337 Likes

Morgan State University
@MorganStateU

The Morgan State Family extends our prayers and condolences to MSU alum Tajiri Swindell and her family over the recent loss of her husband, the legendary rapper, the Kangol Kid from U.T.F.O. He was a constant presence on our campus, supporting his wife's degree pursuit.

7:06 PM · Dec 20, 2021 · Twitter Web App

63 Retweets 3 Quote Tweets 409 Likes

October 21, 2021

Impressions
511,555

Total Engagement*
6,775

Engagement Rate
1.3%

November 10, 2021

Impressions
78,286

Total Engagement*
7,309

Engagement Rate
9.3%

December 20, 2021

Impressions
38,373

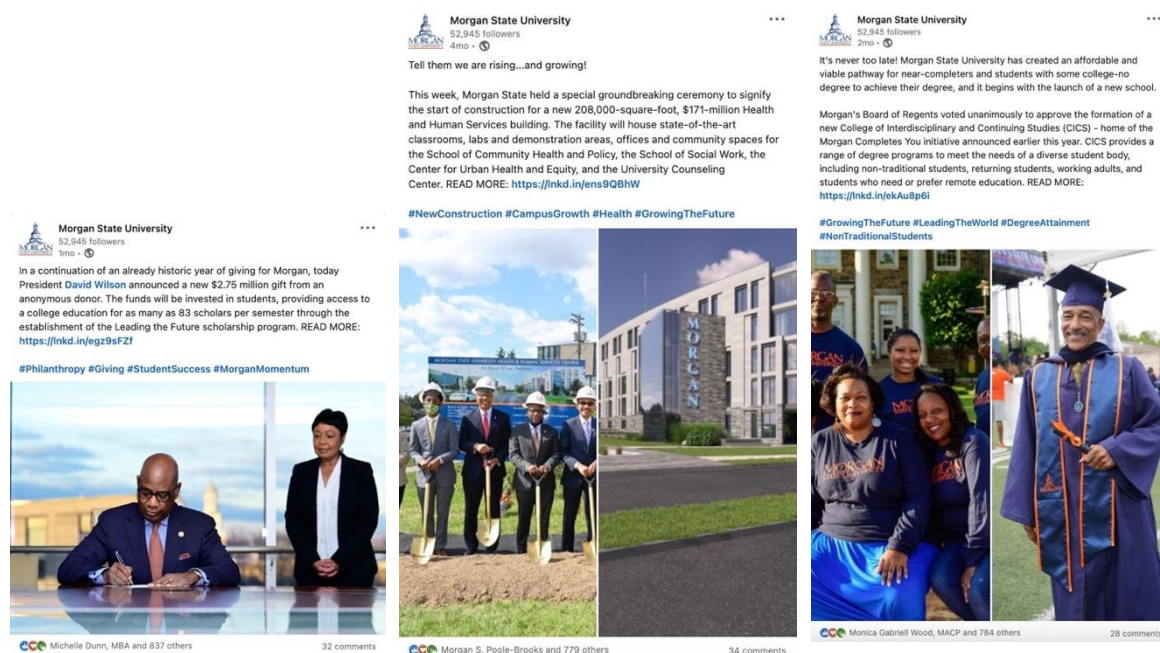
Total Engagement*
3,852

Engagement Rate
10%

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

Total Number of Followers: **52,944 (+1,137)**

The below represents the top three (3) LinkedIn posts from October through December:



December 16, 2021

Impressions

22,854

Total Engagement*

1,458

October 2, 2021

Impressions

20,370

Total Engagement*

3,544

November 3, 2021

Impressions

20,142

Total Engagement*

2,017

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

Campus Support

Graphic Design Services

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 or completed during this period by OPRSC:

- Creative and support collateral materials for Fall Commencement 2021 program including cover and editing of content for programs and press badges.
- Morgan Magazine (Vol. 1, 2022) – In full production including story development/editing, layout/design for both the traditional printed magazine and the Morgan Magazine Plus
- Bear Facts 2022 preliminary planning and development

- 37th Annual Homecoming Gala – an array of services including design, graphic and writing support for collateral materials (e.g. table tents for sponsors, posters and event tickets), and graphics for the streaming segment of the Gala.
- Calvin and Tina Tyler Hall Student Services Building grand opening ribbon-cutting – creation of all promotional invitations, announcements and graphics
- Spring 2022 Alumni News planning and development
- 2022 Scholarship Luncheon – development of collateral elements including copyediting, proofreading, layout and graphics
- 2022 MSU Golf Tournament Website – copyediting, proofreading.
- Presidential Distinguished Speakers Series – Dr. Cornel West poster, flyer, program yard signs and advertisement.
- As part of the university’s ongoing identity cohesion program, logos were created for the Office of Financial Aid and Murphy Fine Arts, and decals created for the campus security booths on campus.
- Joyce Brown Retirement collateral elements– copyediting, proofreading.

Photographic and Video Services

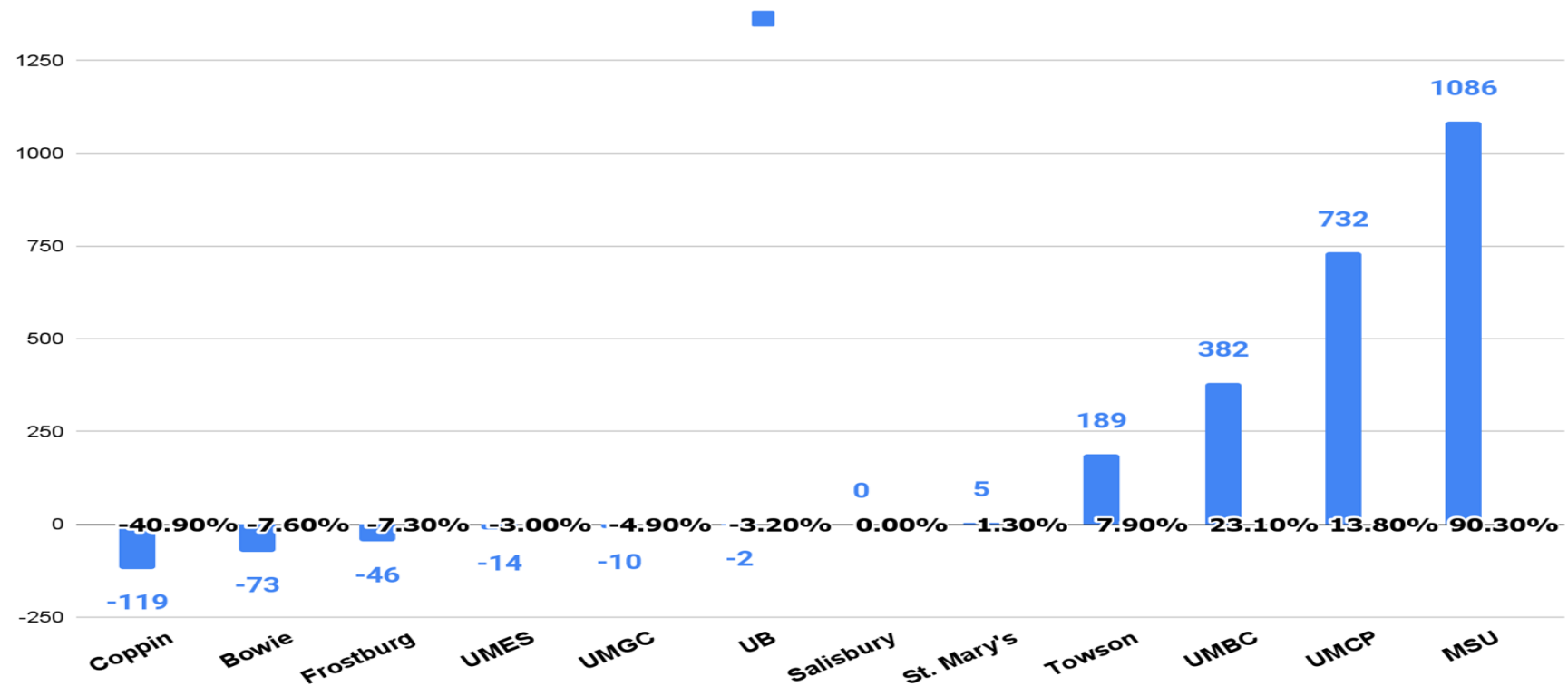
Photo and video coverage of campus-related activity and support of other University units. Coverage included:

- Campus walk-arounds to capture scenic, lifestyle and general activity images
- President’s Town Hall
- Portrait/Headshots
- Presentation to MD State Delegate
- Homecoming
- Presidential Distinguished Speaker Series Keynote Dr. Cornel West
- Calvin and Tina Tyler Hall Student Services Building Grand Opening/Ribbon-cutting
- Mellon Foundation Award Photography
- School of Business Check Donation
- Morgan Men Empowerment Photo
- International Students Week-TETFund Photo
- Thanksgiving Holiday Dinner for Students at Rawlings Dining Hall
- Morgan Men’s Basketball versus Georgetown
- Trans Africa Convocation
- School of Business-Comcast/Xfinity Partnership Laptop Donation
- Antique Chemistry Materials to SCMNS
- Physics Lab Research
- Fine and Performing Arts Convocation
- Morgan CARES Grand Opening
- Fall Commencement 2021
- Oyin Adedoyin (Student Fellowships Profile)
- President Wilson Photo Session for U.S. Black Engineer cover story
- Video production projects (Joyce Brown Retirement, President’s Holiday Message, Christmas Concert Greeting)

EMASS BOARD OF REGENTS UPDATE

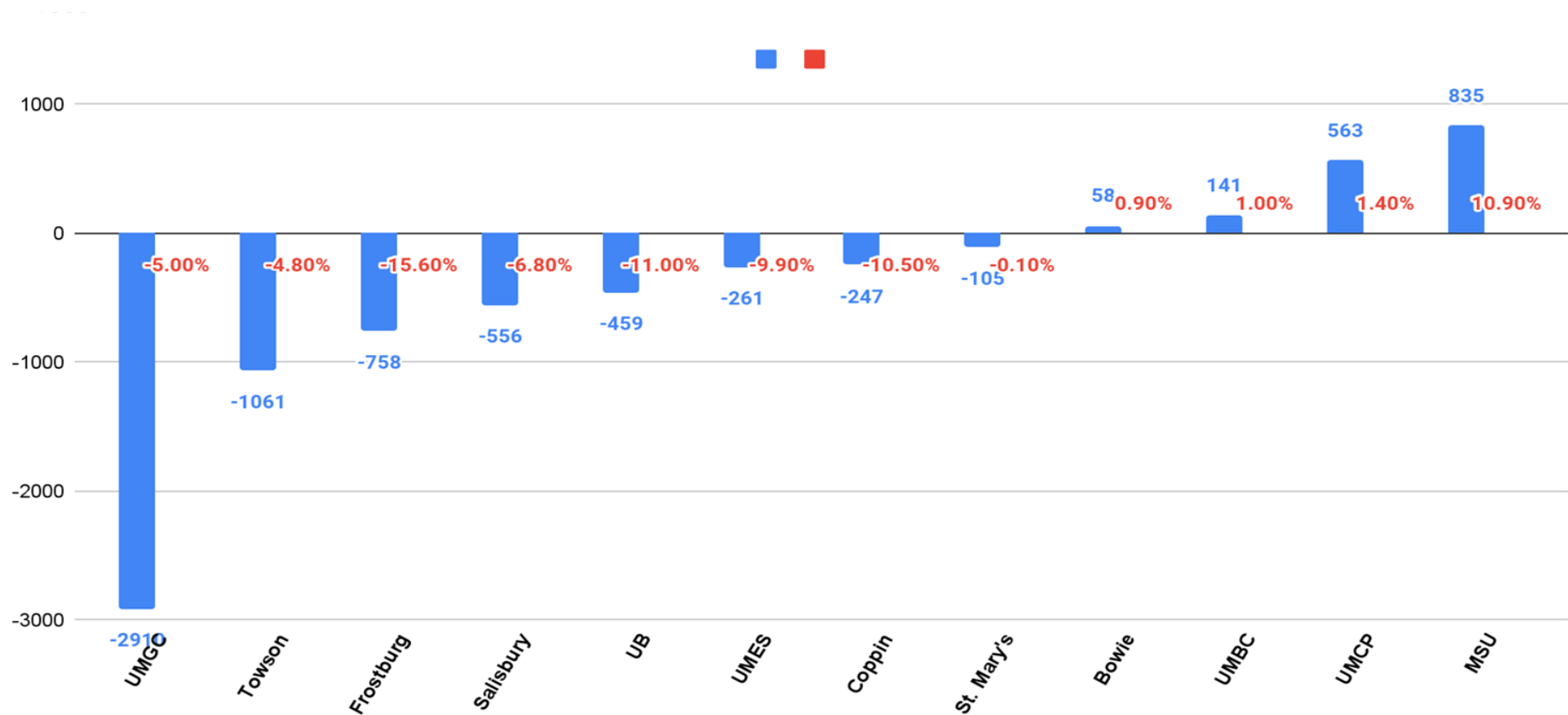
January 31-February 1, 2022

CHANGE IN FIRST-TIME, FULL-TIME FRESHMAN ENROLLMENT--FALL 2021 v. FALL 2020



Source: MHEC Opening Fall Enrollment Report, November 2021

CHANGE IN TOTAL HEADCOUNT ENROLLMENT--FALL 2021 v. FALL 2020



FALL 2021 COMPARATIVE ENROLLMENT AT A GLANCE

Institution	New FT Freshmen	FT UG	PT UG	FT G	PT G	Total Headcount
Morgan	↑	↑	↑	↑	↓	↑
Bowie	↓	↓	↓	↑	↑	↑
Coppin	↓	↓	↓	↓	↑	↓
UMES	↓	↓	↓	→	↓	↓
Frostburg	↓	↓	↓	↑	↑	↓
Salisbury	→	↓	↑	↓	↓	↓
Towson	↑	↓	↓	↓	↓	↓
UB	↑	↓	↓	↓	↓	↓
UMBC	↑	↓	↓	↑	↓	↑
St. Mary's	↑	↓	↓	↑	↓	↓
UMCP	↑	↑	↓	↑	↓	↑

Source:
MHEC
Opening
Fall
Enrollment
Report,
November
2021

ITEMS FOR ACTION

MINUTES OF NOVEMBER 1, 2021



Finance and Facilities Committee

Monday, November 1, 2021

9:00 a.m.

Virtual

Committee Meeting Minutes

The quarterly meeting of the Board of Regents Finance and Facilities Committee met on Monday, November 1, 2020, via Zoom. Committee Chairwoman Shirley Malcom called the meeting to order at 9:02 a.m.

BOARD MEMBERS

Present: Chairwoman Shirley Malcom, Regent Harold Carter, Jr. Regent Wayne Resnick, Regent Shelonda Stokes, Regent Carl Turnipseed

Absent: Regent Winston Wilkinson

STAFF MEMBERS

Present: Dr. David Wilson, Mr. Sidney Evans, Mr. Thomas Faulk, Mrs. Deborah Flavin, Mrs. Kassandra Grogan, Ms. Sherita Harrison, Ms. Donna Howard, Dr. Farin Kamangar, Mr. David LaChina, Dr. Daniel Laughlin, Dr. Willie May, Ms. Kim McCalla, Dr. Adebisi Oladipupo, Ms. Sadaf Shafique, Mr. Wayne Swann, Dr. Kara Turner, Dr. Don-Terry Veal, Dr. Hongtao Yu

Remarks by the Chairwoman and the President

Chairwoman Malcom welcomed the Regents and staff to the meeting. She commented that student housing (phase II), which was intended to be discussed during this meeting, is not yet ready as there is some additional work that needs to be completed as well as feedback that we need to get from the consultants. It is a very complex issue with many moving parts. An update will be provided to Regents at a special called meeting or during the next scheduled Committee meeting. Then she yielded the floor to President Wilson for remarks.

Dr. Wilson greeted the Committee and everyone in attendance. He stated that for the very first time in Morgan's history, we have endowed professorships. Three of the applications submitted to the state were accepted and there are now three endowed professorships in Cybersecurity, Predictive Analytics, and Brain Science at \$2 million each. Dr. Wilson stated that the strategic plan goal is for Morgan to have a minimum of 10 endowed chairs by 2030. Similarly, we received a \$5 million gift from Google for Computer Science. The funds will also be placed in an endowment.

ITEMS FOR INFORMATION

Facilities, Design and Construction Management Update

Ms. McCalla shared the sad news of the unfortunate passing of Mr. Robert Riesner, Director of the Physical Plant Department (PPD), and family members of a few PPD employees. The University is providing counseling to PPD staff during this difficult time.

Ms. McCalla stated that capital projects are moving along well, on schedule and within budget. Tyler Hall received two additional awards – one from the American Institute of Architects (AIA) Baltimore for excellence in design, and the second from Engineering News-Record (ENR) Mid-Atlantic for best product award. An article will be published in ENR regarding the construction, and we are awaiting the announcement of an article that will be featured in Architectural Record, a nationally recognized magazine.

Planning, Design and Construction Management and the PPD are continuing to look for additional staff to support the increase in the number of facility projects, including deferred maintenance. Updates were also provided on the following projects: Lake Clifton, the School of Osteopathic Medicine, and the Lois T. Murray School.

Ms. McCalla reported that four (4) potential funding sources have been identified to fund and support housing/new renovation and deferred maintenance projects – 1) state capital deferred maintenance, 2) Siemens energy performance contract project funding, 3) federal stimulus money, and 4) HBCU loan capital finance program. Each one has its own set of guidelines and restrictions which we will work through in order to be able to assign various projects to the different fund sources. The deferred maintenance evaluation of buildings (performed by Accruent) is still ongoing. Phase 1 has been completed, Phases 2 and 3 have been activated and are scheduled to be completed by the end of the calendar year.

Chairwoman Malcom asked whether there are any additional surprises beyond what we already know about the work that is being done as it relates to deferred maintenance. Ms. McCalla responded that she is currently not aware of any additional surprises. Mr. Evans concurred and praised Ms. McCalla and her staff for their efforts, noting the urgency of working on our legacy buildings has grown. He noted that we may need to go to the debt market at some point to help fund some of our projects. Dr. Wilson stated that our housing plan, to be presented to the Finance Committee at the February meeting, will include all of the funding strategies. He added that a request for a special one-time appropriation of \$270 million was made during an initial meeting with Speaker Jones, but it was turned down. We are working on our priorities and plan to present them to Speaker Jones, Senate President Ferguson, and the Governor, which will include a special appropriation of \$50 - \$100 million to enable us to begin to tackle some of the legacy buildings without having to wait another eight to 10 years.

Approval of Debt Capacity Increase

Mr. Evans referenced page 193 in the Board book; in accordance with Title 19-102 of the Education Article of the Annotated Code of Maryland, Morgan State University's current debt ceiling is established at \$88M. In August 2020, the Board of Regents approved an action item to enter into preliminary discussions with Capital Debt Affordability Committee (CDAC) regarding an increase of the University's debt capacity. The University recently presented the status of the University's current debt position to the CDAC and discussed an increase of the University's debt capacity to \$140M from \$88M. The Amended debt capacity results from (i) new accounting pronouncements (GASB 87) resulting in the capitalization of leases in an estimated amount of \$42M (an accounting firm will be retained to help us determine the economic value of these leases); (ii) 2020 HBCU Loan remaining debt to be issued of \$44.1M (to be disbursed during FY22 and FY23); (iii) an additional \$54M unissued capacity to address risks and opportunities that may arise in the future.

Regent Turnipseed asked for clarification with regard to making a decision as to how much headroom we will need when the analysis will not be completed until February 2022. Mr. Evans responded that Morgan has a debt policy, developed a few years ago, which guides debt decisions. Our analysis is based on a number of assumptions around revenue growth, expense growth, and how much debt service Morgan can really support with respect to maintaining a balanced budget, maintaining our current bond ratings or even trying to go after a rating upgrade. These factors have all been taken into consideration.

Chairwoman Malcom commented that she recommended the issue of raising the debt ceiling after looking at the housing situation. The University administration was asked to look into this matter since the process takes so long to get activated. She noted that the loan forgiveness also helped us.

Regent Carter asked for clarification regarding the role of the accounting firm that will be hired. Mr. Evans responded that the accounting firm will serve as a subject matter expert in reviewing the financial analysis and doing the calculations associated with the new accounting pronouncements to avoid any disagreement with our external auditors. He noted that this was a recommendation made by Mrs. Flavin that was fully endorsed.

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

ITEMS FOR INFORMATION

Division of Research and Economic Development Update

Presentation: "Division of Research and Economic Development Update"

Dr. May began his presentation by highlighting the division's immediate goal of generating a sustainable \$50 million in sponsored research revenue with at least \$40 million in research spending and increasing both faculty and student engagement in research across all of our schools. In terms of funding commitments for the first quarter of FY 2022, the Office of Research Administration reviewed and submitted 46 proposals with a total requested amount of \$57.9 million, a record high for MSU. Morgan received 43 new funding commitments worth \$18.4 million, which is also a record high. The highest grant this year was \$7.5 million from the Department of Defense for the establishment of a Center of Excellence for Advanced Electro-Photonics 2D Materials in collaboration with Johns Hopkins, which Morgan will take the lead/ manage. The two other major funding resources include the National Science Foundation and the Department of Health and Human Services. The School of Computer, Mathematical, and Natural Sciences received \$10 million in additional funding in the first quarter, followed by the School of Engineering, which received \$4.84 million. GESTAR II from NASA is one of the noteworthy awards won to date, valued at \$28 million over the next three years. NASA recently announced the award of the Goddard Earth Science Technology and Research Center (GESTAR-2) Cooperative Agreement with a UMBC-led team and MSU as their primary partner. The award is for \$72M over a three -year period. D-RED is preparing a proposal for a five-year extension beyond the three-year period to provide a workforce of 120 scientists and engineers who will be responsible for research services as part of this new arrangement. Our share of funding will be \$28M. For that, we have committed to provide 38 scientists to support NASA Goddard Earth Science research objectives; provide opportunities for at least four undergraduate students to work with our scientists as well as help build their research acumen and resumes; establish a new earth and space science minor in our Physics Department; and set up a Research Coordination Office at Goddard to be staffed with a Program Coordinator (Dr. Daniel Laughlin) and a Chief Scientist (Dr. Xiaowen Li) for the duration of the agreement.

According to the metric performance data, Morgan had 150 intellectual property disclosures, 78 new U.S. patent applications submitted, 13 patents granted, 14 license agreements, and eight new start-up companies during FY 2011-2021. Morgan also received 10 intellectual property disclosures, 10 new patent applications, four licensing agreements, and the formation of two start-up firms since July 1, 2021. Dr. May extended an invitation for Regents to join the Morgan Climate Change Seminar Series presented by the National Oceanic and Atmospheric Administration. There will be a total of 10 lectures (approximately one per month) during the fall and spring semesters.

Regent Turnipseed asked about the 38 scientists to be provided by the University to support NASA, how will this be achieved operationally and where will they come from? Dr. Laughlin responded that the individuals who will be GESTAR II scientists for the most part are currently scientists on the original GESTAR award, which has been in place at Goddard and here at Morgan for the past 10½ years. There are 76 scientists and engineers who worked for the Universities Space Research Association, our current partner on GESTAR. We have been talking with the entire group to bring them all over into GESTAR II as Morgan and UMBC employees, thus bringing the existing workforce to our institutions. We already have 13 of our 17 GESTAR researchers who will continue as GESTAR II researchers. We will be adding an additional 25 employees to get to the total of 38.

At the request of Dr. May, Chairwoman Malcom yielded the floor to Mr. Swann to briefly speak about how the increase in non-faculty researchers escalates our progress toward R1 status. Mr. Swann stated that we have done some preliminary analysis on the increase of non-faculty postdoctoral researchers from GESTAR as well as the increase in research and development spending every year. Both of these factors actually account for four of the 10 metrics under Carnegie Classification. From where we are today up to the goal set for the 2024 Carnegie Classification, this alone will move us about a third (37%) toward the R1 goal.

Dr. Wilson thanked Dr. May, Dr. Laughlin and the rest of the D-RED team for their efforts in making this possible and emphasized the importance of this historic collaboration with UMBC as a partner. Regent Stokes echoed the President's sentiments and inquired about any potential pitfalls that the Board should be aware of. Dr. Wilson responded that significant infrastructures issues were raised, which prompted us to focus on this area more carefully and resulted in this issue being ranked third on our list of priorities in the Strategic Plan. Dr. May went on to say that it is a work in progress. The aim is to use the lessons gained from the first GESTAR to help us prepare for the third GESTAR, which will be announced soon.

Provost Yu expressed excitement about the GESTAR Program, and he congratulated everyone for working together to ensure that these researchers have a link with the academic programs, especially their involvement in advising our graduate students. He added that the Center of Excellence in collaboration with Johns Hopkins is the first of its kind, and really demonstrates a new era for Morgan where we are in a true partnership with UMBC and a lead partnership with Johns Hopkins.

Dr. May commended Mrs. Credle and the HR team for their efficiency and effectiveness in recruiting 30 new employees. He noted that President Wilson has offered assurance that additional infrastructural support will be provided to ensure the success of the project and to address the needs of scientists in real time. In three years, we are going to be submitting a proposal to NASA to move ahead with this program for another five to 10 years. Hence, we want to ensure that there are no hiccups in the process.

Regent Turnipseed encouraged the administration to take advantage of the tremendous branding opportunities that these collaborations present for the University, both now and in the coming years. Regent Carter concurred, noting that there have been great strides made, particularly over the past decade, to bring us to where we are today. He extended kudos to all for their hard work.

Division of Institutional Advancement Update

Ms. Howard referred to page 146 of the Board book, stating that the fiscal year-to-date outright and deferred donations, as well as revenue from sponsorship, totaling just over \$7 million. Google, Inc. made the biggest contribution of \$5 million for unrestricted STEM programming. Provost Yu and Dr. Wilson laid out a blueprint for this funding, which resulted in an endowed fund for scholarships and faculty development. Additional funding of \$1 million was made available for Computer Science general operations. An \$800,000 gift from Bristol Myers Squibb to create a custom Bio-Pharmaceutical Educational Program to increase recruitment of black talent in the Bio-Pharma industry is still pending, as is a \$2.7 million gift from HBCU Wrestling and billionaire philanthropist Michael Novogratz, which represents the largest private

donation in Morgan's athletic history. The groundbreaking ceremony for the Health and Human Services Building took place on September 30, 2021, and the Tyler Hall grand opening took place on October 22, 2021, both of which drew state and local leaders. With regard to McKenzie Scott's \$40 million contribution, \$34 million (85%) was designated for unrestricted endowment, which has increased to \$41 million. The University's decision to raise the minimum wage to \$15 and convert all eligible employees from contractual to regular full-time status was covered extensively by local and national media in the last quarter.

Ms. Howard concluded her comments by congratulating Dr. Wilson on his induction into the Baltimore Business Journal's Civic Hall of Fame and Mr. Sidney Evans on being named the 2021 CFO of the Year, both of which are well-deserved honors.

Division of Enrollment Management and Student Success Update

Presentation: "Enrollment Update"

Dr. Turner began her presentation by sharing a few key points from an article that was published in the Chronicle of Higher Education, on October 26, 2021, in regard to enrollment numbers being down in comparison to last year's numbers. Dr. Turner reported a record enrollment of 8,500 students for Fall 2021, an increase of 11% over the last year. Undergraduate enrollment increased by 13% (out-of-state undergraduates increased by 37% over last year); new freshman had a 91% increase over last year; transfers are the same as last year; and graduate enrollment increased by 5%. We also continue our record of over 70% for first and second-year retention.

Dr. Turner shared a few highlights for this year to include the largest freshman class ever of 2,288 (1,431 was the previous record in 2008), the highest overall enrollment of 8,469 (8,018 was the previous record in 2011), and 11 straight years above 70% retention. It was noted that the Graduate School is also seeing its highest enrollment ever this year as well. With regard to student housing, both spring and fall semester numbers are looking very strong in terms of applications, admits and confirmations. Dr. Turner thanked Finance and Administration, the Graduate School, the MSU Foundation, Dr. Wilson as well as the Board of Regents for their continued support.

Dr. Kamangar thanked Dr. Turner and her team for all of their hard work. He commented that Morgan had lower graduation rates in the past due to students staying for longer periods. The most important statistic is the number of first-year freshman students coming to Morgan, which might be a sign of what is coming in the next few years.

Chairwoman Malcom congratulated Dr. Turner and 'Team No Sleep'. She commented that, at a recent board retreat, a fellow board member asked the question "how do you explain the huge numbers at Morgan when everyone else is basically bottoming out," to which she responded that students want a high-quality, hassle-free education, adding that we still have to capture and serve them.

Institutional Aid Allocation Report

Dr. Turner stated that there are two reports provided to the Board every November on institutional aid. The first report outlines the many types of institutional assistance awards available to students, along with the criteria and methods used to grant them. The second report outlines the exact allocations for each award, including how much money was spent last year, how many students were helped, and what the current fiscal year's expenditure status is. With the support of Dr. Wilson and Mr. Evans, prospective students have benefited from the new financial aid optimization model. As a result of the additional institutional aid, we observed a significant increase in the number of new students this year.

ITEMS FOR ACTIONS

Finance and Facilities Committee Minutes of August 2, 2021

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.

Morgan Completes You Proposed Tuition Model

Provost Yu explained that under the College of Interdisciplinary and Continuing Studies, the Morgan Completes You (MCY) initiative's mission is to provide flexible degree options at the undergraduate and graduate levels for near-completers. Nearly 36 million Americans have received some college credits but have not earned their degree. Nearly 10% percent of these potential students are considered "near-completers," having gained at least half of the credits needed to earn a degree. In order to serve as many students from this growing population as possible, programs within the College of Interdisciplinary and Continuing Studies will utilize one tuition model, allowing all students, regardless of residency, to pay a flat tuition rate of \$250 per credit hour for undergraduate courses and \$455 per credit hour for graduate level courses. With the exception of the technology fee (\$20 per credit), application / transcript evaluation fee (waived for the inaugural class) and graduation fee, all other fees will be removed (i.e., athletic, student activity, auxiliary, student union, facilities and shuttle bus). The University requests Board approval of the flat per credit hour tuition rate for the MCY Initiative.

Regent Turnipseed asked whether students will be allowed to re-enroll with their existing debt and obligations, if they left Morgan due to financial issues. Dr. Wilson responded that if students have outstanding debt, the University is obligated to report that debt to the state's Central Collections Unit (CCU). Mr. Evans added that after an account is transferred to CCU, it is out of our control and the state adds a surcharge to the debt, making it even harder for students to repay. Dr. Wilson noted that one of the national challenges in making these completer programs financially attractive is getting some of the previous institutions to release the transcripts if an individual has an outstanding debt. Provost Yu and the MCY is proposing that we start in a pilot phase to get a better understanding of how the market will behave and then update the Board periodically in terms of needed adjustments to this model.

Chairwoman Malcom called for a motion to approve the Morgan Completes You tuition structure. It was moved by Regent Turnipseed and seconded by Regent Stokes. The motion carried. The vote was unanimous.

ITEMS FOR INFORMATION

FY 2023 Financial Status Update

Mr. Evans reported that the University weathered the pandemic well, despite the challenges and conditions surrounding COVID-19. The FY 2021 audit has been completed by our external auditors (CliftonLarsonAllen), and the results are very favorable, with Morgan experiencing its strongest financial position ever. The federal stimulus programs have directly contributed to the strong financial performance. However, Morgan like most universities is still lacking the required resources to deliver quality educational services. Enrollment is at record levels, and this translates to additional revenue which is good news. However, increased enrollment has resulted in significant increased costs in areas such as more faculty, financial aid, additional housing needs, classroom technology, increased overtime across the campus and other additional increased costs. As a result of increased enrollment, we have revised the operating budget as summarized on page 197 of the Board book. We are projecting a balanced budget, which is a dramatic improvement from where we were originally when we had projected a deficit. We have eliminated the deficit due to increased enrollment resulting in increased revenue, increased housing revenue, which has been offset by the additional expenditures that come with higher enrollment in the areas mentioned above. Mr. Evans noted that the revised budget is based on current tuition rates (from fall 2019), which means that

we have not increased tuition or housing rates in two years. This is not sustainable. Therefore, we will be proposing some sort of tuition and housing rate increase at the February Board meeting. We also know that our mandatory fees need restructuring as the current fee structure has been in place for quite some time. Housing rates need to be increased primarily due to the new Thurgood Marshall residential facility.

FY 2022 Appropriation & FY 2023 Operating Target

Mr. Evans referenced page 203 of the Board book, which stated that the University's base general fund operating expenses increased to \$113 million in FY 22. A meeting with the Department of Budget and Management has been scheduled for November 3, at which time the University will present its budget target for FY 2023 totaling of \$1.5 million, which includes designated funding to develop programs for a Center for the Study of Data Analytics and Sports Gaming. Additionally, the University submitted an over the target request for FY 2023 totaling \$14.5 million for the following initiatives: National Center for the Elimination of Education Disparities (\$3.7M); Center on Brain Science (\$3.2M); Center for Equitable Artificial Intelligence (\$3.1M); Interdisciplinary Center on Urban Crime Education (\$2.3M); and Enhancement of Safety and Security (\$2.2M).

Regent Turnipseed commented that it is important to stress the inflationary drivers that are entering into the University's cost structure (i.e., food, energy, staffing, etc.). He asked what percentage factor inflation is influencing our cost structure. Mr. Evans responded that we do not know the percentage. However, he assured Regents that we do have increased costs at the University around tuition and fees, noting that we cannot go into a third year with FY 2019 tuition rates. He added that the Finance team will do some additional analysis to segregate the inflationary impact on the operating budget.

Regent Turnipseed pointed out that inflation hurts the people at the bottom the most. These students and their parents are hurt the most by inflation. Dr. Wilson stated that there is always a robust discussion around the subject of increasing tuition. He added that Dr. Turner is clearly looking at this from the standpoint of the impact on students. Any proposal brought forth to the Board will be appropriately vetted with an absolute minimum (or zero) amount that we could possibly ask our students to pay as we know the economic circumstances of our students and their parents.

Adjournment

Chairwoman Malcom announced that Finance and Facilities Committee would convene in Closed Session to consider items specifically exempted from public consideration under § 3-305 (b)(1) of the Open Meetings Act. In Closed Session, the Committee will consider a naming opportunity. Chairwoman Malcom 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 Carter and seconded by Regent Turnipseed to adjourn the Public Session. The motion carried unanimously.

The Public Session adjourned at 11:25 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 MEETING**

Date: Monday, November 1, 2021

Time: 9:00 a.m.

Location: Virtual

Motion to close meeting made by: Regent Carter

Seconded by: Regent Turnipseed

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Wilkinson

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

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

 X (1) (i) To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or (ii) any other personnel matter that affects one or more specific individuals;

 (2) To protect the privacy or reputation of individuals concerning a matter not related to public business;

 (3) To consider the acquisition of real property for a public purpose and matters directly related thereto;

 (4) To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State;

 (5) To consider the investment of public funds;

- ____ (6) To consider the marketing of public securities;
- ____ (7) To consult with counsel to obtain legal advice on a legal matter;
- ____ (8) To consult with staff, consultants, or other individuals about pending or potential litigation;
- ____ (9) To conduct collective bargaining negotiations or consider matters that relate to the negotiations;
- ____ (10) To discuss public security, if the public body determines that public discussion would constitute a risk to the public or to public security, including: (i) the deployment of fire and police services and staff; and (ii) the development and implementation of emergency plans;
- ____ (11) To prepare, administer, or grade a scholastic, licensing, or qualifying examination;
- ____ (12) To conduct or discuss an investigative proceeding on actual or possible criminal conduct;
- ____ (13) To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter;
- ____ (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.

General Provisions Article, § 3-103 (a):

- ____ (1) To carry out an administrative function;
- ____ (2) To carry out a judicial function;
- ____ (3) To carry out a quasi-judicial function.

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

1. To consider a naming opportunity.

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

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

SIGNATURE:

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

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

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

APPROVAL OF FY 2023 HOUSING RATES

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Approval of FY 2023 Housing Rates

COMMITTEE: Finance and Facilities

DATE OF MEETING: January 31, 2022

BRIEF EXPLANATION: Housing has foregone traditional rate increases since FY 2020 in an effort to ease the financial burden on students and their families during the pandemic. Housing rates required a significant review with respect to strategy and pricing with the new Thurgood Marshall Housing and Dining (TMH&D) project expected to come online in fall 2022. As per the credit ratings review for TMH&D project and the investment grade rating received, a commitment was made by the University to raise housing rates significantly. As a result, the housing rates will need to be increased in order to be in line with the financial pro forma developed for the financing and the TMH&D project. Based on our research, other public universities in Maryland also increased their rates substantially for a new housing facility. While Morgan's current housing rates are the second lowest in the State, our goal will be to maintain this position as we look at what rates need to be to support the new Thurgood Marshall facility. As such, we are proposing that housing rates be increased by 4% for FY 2023.

The University makes a request to the Board of Regents to approve a 4% housing rate increase for FY 2023.

FISCAL IMPACT: Four percent increase to housing-related revenues for occupied beds to meet the ongoing operating expenses and debt service requirements for current and future financing of the housing facility.

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

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

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

**MORGAN STATE UNIVERSITY
BOARD OF REGENTS
Finance and Facilities Committee
January 31, 2022**

FY 2023 HOUSING RATE INCREASE RECOMMENDATIONS

SUMMARY

Provided below is a summary of the proposed housing rate increase recommendations for FY 2023, which are submitted for approval.

	Actual FY 2020	Proposed FY 2023	\$ Increase	% Increase
Room (per annum)				
On-Campus Double	\$6,696	\$6,964	\$268	4%
On-Campus Single	\$8,040	\$8,362	\$322	4%
Off-Campus Double	\$8,452	\$8,790	\$338	4%
Off-Campus Single	\$9,084	\$9,447	\$363	4%

NOTE: Room rates have remained stable since FY 2020.

The rates for the new Thurgood Marshall residential hall reflect not only the need to recover cost of the facility, but more importantly, they reflect a more modern facility with enhanced amenities.

New Thurgood Marshall Residential Hall

1 Bedroom Semi-Suite	\$11,014
2 Bedroom Semi-Suite	\$10,014
4 Bedroom Full Suite	\$12,096

Morgan View

1 Bed / 1 Bath	\$12,156
2 Beds / 1 Bath	\$10,872
4 Beds / 2 Bath	\$9,648

NOTE: Thurgood Marshall and Morgan View rates shown above for comparison purposes only. Rates for these facilities are determined by MEDCO.

**AMENDMENT TO POLICY ON
STUDENT HOUSING
RESIDENCY REQUIREMENT
FOR FRESHMEN &
SOPHOMORES**

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Amendment to Policy on Student Housing Residency Requirement

COMMITTEE: Finance and Facilities

DATE OF MEETING: January 31, 2022

BRIEF EXPLANATION: In November 2020, the Board approved the Policy on Student Housing Residency Requirement for Freshmen and Sophomores. This policy was intended to support student housing operations and the various student housing projects that were in development at that time. Since then, the University has achieved record freshmen enrollment and an increase in the out-of-state mix, which has required additional facilities to meet demand.

While such a policy is needed to continue to support the Student Housing Strategic Plan that is currently being revised, we are asking that the policy be amended to allow the University additional time to plan and develop procedures to implement the policy and to revise the requirement for incoming freshmen.

The University makes a request to the Board of Regents to approve the Morgan State University Policy on Student Housing Residency Requirement for Freshmen, effective fall 2024.

FISCAL IMPACT: N/A

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

COMMITTEE

ACTION: _____ **DATE:** _____

BOARD

ACTION: _____ **DATE:** _____

**MORGAN STATE UNIVERSITY POLICY ON STUDENT HOUSING RESIDENCY
REQUIREMENT FOR FRESHMEN ~~AND SOPHOMORES~~**

The University will implement a plan and develop procedures to be approved by the President to establish the requirement that as of the Fall, 202~~24~~²⁵ academic semester, all incoming freshmen ~~and all sophomores~~ shall be required to reside in on-campus housing facilities, ~~and that as of the Fall 2025 academic semester, all incoming sophomores shall be required to reside in on-campus housing facilities.~~

DRAFT

MORGAN STATE UNIVERSITY POLICY ON STUDENT HOUSING RESIDENCY REQUIREMENT FOR FRESHMEN

The University will implement a plan and develop procedures to be approved by the President to establish the requirement that as of the Fall 2024 academic semester, all incoming freshmen shall be required to reside in on-campus housing facilities.

DRAFT

**APPROVAL OF MARYLAND
ECONOMIC DEVELOPMENT
CORPORATION (MEDCO)
LETTER OF INTENT**

BOARD OF REGENTS

MORGAN STATE UNIVERSITY

SUMMARY OF ITEM FOR ACTION

TOPIC: MEDCO Letter of Intent

COMMITTEE: Finance and Facilities

DATE OF MEETING: January 31, 2022

BRIEF EXPLANATION: The University will 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 500 students. The plan is to have these additional units ready for occupancy by August 2024. The current Thurgood Marshall Housing and Dining facility project (Stage 1) providing replacement housing for 670 students is on-track for occupancy by August 2022.

MEDCO will also assist the University in developing the revised student housing master plan. Given the recent increases in enrollment and significant demand for student housing, the University is planning a comprehensive approach to student housing development and renovations over the next 10 years.

The University makes a request to the Board of Regents for approval of the MEDCO Letter of Intent.

FISCAL IMPACT: To be determined once more information is developed for the project.

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

COMMITTEE

ACTION: _____ **DATE:** _____

BOARD

ACTION: _____ **DATE:** _____

[MORGAN STATE UNIVERSITY LETTERHEAD]

January_, 2022

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

Re: Maryland Economic Development Corporation undertaking with respected to additional demolition and site work required by MDE permitting and predevelopment activities for an additional student housing facility on the campus of Morgan State University

Dear Mr. Sadowski:

As you know, Morgan State University, an agency of the State of Maryland (the “State”), created and established under the laws of the State of Maryland (the “University”) has previously requested that the Maryland Economic Development Corporation, a body corporate and politic and a public instrumentality of the State of Maryland (the “Corporation”), organized pursuant to Sections 10-101 through 10-132, inclusive, of the Economic Development Article of the Annotated Code of Maryland, as amended (the “Act”), assist the University with (i) the procurement of resources to advise on general housing strategy and (ii) the acquisition, financing, design, construction, ownership and operation of a certain student housing project hereinafter described (“TM Project”), located at the University, in Baltimore, Maryland pursuant to a letter of intent dated September 27, 2019, which was further supplemented and amended on May 23, 2020 (as supplemented, the “Letter of Intent”). This letter is meant to further supplement and amend the original Letter of Intent (the “Supplemental LOI”).

As part of the Letter of Intent, the University, among other things, requested that the Corporation (1) engage a consultant to advise on general housing strategy (the “Consulting Services”), as further set forth therein, and (2) undertake certain Predevelopment Work (the “Predevelopment Work”) with respect to the TM Project, also as further set forth therein. The Corporation has agreed to undertake the Consulting Services and the Predevelopment Work in accordance with the Letter of Intent. The University wishes to supplement the scope of the Consulting Services, to add additional design and construction efforts for demolition and site work in furtherance of the TM Project’s MDE permit requirements (the “Phase II Project”) and to add additional predevelopment work for an additional student housing facility on the campus of the University (the “Phase III Project”) to the scope of the Predevelopment Work from the Letter of Intent, all as modified by this Supplemental LOI.

The University acknowledges that the Corporation has incurred costs to date in performing the Predevelopment Work with respect to the Phase II Project and Phase III Project at the University’s request (the “Existing MEDCO Predevelopment Costs”). Upon execution of this Supplemental LOI and to the extent that such costs are not otherwise allowed to be funded with the proceeds of the bonds issued to finance the TM Project, MEDCO will invoice the University for said Existing MEDCO Predevelopment Costs, and the University will promptly remit payment of such invoice directly to MEDCO. Going forward, MEDCO will send invoices to the University on a monthly basis for costs incurred in performing the Predevelopment Work and the University will promptly remit payment as called for in such invoices up to a cumulative cap not to exceed \$1,500,000.00 (the “Predevelopment Cost Cap”), which shall be inclusive of payment of the Existing MEDCO Predevelopment Costs and MEDCO’s predevelopment fee equal to 3% of the all Predevelopment Costs incurred by MEDCO for the Phase II Project and the Phase III Project (the “MEDCO Fee”).

The University understands that the Predevelopment Cost Cap will not pay for the complete design for the Phase II Project or the Phase III Project and will only carry costs of the Phase II Project and the Phase III Project until approximately May 31st, 2022. As the Phase II Project and Phase III Project design progresses, MEDCO and the University will work towards finalization and execution of further written agreements, including an interagency agreement (the "Interagency Agreement") which will set forth the complete understanding for the financing and development of the Phase III Project.

As set forth in the Letter of Intent, it is expressly agreed and understood that, other than as set forth in this supplemental LOI, (a) the Corporation will not incur any liability, direct or indirect, or any cost, direct or indirect, in connection with the Consulting Services or the Predevelopment Work: or the issuance and sale of the Bonds or the acquisition, construction, equipping, leasing, ownership and/or operation of the Projects, (b) the Consulting Services and Predevelopment Work are being procured for the benefit of the University, (c) the Phase II Project will be constructed and equipped so as to conform to the requirements of the MDE permit and for the benefit of the University, and (d) the Phase III Project will be financed, acquired, constructed, equipped, leased, owned and/or operated so as to conform to the applicable MDE requirements and for the benefit of the University.

Accordingly, the University shall pay all necessary expenses incurred by or on behalf of the Corporation in connection with Consulting Services, the agreed upon Predevelopment Work, to the extent not otherwise covered by the proceeds of the bonds issued to finance the TM Project, the Phase II Project and the Phase III Project, and the MEDCO Fee within thirty (30) days of receipt from the Corporation of an invoice therefor.

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

If at any time the University determines not to proceed with the Phase II Project and/or the Phase III Project, the University will promptly advise the Executive Director of the Corporation, in writing, of such determination, stating the reasons therefor and shall pay all necessary expenses incurred by or on behalf of the Corporation in connection with Consulting Services, the Existing MEDCO Predevelopment Costs and the Predevelopment Work, to the extent not otherwise covered by the proceeds of the bonds issued to finance the TM Project, the Phase II Project and the Phase III Project, and the MEDCO Fee incurred to the date that such determination is made.

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

Very truly yours,

MORGAN STATE UNIVERSITY

By: _____
Name:
Title:

Accepted:

MARYLAND ECONOMIC DEVELOPMENT CORPORATION

By: _____

Name: J. Thomas Sadowski

Title: Executive Director

ITEMS FOR INFORMATION

**MORGAN STATE UNIVERSITY
BOARD OF REGENTS
Finance and Facilities Committee
January 31, 2022**

FY 2022 FINANCIAL STATUS UPDATE

First quarter ending December 31, 2021

OVERVIEW

The uncertainty of the pandemic continues to cause pressure on the University's budget and its ability to operate within existing resources, and on the day-to-day University operations. FY 2022 started 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. This final enrollment number is the largest in the University's history. Final enrollment is boosted by the largest freshmen class ever at 2,288, and increase of 1,086 over FY 2020 fall freshman class. However, the decline of approximately 400 returning students partially offset the revenue gains around the large fall freshman class historic enrollment. In addition to the exceptional work of Morgan's enrollment management team, three major factors contributed to the fall enrollment success:

- High Visibility of HBCU's (V.P. Kamala Harris effect/George Foreman and the social justice awareness);
- Morgan brand has strengthened resulting in more positive visibility (recent large donations, Maryland HBCU settlement bill, etc.); and
- Financial Aid Optimization model (strategic awarding of institutional aid).

Also contributing to the increased revenue, was an increase in the mix of out-of-state enrollment. The change in the mix boosted tuition and fee revenue projections. Out-of-state enrollment is 41% for fall of this year. The record number of freshman and the 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 has stressed the existing 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. As such, the increase in revenue due to enrollment was partially offset by higher expenses stated above.

As shown in Attachment I, the University realized \$162.5 million in operating revenues as of December 31, 2021. This represents 51.7 percent of the total operating budget, which includes state support and self-supporting programs, including Restricted Funds and Auxiliary Enterprises. Operating expenses for the same period were \$143.8 million, representing 45.8 percent of the operating budget. 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.

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	<u>21,781,902</u>	<u>26,757,923</u>	<u>77,010,438</u>	<u>125,550,263</u>

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
	<u>21,781,902</u>	<u>26,757,923</u>	<u>77,010,438</u>	<u>125,550,263</u>

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 \$102.6 million of revenues or 50.6 percent of the budget while the University expended \$84.9 million or 41.9 percent of the adjusted base operating budget. 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 \$59.9 million of revenues or 53.7 percent of the budget resulting from increased housing and board activity. As outlined per Attachment I, the program expended \$58.9 million or 52.7 percent of the adjusted base operating budget.

SUMMARY

As we move towards an improved COVID-19 environment, improved higher education results are being realized. However, uncertainty of the pandemic 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 30 plus years, which will add pressure on the University's cost base. Further, the Federal Reserve will start increasing interest rates in March, in order to tame inflation. The volatility in the financial markets, coupled with inflation will impact future expenses for the University.

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.

FY 2022 REVISED OPERATING BUDGET

As we entered FY22, the increase in enrollment does has a positive impact to the FY22 operating resulting in a revision of the budget for the year. However, 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.

The revised base budget updated for actual activity through December 2021 reflects the additional revenues from enrollment, along with adjustments based on current run rates. This activity has moved the revised FY 2022 operating budget into an expected operating deficit of \$4.2 million on a state + auxiliary basis. Essentially, additional budget allocations were made to cover personnel related programs (additional hires, salary compression, etc.) and for costs incurred to support the university's physical plant operations and energy enhancement initiatives. Additional remaining budget allocation operational needs of \$3.5 million create a revised deficit of \$7.8 million based on the current run rates incurred in the current fiscal year. The revised deficit will be fully offset through a combination of planned unfilled vacancies for the year of \$3 million, and a \$4.8 million balancing adjustment to the FY21 fund balance. Please note, this is a conservative forecast, while the University remains cautiously optimistic about the remaining six months of the fiscal year.

Deficit Recovery Plan

	FY22 Revised Budget (v8 10/28/21)	FY22 Revised Budget (v9 1/25/22)
Projected deficit:		
State Support	\$ 4,127,000	\$ -
Auxiliary & Business Services	<u>(4,222,000)</u>	<u>(4,222,000)</u>
Total	\$ (95,000)	\$ (4,222,000)
<i>Additional allocation needs:</i>		
One-time	(1,000,000)	(1,000,000)
Recurring	<u>(5,650,000)</u>	<u>(2,540,000)</u>
Total additional needs	(6,650,000)	(3,540,000)
Revised deficit	\$ (6,745,000)	\$ (7,762,000)
Recovery Plan:		
Vacancy listing	2,000,000	3,000,000
Other	-	-
FY21 Fund Balance funding	<u>4,745,000</u>	<u>4,762,000</u>
Total deficit funding	6,745,000	7,762,000
Net deficit (1)	\$0	\$0

(1) – zero net deficit is achieved with a balancing adjustment to FY21 fund balance as noted in the narrative above.

TUITION AND FEES

Tuition and mandatory fees for the fall 2021 and spring 2022 remain at fall 2019 rates even though the cost of education continues to rise. Normal 2% to 3% annual tuition increases for the fall 2020 and fall 2021 have been foregone in light of the financial hardships endured by students and their

families as a result of the COVID pandemic. Consideration is currently being given to a zero tuition increase for Fall of 2022 as the pandemic continues. This consideration is based on three key assumptions: 1) the uncertainty of the pandemic remains; 2) research is still underway on how much federal stimulus money can be used to offset lower tuition revenue; and 3) we are still watching our peer intuitions and the other public institutions' actions on increased tuition. Based on conversations with our analyst at the Department of Budget and Management, we understand that other state universities are considering an increase to tuition of 2%. The rapid inflation is directly affecting this decision for many universities. While access and affordability are hallmarks for Morgan, the effect of three consecutive years of no tuition increases has a direct negative impact on the University's ability to deliver high quality educational services. Additionally, mandatory fees have similarly foregone traditional annual rate increases since fall 2019. Overall, the University's mandatory fee structure requires a revision and a potential increase with consideration given to adding a technology fee in light of increased technology needs and support, particularly with respect to pandemic period upgrades to AV technology in classrooms across campus.

Housing has similarly foregone traditional rate increases in an effort to ease the financial burden on students and their families. Housing rates will require a significant review with respect to strategy and pricing with the new Thurgood Marshall Housing and Dining (TMH&D) project expected to come online in fall 2022. As per the credit ratings review for the TMH&D project and the investment grade rating received, a commitment was made by the University to raise housing rates significantly. As a result, the housing rates will need to be increased in order to be in line with the financial pro forma developed for the financing and the TMH&D project. Based on our research, other public universities in Maryland also increased their rates substantially for a new housing facility. While Morgan's current housing rates are the second lowest in the State, our goal will be to maintain this position as we look at what rates need to be to support the new Thurgood Marshall facility. As such, we are proposing that housing rates be increased for fall 2022 by 4%. A further analysis regarding housing rates will be provided along with a plan to renovate and generally upgrade student housing inventory. Board rates have remained steady against fall 2020 at which time the new food service vendor (Sodexo Magic) and the any-time dining program were introduced. Two additional (platinum and gold) anytime dining plans have been introduced for fall 2021, while the silver entry level anytime dining plan pricing has not changed. Also, for fall 2021, commuter-based dining dollars plans remain at the fall 2020 discounted introductory rates. Consideration is being given to extending the board introductory pricing into fall 2022 and the related academic year.

A new housing strategy with pricing structure is being developed internally for review and approval by the Board of Regents. Additionally, a recommendation for fall 2022 tuition will also be presented to the Board of Regents at a future meeting.

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

Actual for the Period Ending December 31, 2021

	FUNDING SOURCE	ADJUSTED BASE OPERATING BUDGET	REVENUES	BALANCE	PERCENT REALIZED
STATE - SUPPORTED PROGRAMS:					
Tuition and Fees	State	80,275,000	40,747,662	39,527,338	50.8%
State Appropriations	State	113,054,000	56,527,217	56,526,783	50.0%
Grants and Contracts	State	4,321,000	2,563,274	1,757,726	59.3%
Other Sources	State	4,957,000	2,742,196	2,214,804	55.3%
TOTAL STATE - SUPPORTED PROGRAMS		202,607,000	102,580,348	100,026,652	50.6%
SELF - SUPPORTED PROGRAMS:					
Sales and Services - Auxiliary Enterprises	Auxiliary	58,580,000	25,534,768	33,045,232	43.6%
Federal Grants and Contracts	Restricted Funds / Grants	50,300,000	33,057,446	17,242,554	65.7%
State Grants and Contracts	Restricted Funds / Grants	1,200,000	463,749	736,251	38.6%
Private Grants and Contracts	Restricted Funds / Grants	1,500,000	907,461	592,539	60.5%
TOTAL SELF - SUPPORTED PROGRAM		111,580,000	59,963,424	51,616,576	53.7%
TOTAL UNIVERSITY OPERATING		314,187,000	162,543,772	151,643,228	51.7%
CARES III Funding (ARP)	Stimulus	55,347,000	7,661,171	47,685,829	13.8%
TOTAL STIMULUS FUNDING		55,347,000	7,661,171	47,685,829	13.8%
TOTAL UNIVERSITY + STIMULUS		369,534,000	170,204,943	199,329,057	46.1%

MORGAN STATE UNIVERSITY
WORKING BUDGET VS. EXPENDITURE
FISCAL YEAR 2022

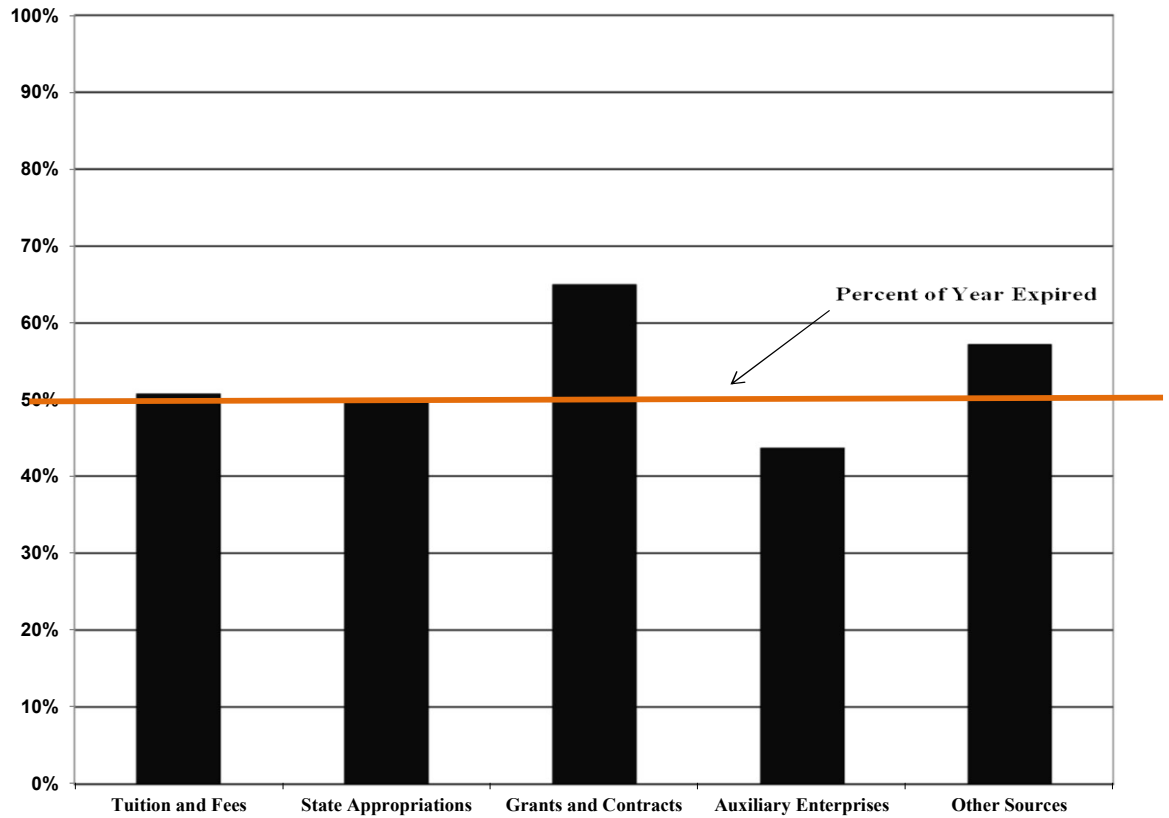
Actual for the Period Ending December 31, 2021

		ADJUSTED BASE OPERATING BUDGET	EXPENDITURES	BALANCE	PERCENT EXPENDED
STATE - SUPPORTED PROGRAMS:					
Instruction	State	66,040,000	20,318,827	45,721,173	30.8%
Research	State	6,573,000	1,818,339	4,754,661	27.7%
Public Service	State	574,000	80,332	493,668	14.0%
Academic Support	State	26,927,000	11,598,323	15,328,677	43.1%
Student Services	State	9,497,000	4,085,660	5,411,340	43.0%
Institutional Support	State	48,240,000	23,115,146	25,124,854	47.9%
Plant Operations and Maintenance	State	23,602,000	11,740,011	11,861,989	49.7%
Scholarships and Fellowships	State	21,154,000	12,157,772	8,996,229	57.5%
TOTAL STATE - SUPPORTED PROGRAM		202,607,000	84,914,410	117,692,591	41.9%
SELF-SUPPORTED PROGRAMS:					
Research	Restricted Funds / Grants	35,000,000	18,145,562	16,854,438	51.8%
Restricted Scholarships and Fellowships	Restricted Funds / Grants	18,000,000	16,283,095	1,716,905	90.5%
Auxiliary Enterprises	Auxiliary	58,580,000	24,425,442	34,154,558	41.7%
TOTAL SELF-SUPPORTED PROGRAM		111,580,000	58,854,099	52,725,901	52.7%
TOTAL UNIVERSITY OPERATING		314,187,000	143,768,508	170,418,492	45.8%
CARES III Funding (ARP)	Stimulus	55,347,000	7,661,171	47,685,829	13.8%
TOTAL STIMULUS FUNDING		55,347,000	7,661,171	47,685,829	13.8%
TOTAL UNIVERSITY + STIMULUS		369,534,000	151,429,679	218,104,321	41.0%

WORKING BUDGET VS. REVENUE REALIZED

FISCAL YEAR 2022

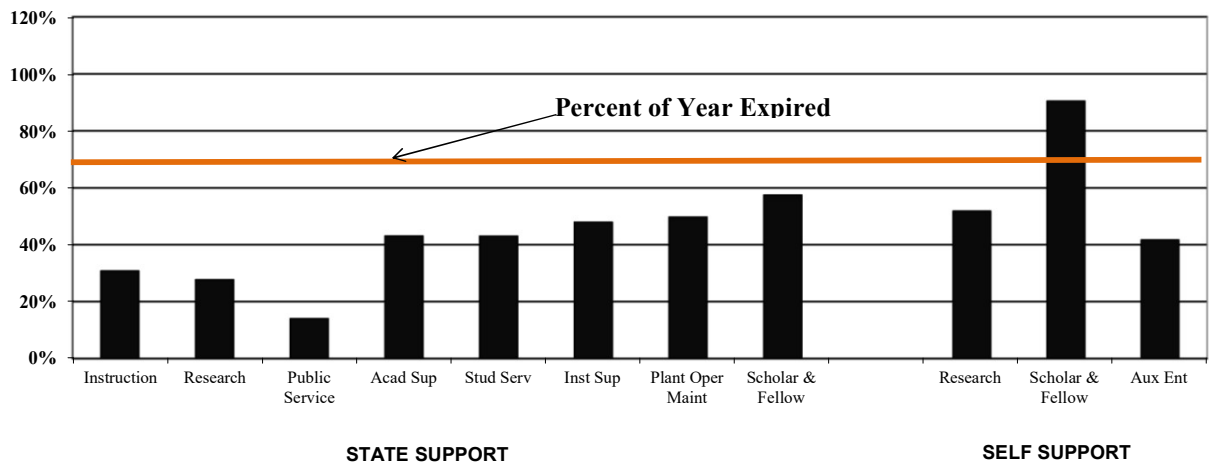
Actual for the Period Ending December 31, 2021



PERCENT OF BUDGET EXPENDED BY PROGRAM

FISCAL YEAR 2022

Actual for the Period December 31, 2021



Morgan State University
FY2022 Projected Operating Budget
Combined State + Auxiliary

	FY22 Base Alloc (Revised 9/21)	Fall 2021 (12/21) Enrollment Adj's	FY22 Base Alloc (Revised 12/21)	
Revenue Categories	State+AUX Total	State+AUX Total	State+AUX Total	Comments
Tuition Regular Semester	\$ 73,805,000	\$ -	\$ 73,805,000	Increased Fall enrollment
On-Line	520,000	-	520,000	Enrollment driven
Summer School	4,200,000	-	4,200,000	Enrollment driven
Winter MiniMester	900,000	-	900,000	Enrollment driven
Other Fees	850,000	-	850,000	Enrollment driven
Indirect Cost Recoveries	3,665,000	656,000	4,321,000	Dependent on grant activity
				Lower demand and increased expenses such as deferred
Morgan View	255,000	-	255,000	maintenance
Sales and Services	700,000	2,000	702,000	Enrollment and activity driven
Investment Income	1,000,000	-	1,000,000	
Facilities Fees	1,500,000	-	1,500,000	Enrollment driven
Health Center Fees	300,000	-	300,000	Enrollment driven
MFAC Fund	425,000	-	425,000	Event dependent
WEAA	350,000	-	350,000	
Access Orientation	425,000	-	425,000	Dependent on CASA enrollment
Aux Facility Fee	3,800,000	-	3,800,000	Enrollment driven
Morgan View Ground Lease	-	-	-	Lease income deferred
Parking Operation	1,050,000	-	1,050,000	Shuttle services allocation
Aux Parking Garage	120,000	-	120,000	Events and activity driven
Aux Administration	250,000	-	250,000	Events and activity driven
Dining Service	12,300,000	-	12,300,000	Increased Food Service Operations with incr enrollment
F&A Distribution	-	-	-	
B&N Bookstore	450,000	-	450,000	Enrollment and activity driven
Athletics	11,500,000	-	11,500,000	Enrollment and activity driven
Residence Life	25,200,000	-	25,200,000	Increased Housing Operations with incr enrollment
Student Center	3,875,000	-	3,875,000	Enrollment and activity driven
Student Center Ticketmaster	35,000	-	35,000	Events and activity driven
State Appropriations	113,054,000	-	113,054,000	DBM Budget Approp, COLA funding adjustment
Cares Act Funding				
	\$ 260,529,000		\$ 261,187,000	
Salaries and Wages	\$ 133,655,000	\$ 1,039,000	\$ 134,694,000	Contractuals Conversions, DBM COLA funding adjustment, faculty incentives
Contractual Salaries	23,895,000	1,908,000	25,803,000	Additional adjuncts, HICA
Communications	1,200,000	12,000	1,212,000	
Travel	3,425,000	17,000	3,442,000	
Utilities	7,040,000	-	7,040,000	
Vehicles	500,000	-	500,000	
Contractual Services	29,860,000	(622,000)	29,238,000	
Supplies and Materials	2,852,000	137,000	2,989,000	
Equipment	3,930,000	-	3,930,000	
Financial Aid	23,940,000	1,170,000	25,110,000	EAB Financial Aid Optimization
Fixed Charges	5,810,000	811,000	6,621,000	
Off Campus Rental	16,785,000	-	16,785,000	
Land and Structures	5,587,000	1,013,000	6,600,000	
Bad Debt	1,445,000	-	1,445,000	
Administrative Cost	2,000,000		2,000,000	
Other	(4,300,000)	2,300,000	(2,000,000)	absorbed in other categories
CUHE	3,000,000	(3,000,000)	-	
Cares Act funding	-	-	-	
	\$ 260,624,000		\$ 265,409,000	
Net	\$ (95,000)		\$ (4,222,000)	

Morgan State University
Fiscal Year 2022 Operating Budget
Projected One-Time and Recurring Allocation

One-Time Additional Allocation	FY22 Base Alloc (Revised 9/21)	Fall 2021 (12/21) Enrollment Adj's	FY22 Base Alloc (Revised 12/21)
Energy Services/MCEC	1,000,000		1,000,000
Sub-Total	\$ 1,000,000		\$ 1,000,000
Recurring Additional Allocation	Amount		Amount
Institutional Aid	-		-
HICA	-		-
21 New Faculty positions (AA)	2,000,000		2,000,000
25 New positions (PPD)	1,400,000	(1,400,000)	-
Salary Compression	750,000	(750,000)	-
Energy Services/MCEC	1,100,000	(960,000)	140,000
OSHE	400,000		400,000
Sub-Total	\$ 5,650,000		\$ 2,540,000
Grand-Total	\$ 6,650,000		\$ 3,540,000

MORGAN STATE UNIVERSITY
BOARD OF REGENTS
Finance and Facilities Committee
January 31, 2022

GOVERNOR’S RECOMMENDATION – FY 2023 OPERATING BUDGET

Based on the Governor’s recommendation, the University’s base general fund operating budget will increase to \$139.5M in FY 2023 from \$113.1M in FY 2022 or by 23.4% to fund the following priorities:

BPW Restoration Request (Tyler Hall/Fin. Aid/Faculty)	\$3.0
Center for Equitable Artificial Intelligence	3.1
Interdisciplinary Center on Urban Crime Reduction	2.0
Safety Enhancements	2.0
HBCU Funding (Chapter 41)	15.1
Statewide Sub-Object Adjustments	(0.2)
Analytics and Sports Gaming	<u>1.5</u>
TOTAL	<u>\$26.5M*</u>

Funding for FY22 COLA and salary increments (\$4.0M) are currently in the Department of Budget and Management’s (DBM) budget and will be appropriated to the University later this fiscal year. FY23 COLA and salary increments (\$8.6M) are in DBM’s FY23 budget and will be appropriated to the University upon the passing of the Governor’s budget.

The University will combine the discretionary funding with possible increases in tuition revenues and make it available to the campus community via the Budget Advisory Committee for funding prioritization and recommendation to the President for subsequent approval.

**This increase includes a statewide adjustment of health insurance and retirement benefits. As such, this funding is not accessible to the University. Additionally, the HBCU funding is from the HBCU Settlement beginning in FY23.*

**MORGAN STATE UNIVERSITY
BOARD OF REGENTS
Finance & Facilities Committee
January 31, 2022**

GOVERNOR'S RECOMMENDATION - FY 2023 CAPITAL BUDGET

The Governor submitted his FY 2023 Capital Budget recommendations to the General Assembly on January 19, 2022. Excluding community colleges, a total of \$490,187,000 was recommended for public higher education. Of this amount, the Governor recommended \$97,583,000 for Morgan. Our request was for \$100,670,000.

Project	University Request		Governor's Recommendation		Total Estimated Cost
New Health & Human Services, Phase II	\$66,500,000	C, E	\$66,020,000	P, C	\$164,705,000
Deferred Maintenance	\$4,000,000	C, E	\$20,000,000	P, C	\$72,000,000
New Science Center, Phase I (WSC Demolition)	\$9,420,000	P, C	\$3,327,000	P, C	\$10,353,000
New Science Center, Phase II	\$12,000,000	P	\$7,040,000	P	\$211,062,000
Carter-Grant-Wilson Renovation	-		\$1,196,000	P	\$30,380,000
New Convocation Center, Phase I (Lake Clifton Demo)	\$8,750,000	D, C	-		\$13,766,000
TOTAL	\$100,670,000		\$97,583,000		\$502,266,000

Total Estimated Cost per State CIP

KEY: C – Construction, D – Demolition, E – Equipment, P – Planning

New Health & Human Services, Phase II

This request will provide the second phase of construction and the first phase of 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 Laboratory Sciences. 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 Hurt Gym. These locations offer limited or substandard teaching, research and clinical space for the preparation of our students. The Counseling Center until recently was located in Carter-Grant Wilson, an outdated building that lacks sufficient and appropriate space to properly service our students. The co-location of these related academic and health service programs will promote collaboration, optimize space through the provision of shared resources and enhance students' learning experience. The New Health and Human Services 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 were demolished.

Deferred Maintenance/Site Improvements

The capital budget has provided tremendous support for major renovation/new construction projects over the last several years; however, the corresponding support required to operate and maintain these facilities has not been forthcoming in the operating budget. Consequently, the University has had to take from other operating budget needs to ensure the maintenance of these facilities. Coupled with our aging infrastructure, our deferred maintenance needs have exploded and now exceed \$100 million. The University successfully presented its case for state support to address mounting deferred maintenance needs and the State has committed funding in each of the fiscal years in the five-year Capital Improvement Plan (CIP). This request will provide our fourth round of funding and will be used for roof repairs to the Health Center, HVAC replacement at Mitchell Engineering, campus-wide bridge structural repairs, and electrical substation upgrades.

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

This request will provide the second phase of design and first phase of 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 provides 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 provides a shop, vehicle, and equipment repair spaces. In addition, two (2) portable buildings were added in 1999 to support the Physical Plant functions with shop supervisory office space. The Service Center was constructed 40 years ago and has never been renovated. The Annex was built 68 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. Long-term plans are to consolidate these functions in a proposed new facility on the south campus. This project includes the relocation of fuel tanks that are located on the site. The WSC site will be used to house the proposed New Science Center. 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 design funds for the construction of a New Science Center to house the Biology and Chemistry departments and the Dean's Office for the School of Computer, Mathematical and Natural Sciences 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 these 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.

Out-year Projects

In the out-years, the Governor has included funding in the CIP for the demolition of Jenkins and campus renovations to include Holmes Hall, Truth Hall, Dixon, Engineering, Science, and the Lois T. Murray School. Additional funding for the demolition of Lake Clifton is also included in the five-year plan.

<u>Project</u>	<u>Initial Funding</u>	<u>Total Est. Cost</u>
Jenkins Demolition	2024	\$12,459,000
Campus Renovations	2026	TBD

Morgan State University
FY 2023 - 2027 State Capital Budget Recommendations

		Prior		State			State			State			State			State			State 5-Year	State Total
Project		Authorization		FY 2023			FY 2024			FY 2025			FY 2026			FY 2027			Request	Project Cost
01	New Health & Human Services Building, Phase II	\$42,857,000	C,E	\$66,020,000	C,E	C,E	55,828,000	C,E											\$121,848,000	\$164,705,000
02	Deferred Maintenance & Site Improvements	\$32,000,000	P,C,E	20,000,000	P,C	P,C			P,C	5,000,000	P,C	P,C	5,000,000	P,C	P,C	\$10,000,000	P,C		\$40,000,000	\$72,000,000
03a	New Science Center Phase I - Washington Service Center Demolition	\$784,000	P,D	3,327,000	P,C	D	6,242,000												\$9,569,000	\$10,353,000
03b	New Science Center Phase II		P	7,040,000	P	P,C	8,606,000	P	C	69,615,000	P,C	C,E	\$71,987,000	C,E	C,E	\$53,814,000	C,E		\$211,062,000	\$211,062,000
04a	Campus Expansion Phase I - Lake Clifton High School Demolition	\$5,000,000	C, D			C, D	\$5,275,000	C		\$3,491,000	C								\$8,766,000	\$13,766,000
04b	Campus Expansion Phase II - Physical Education Multi-Purpose Complex at Lake Clifton														p				\$0	
05	Carter Grant Wilson Building Renovation			\$1,196,000	P		\$978,000	P	P	\$14,359,000	C,E	P,C	\$13,847,000	C,E	C,E				\$30,380,000	\$30,380,000
06	Jenkins Demolition						\$906,000	P		\$3,982,000	P,C	P	\$7,571,000	C	P,D				\$12,459,000	\$12,459,000
07	Engineering New Electrical/Cyber														P				\$0	
08	Dixon Research Center Renovation														P				\$0	
	Campus Renovations												\$3,000,000	P,C		\$25,000,000	P,C		\$28,000,000	\$28,000,000
		\$80,641,000		\$97,583,000			\$77,835,000			\$96,447,000			\$101,405,000			\$88,814,000			\$462,084,000	\$542,725,000

Key=P-Planning, C-Construction, E-Equipment, D-Demolition, R-Renovation

Morgan State University, Maryland; Public Coll/Univ - Unlimited Student Fees

Primary Credit Analyst:

Nicholas K Fortin, Boston + 1 (312) 914 9629; Nicholas.Fortin@spglobal.com

Secondary Contact:

Sean M Wiley, Chicago + 1 (312) 233 7050; sean.wiley@spglobal.com

Table Of Contents

Rating Action

Stable Outlook

Credit Opinion

Enterprise Profile

Financial Profile

Related Research

Morgan State University, Maryland; Public Coll/Univ - Unlimited Student Fees

Credit Profile

ICR

Long Term Rating

A+/Stable

New

Rating Action

S&P Global Ratings assigned its 'A+' issuer credit rating (ICR) to Morgan State University (MSU), Md. The outlook is stable. An ICR reflects the obligor's general creditworthiness. This rating is not specific to a given debt issue as it does not consider the security and other credit and legal characteristics of a given debt issue.

As of June 30, 2020, the university had approximately \$67.8 million in debt outstanding. During fiscal 2021, MSU defeased its series 1993 bonds and advance refunded its series 2012 bonds with loans granted to the university as part of the HBCU Capital Financing Program. As of June 30, 2021, the university had \$9 million of debt outstanding which consisted of a capital lease-purchase agreement. The university also has \$15.4 million in operating leases which are not included in our analysis as we believe they are relatively modest. Our analysis also includes approximately \$74.7 million in privatized housing debt issued by the Maryland Economic Development Corp for two separate privatized student housing projects on the MSU campus. Although the project debt is nonrecourse to the university, we considered this debt given the strong connection between the university and the projects. Total debt when including privatized student housing debt is \$83.7 million. Management indicates that over the next 18 months the university will likely draw approximately \$44.1 million on the currently outstanding HBCU loans. Total pro forma debt including privatized student debt is \$127.8 million. Management plans to issue debt over the coming years to fund various capital projects across campus, however, at this time, the amount is uncertain.

As a result of the COVID-19 pandemic, the university transitioned to remote learning in March 2020 and it issued prorated refunds for room, board, parking fees, and fitness center fees, which totaled approximately \$7.0 million. In total, the university recognized approximately \$30.1 million in lost revenue and to offset this and additional expenses related to the pandemic, the university received approximately \$98.8 million from the Higher Education Emergency Relief Funding (HEERF) including \$77.0 million in HBCU funding. For fall 2020, the university offered online and hybrid course instruction although, notably, many students elected to remain at home, which drove housing occupancy down to 18.2% in fall 2020 from 95.2% in fall 2019. Enrollment also saw some, although relatively minor, pressure in fall 2020, slipping 1.6%. MSU recognized HEERF to balance this lost revenue and, in the end, recorded a strong 4.7% full-accrual operating surplus.

For fall 2021, the university fully returned to campus with a vaccine mandate, which allows routine testing for those with approved exemptions, and several additional safety measures in place. With this return to campus, residence hall occupancy improved to 87.5% which is near pre-pandemic levels. Enrollment also saw a strong 11.2% rebound in fall 2021 partially due to what management indicates is an increased interest in HBCUs. This solid enrollment growth

coupled with solid residence hall occupancy, and additional federal support through HEERF should help MSU to another solid year in fiscal 2022.

Credit overview

We assessed MSU's enterprise profile as strong, characterized by a niche as an HBCU with sound governance and management and historically stable enrollment bolstered by strong growth in fall 2021. These strengths are offset by weak graduation, matriculation, and retention rates relative to rating category medians. MSU's financial profile, in our view, is strong, characterized by solid and growing available resource metrics for the rating category, and a very low debt burden following the forgiveness of several HBCU loans. MSU also received robust operating and capital support from Maryland. These strengths are offset by a history of full-accrual operating deficits although, notably, operations have improved in fiscal 2021 and they are expected to remain positive in fiscal 2022. We believe these credit factors, combined, lead to an indicative stand-alone credit profile of 'a+' and a long-term rating of 'A+'.

Factors supporting the rating include our view of the university's:

- Niche as one of the oldest HBCUs in the country;
- Prior to a strong 11.2% increase in fall 2021, a trend of stable full-time equivalent (FTE) enrollment over the past five years;
- Strong philanthropic support over the past two years which will enable the university to capitalize on several scholarship and programmatic initiatives; and
- Very low debt burden due to defeasance of series 1993 bonds, refunding of series 2012 bonds with HBCU loans, and subsequent forgiveness of approximately \$33.7 million in HBCU loans.

These credit strengths are diminished somewhat, in our view, by the university's:

- Weak student demand and success metrics with matriculation, retention, and graduation below rating category medians;
- Prior to recording a full accrual operating surplus in fiscal 2021, a 10-year trend of full accrual operating deficits which, in fiscal 2020, reached negative 4.9%; and
- Strong competition in the northeast corridor from other public and private colleges and universities.

MSU was founded by the Baltimore Conference of the Methodist Episcopal Church in 1867 to train young African American men for the Methodist ministry. The school remained affiliated with the church until 1939, when the state purchased it. In 1975, MSU was granted full university status, and in 1988, it was designated as Maryland's public urban higher education institution. Located in Baltimore on approximately 143 acres, MSU provides a wide array of courses, with 45 bachelor's degree programs, 35 master's degree programs, and 16 doctoral programs. It is one of the nation's oldest HBCUs; it ranks in the top 10 in the U.S. in terms of the number of bachelor's and master's degrees awarded to African Americans and in the top 20 in the number of doctorate degrees awarded to African Americans.

The stable outlook reflects our view of the university's very low debt following the defeasance of the series 1993 bonds and the forgiveness of approximately \$33.7 million in loans granted to the university as part of the HBCU Capital Financing Program, approximately \$21.3 of which was used to refund the previously issued series 2012 bonds. The

stable outlook also reflects our view of strong philanthropic support and investment returns which have bolstered the university's balance sheet. Furthermore, we expect enrollment growth in fall 2021, additional unrecognized federal relief funds, and an expected annual settlement payment of \$15 million-\$20 million starting fiscal 2023 through fiscal 2032 will help MSU maintain strong operations over the coming years.

Environmental, social, and governance

In our view, MSU, like other higher education entities, faces elevated social risk due to the pandemic. Although vaccine progress has helped alleviate some of the health and safety social risks stemming from the pandemic, we believe the higher education sector remains at a greater risk than other sectors given the importance of the resumption of pre-pandemic activities and the corresponding influence on operating revenues. We believe management has taken prudent action regarding the health and safety of its students, including implementing remote learning in spring 2020 and adopting a hybrid approach for the 2020-2021 academic year. This fall, MSU mandated vaccines for all students, faculty, and staff to protect the health and safety of its constituents. We believe that uncertainty remains about the trajectory of the pandemic due to the highly contagious delta variant. Despite the elevated social risk, we believe the university's environmental and governance risks are in line with our view of the sector.

Stable Outlook

Downside scenario

We could consider a negative rating action if a trend of full-accrual operating deficits develops such that available resource metrics deteriorate below current levels. In addition, continued softening of student demand and success metrics coupled with a trend of declining enrollment could lead to a negative rating action.

Upside scenario

We could consider a positive rating action during the outlook period if the university continues growing enrollment while recording, at least, breakeven operating results and strengthening available resource metrics, particularly compared to operating expenses, such that they are in line with those of a higher rating.

Credit Opinion

Enterprise Profile

Market position and demand

Between fall 2013 and fall 2017, FTE enrollment grew steadily to 7,120 from 6,582, before slipping to 6,977 in fall 2020 due, largely due to the effects of COVID-19. In fall 2021, however, FTE enrollment rebounded 11.2% to 7,758 due to what management suggests is an increasing interest in HBCUs across the nation and, more specifically, growing interest in MSU. This growing interest is exemplified by the university's student mix, which shifted to 59% in state in fall 2021 from 77% in state in fall 2013. Since fall 2014, MSU's freshman applications grew 232.2% to 15,947 in fall 2021 and the university recorded increases in six of the past seven years. This past fall, applications grew sharply by 59.6%. Management developed an aggressive recruiting strategy which it hopes, coupled with a new

financial-aid-optimization model adopted with the help of higher education consultant EAB, will drive further enrollment growth. Senior leadership is also working on finalizing a new strategic plan, which it hopes will lead to improvement in what we consider relatively soft student demand and success metrics; freshman matriculation improved slightly in fall 2021, but it remains below a 10-year high of 34.5% recorded in fall 2015. Freshman to sophomore retention softened to 71.5% in fall 2021 after hitting a 10-year high point in fall 2020 while graduation took a step back this past fall after steadily improving over the six previous years.

Management and governance

Morgan State University is governed by a 15-member board of regents who are appointed by the governor. The board is responsible for the financial, administrative, and academic affairs of the institution. Dr. David Wilson has served as the university's president since 2010. Over his 10 years as the leader of the university, Dr. Wilson has, among other accomplishments, surrounded himself with an experienced and highly capable senior leadership team. Most recently, effective September 2021, Dr. Wilson appointed Dr. Hongtao Yu as the university's provost and vice president for academic affairs. Dr. Yu had spent five years with MSU prior to his appointment, serving as dean of the university's school of computer, mathematical, and natural sciences. Sidney Evans Jr., who spent several years in corporate finance before beginning his higher education career, has served as the vice president for finance and administration since February 2015. We do not expect material changes in the senior management team in the next two years. Management's strategic plan remains focused on enhancing student success, adding more doctoral programs, improving infrastructure and operations, increasing the college's resources, and engaging with the community. In addition, the university is hopeful to reach R1 Carnegie Doctoral Research Classification in the coming years.

Financial Profile

Financial performance

Historically, MSU posts positive financial operations on a cash basis, but deficit operations on a full-accrual basis. In fiscal 2021, the university deviated from its historic trend and posted a strong \$14.6 million, or 4.7%, operating surplus driven largely by significant support from the Higher Education Emergency Relief Fund (HEERF). Due to an increase in financial aid, net tuition revenue fell 7.4% to \$46.4 million while limited on campus activity and university residence hall occupancy drove a 61.9% decline in auxiliary revenue. The university did, however, recognize approximately \$57.5 million in HEERF funds in fiscal 2021 which more than offset the lost revenue. On the expense side, MSU did see a slight increase due to increased cleaning, safety measures, and other COVID-19-related expenses. Looking forward to fiscal 2022, management is optimistic that strong enrollment growth and a return to pre-pandemic on-campus operations will help lead the university to another operating surplus in fiscal 2022. The return to full operations will also lead to growth in expenses and, in the university's second year using its new financial aid optimization model, management expects an increase in financial aid. However, management indicates that there are still significant HEERF funds to be recognized which will support operations.

In March 2021, the Maryland governor signed legislation that allocated \$577 million to the state's four HBCUs as a result of a settlement relating to the systematic underfunding of the four institutions. As one of state's four HBCUs, MSU will receive approximately \$15 million in fiscal 2023, and then will receive about \$20 million annually until 2032. Management indicates that there are several guidelines for how the settlement funds can be spend, but MSU will likely

use these funds to improve programmatic offerings on campus and drive student success.

MSU's revenue base is dependent on two major sources: state appropriations, and student-generated revenue. In fiscal 2021, the university's dependence on net tuition fees and auxiliary revenues accounted declined to 25.7% from 34.9% due to the decline in auxiliary revenues. In turn, when considering HEERF funding in addition to Pell and Title III funding, grant and contract revenue accounted for 31.1% of total adjusted revenues. Despite an increase in appropriations, state appropriation dependence declined to 37.2% from 40.1% in fiscal 2021.

MSU received an annual operating appropriation of about \$114.3 million from the state of Maryland in fiscal 2021, a 8.9% increase from fiscal 2020. For fiscal 2022, management expects state support will remain flat. State funding for operations remained consistent even through the Great Recession and the state has a very limited history of rescissions to the appropriation. In our opinion, this allows management stability for budget purposes. The state continues to provide MSU very strong capital support and according to management, over the past 15 years, that support has totaled almost \$400 million. The university also invested more than \$100 million of its own funds in the campus over the same period. The strong history of state capital support has allowed MSU to keep its debt burden low. We expect state support will remain stable or increase in the next few years.

Available resources

In our view, MSU's available resources remain in line with those of similarly rated peers. In fiscal 2021, unrestricted net assets (UNA) grew 490.8% to \$57.8 million from \$9.8 million the year prior due largely to the significant level of HEERF funds allocated to the university, the defeasance of the series 1993 and series 2012 bonds, and the forgiveness of the university's HBCU loans. Therefore, adjusted UNA for debt (which includes debt service reserve funds) grew 59.6% to \$120.4 million from \$80.8 million which helped push adjusted UNA for debt relative to total outstanding debt (including privatized student housing debt) to 143.8% from 119.1% in fiscal 2020. When including the approximate \$44.1 million expected to be drawn on the university's HBCU loan, adjusted UNA for debt to pro forma debt softens to 94.2%. While the additional draw on the HBCU loan does push this metric down, it is still in line with 'A' rating category medians and that of similarly rated peers. Notably, while we have included the debt of the closely connected privatized student housing projects, adjusted UNA for debt relative to pro forma university debt only is much stronger, in our view, at 226.6%. Adjusted UNA for operations, which does not include debt service reserve funds, totaled \$120.2 million in fiscal 2021 and were 41.0% of adjusted operating expenses. Adjusted UNA for debt and for operations also include very minor amounts attributable to the UNA of the university's foundation. Cash and Investments, which we view as a less conservative metric, remained strong and totaled \$121.7 million in fiscal 2021, equal to 41.6% of adjusted operating expenses and 145.4% of total outstanding debt (including privatized student housing debt). When including the planned HBCU loan draw, the latter metric falls to 95.2%.

MSU's total endowment market value, including the endowment held at foundation, was approximately \$97.7 million as of fiscal 2021 year-end, up from just over \$40 million in fiscal 2020. In recent years, MSU received significant support from various private and public sources: in December 2020, MSU received \$40 million from Mackenzie Scott, \$38 million of which was immediately transferred to the university's permanent endowment. The university also received \$20 million from alumnus Calvin Tyler and his wife, Tina, in February 2021. The donation will bolster the Calvin and Tina Tyler Endowed Scholarship Fund, which was established in 2002 to provide full-tuition scholarships for need-based students attending MSU. Google, Apple, and Bank of America have also supported the university in

recent years, contributing \$7.25 million for various programmatic missions. In 2018, MSU completed a comprehensive capital campaign which raised \$254 million, exceeding its goal of \$250 million.

Debt and contingent liabilities

As of fiscal 2021 year-end, MSU had \$9 million of outstanding debt which consisted of, exclusively, a capital lease-purchase agreement. The university also maintains approximately \$15.4 million in operating leases which we have not included in the total debt figure. Our analysis includes approximately \$74.7 million in privatized housing debt issued by the Maryland Economic Development Corp. for two separate projects on the MSU campus; the first project opened in 2002 and it houses 780 students while the second project, slated to house 670 students, will open in the coming years. For both projects, the university will receive net revenues, the building, and lands once the bonds are paid in full. Given the close connectivity between the university and the privatized housing, we have shown the financial resource ratios in the accompanying table with and without this debt.

In fiscal 2019, the university secured an approximately \$25 million series A 2018 loan through the HBCU Capital Financing Program for the purposes of funding deferred maintenance and construction of a new student building. By October 2020, the university had drawn approximately \$8.4 million from the loan. In October 2020, the university converted the balance of the series A 2018 loan to a new series A 2020-6 loan and secured the series A 2020-5 and A 2020-7 in the amounts of \$21.5 million and \$32.0 million; the series A 2020 loans totaled approximately \$69.8 million. As of December 2020, approximately \$20.9 million of the series A 2020-5 had been used to advance refunds the then-outstanding series 2012 bonds, \$4.3 million of the series A 2020-7 was used to support the construction of a dining facility within the new privatized student housing project, and \$168,000 of the series A 2020-6 was used for other capital projects. In March 2021, amounts disbursed under the HBCU Capital Loan Program as of Dec. 27, 2020, were forgiven and satisfied by the U.S. Department of Education pursuant to the Consolidated Appropriations Act of 2021. In total, the university had approximately \$33.7 million in HBCU loans forgiven. As of fiscal 2021 year-end, MSU has approximately \$44.1 million in undisbursed HBCU loans, which the university plans to use over the next 18 months for various capital projects including continued construction on the dining hall within the new privatized student housing facility. When considering this draw, total pro forma debt at the university rises to \$53.1 million. When we include privatized housing debt, total pro forma debt is \$127.8 million.

When considering only university, pro forma MADS is approximately \$4.3 million and occurs in fiscal 2024. As a percent of fiscal 2021 adjusted operating expenses, pro forma MADS is a very low 1.5%. If we include the privatized student housing debt, pro forma MADS increases to approximately \$10.7 million occurring in fiscal 2024. As per this calculation of MADS, the burden is 3.7% which is still manageable, in our opinion.

Over the next several years, we expect the university, with support from the state, will continue investing in its physical campus through its \$100 million deferred maintenance program and its investment in other projects on or proximate to campus. We expect the university will issue debt over the next several years to support this investment and believe that MSU has capacity at the current rating level.

Morgan State University contributes to the Maryland State Retirement and Pension System, which includes five distinct systems. It contributes to Teacher Retirement Pension System and its Employee Retirements Pension System. We understand that the overall pension funded status is 69.9%. MSU's pension and other postemployment benefits

expenses are manageable, in our opinion. For more information on the plan, please see the debt and liabilities section in the full analysis on Maryland (published Feb. 17, 2021, on RatingsDirect).

Morgan State University, Md.--Enterprise And Financial Statistics						
	--Fiscal year ended June 30--					--Medians reported for 'A' rated public colleges and universities--
	2022	2021	2020	2019	2018	2020
Enrollment and demand						
Headcount	8,469	7,634	7,763	7,712	7,747	MNR
Full-time equivalent	7,758	6,977	7,093	7,118	7,120	14,547
Freshman acceptance rate (%)	80.5	73.0	67.8	66.4	63.7	75.2
Freshman matriculation rate (%)	18.1	16.6	24.9	23.0	26.1	MNR
Undergraduates as a % of total enrollment (%)	83.1	82.1	83.2	83.2	83.1	82.5
Freshman retention (%)	71.5	76.1	71.3	72.1	75.2	76.9
Graduation rates (six years) (%)	43.9	46.3	46.3	43.3	38.9	MNR
Income statement						
Adjusted operating revenue (\$000s)	N.A.	307,369	261,325	248,446	245,288	MNR
Adjusted operating expense (\$000s)	N.A.	292,793	274,150	258,167	250,621	MNR
Net adjusted operating income (\$000s)	N.A.	14,576	(12,825)	(9,721)	(5,333)	MNR
Net adjusted operating margin (%)	N.A.	4.98	(4.68)	(3.77)	(2.13)	0.10
Estimated operating gain/loss before depreciation (\$000s)	N.A.	38,196	8,690	11,352	15,801	MNR
Change in unrestricted net assets (UNA; \$000s)	N.A.	48,015	(1,099)	(9,612)	6,995	MNR
State operating appropriations (\$000s)	N.A.	114,324	104,890	97,412	93,661	MNR
State appropriations to revenue (%)	N.A.	37.2	40.1	39.2	38.2	20.9
Student dependence (%)	N.A.	25.7	34.9	39.1	39.9	52.4
Research dependence (%)	N.A.	31.1	11.6	11.5	12.3	MNR
Endowment and investment income dependence (%)	N.A.	0.2	0.5	1.1	0.7	0.8
Debt						
Outstanding university debt (\$000s)	N.A.	9,038	42,307	44,949	46,504	239,454
Total pro forma university debt (\$000s)	N.A.	53,117	N.A.	N.A.	N.A.	MNR
Outstanding debt including P3 projects (\$000s)	N.A.	83,723	67,882	71,589	74,164	MNR
Total pro forma debt including P3 projects (\$000s)	N.A.	127,802	N.A.	N.A.	N.A.	MNR
Current MADS burden including P3 projects (%)	N.A.	2.90	3.31	3.51	3.97	4.50
Pro forma MADS burden including P3 projects (%)	N.A.	3.64	N.A.	N.A.	N.A.	MNR
Financial resource ratios						
Endowment market value (\$000s)	N.A.	98,713	42,133	40,531	36,393	151373.0

Morgan State University, Md.--Enterprise And Financial Statistics (cont.)

	--Fiscal year ended June 30--					--Medians reported for 'A' rated public colleges and universities--
	2022	2021	2020	2019	2018	2020
Related foundation market value (\$000s)	N.A.	136,879	52,580	52,559	43,369	170447.0
Cash and investments (\$000s)	N.A.	121,723	112,116	113,217	103,000	MNR
UNA (\$000s)	N.A.	57,798	9,783	10,882	20,494	MNR
Adjusted UNA (\$000s)	N.A.	120,162	75,307	72,676	74,327	MNR
Cash and investments to operations (%)	N.A.	41.6	40.9	43.9	41.1	45.1
Cash and investments to university debt (%)	N.A.	1346.8	265.0	251.9	221.5	96.5
Cash and investments to pro forma university debt (%)	N.A.	229.2	N.A.	N.A.	N.A.	MNR
Cash and investments to debt including P3 projects (%)	N.A.	145.4	165.2	158.1	138.9	96.5
Cash and investments to pro forma debt including P3 projects (%)	N.A.	95.2	N.A.	N.A.	N.A.	MNR
Adjusted UNA to operations (%)	N.A.	41.0	27.5	28.2	29.7	31.0
Adjusted UNA plus debt service reserve to university debt (%)	N.A.	1329.5	178.0	161.7	159.8	64.6
Adjusted UNA plus debt service reserve to pro forma university debt (%)	N.A.	226.2	N.A.	N.A.	N.A.	MNR
Adjusted UNA plus debt service to debt including P3 projects (%)	N.A.	143.8	119.1	109.0	107.0	64.6
Adjusted UNA plus debt service to pro forma debt including P3 projects (%)	N.A.	94.2	N.A.	N.A.	N.A.	MNR
Average age of plant (years)	N.A.	15.7	16.2	15.5	14.5	15.7

MADS--Maximum annual debt service. Total adjusted operating revenue = unrestricted revenue less realized and unrealized gains/losses and financial aid. Total adjusted operating expense = unrestricted expense plus financial aid expense. Net operating margin = 100*(net adjusted operating income/adjusted operating expense). Student dependence = 100*(gross tuition revenue + auxiliary revenue) / adjusted operating revenue. Current debt service burden = 100*(current debt service expense/adjusted operating expenses). Current MADS burden = 100*(MADS expense/adjusted operating expenses). Cash and investments = cash + short-term and long-term investments. Adjusted UNA = UNA + UNA of the foundation. Average age of plant = accumulated depreciation/depreciation and amortization expense. N.A.--Not available. MNR--Median not reported.

Related Research

Through The ESG Lens 2.0: A Deeper Dive Into U.S. Public Finance Credit Factors, April 28, 2020

Copyright © 2021 by Standard & Poor's Financial Services LLC. All rights reserved.

No content (including ratings, credit-related analyses and data, valuations, model, software or other application or output therefrom) or any part thereof (Content) may be modified, reverse engineered, reproduced or distributed in any form by any means, or stored in a database or retrieval system, without the prior written permission of Standard & Poor's Financial Services LLC or its affiliates (collectively, S&P). The Content shall not be used for any unlawful or unauthorized purposes. S&P and any third-party providers, as well as their directors, officers, shareholders, employees or agents (collectively S&P Parties) do not guarantee the accuracy, completeness, timeliness or availability of the Content. S&P Parties are not responsible for any errors or omissions (negligent or otherwise), regardless of the cause, for the results obtained from the use of the Content, or for the security or maintenance of any data input by the user. The Content is provided on an "as is" basis. S&P PARTIES DISCLAIM ANY AND ALL EXPRESS OR IMPLIED WARRANTIES, INCLUDING, BUT NOT LIMITED TO, ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE, FREEDOM FROM BUGS, SOFTWARE ERRORS OR DEFECTS, THAT THE CONTENT'S FUNCTIONING WILL BE UNINTERRUPTED OR THAT THE CONTENT WILL OPERATE WITH ANY SOFTWARE OR HARDWARE CONFIGURATION. In no event shall S&P Parties be liable to any party for any direct, indirect, incidental, exemplary, compensatory, punitive, special or consequential damages, costs, expenses, legal fees, or losses (including, without limitation, lost income or lost profits and opportunity costs or losses caused by negligence) in connection with any use of the Content even if advised of the possibility of such damages.

Credit-related and other analyses, including ratings, and statements in the Content are statements of opinion as of the date they are expressed and not statements of fact. S&P's opinions, analyses and rating acknowledgment decisions (described below) are not recommendations to purchase, hold, or sell any securities or to make any investment decisions, and do not address the suitability of any security. S&P assumes no obligation to update the Content following publication in any form or format. The Content should not be relied on and is not a substitute for the skill, judgment and experience of the user, its management, employees, advisors and/or clients when making investment and other business decisions. S&P does not act as a fiduciary or an investment advisor except where registered as such. While S&P has obtained information from sources it believes to be reliable, S&P does not perform an audit and undertakes no duty of due diligence or independent verification of any information it receives. Rating-related publications may be published for a variety of reasons that are not necessarily dependent on action by rating committees, including, but not limited to, the publication of a periodic update on a credit rating and related analyses.

To the extent that regulatory authorities allow a rating agency to acknowledge in one jurisdiction a rating issued in another jurisdiction for certain regulatory purposes, S&P reserves the right to assign, withdraw or suspend such acknowledgment at any time and in its sole discretion. S&P Parties disclaim any duty whatsoever arising out of the assignment, withdrawal or suspension of an acknowledgment as well as any liability for any damage alleged to have been suffered on account thereof.

S&P keeps certain activities of its business units separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, certain business units of S&P may have information that is not available to other S&P business units. S&P has established policies and procedures to maintain the confidentiality of certain non-public information received in connection with each analytical process.

S&P may receive compensation for its ratings and certain analyses, normally from issuers or underwriters of securities or from obligors. S&P reserves the right to disseminate its opinions and analyses. S&P's public ratings and analyses are made available on its Web sites, www.standardandpoors.com (free of charge), and www.ratingsdirect.com (subscription), and may be distributed through other means, including via S&P publications and third-party redistributors. Additional information about our ratings fees is available at www.standardandpoors.com/usratingsfees.

STANDARD & POOR'S, S&P and RATINGSDIRECT are registered trademarks of Standard & Poor's Financial Services LLC.



Financial Services

December 10, 2021

Steven Cowan
Chief Investment Officer
Maryland Clean Energy Commission
5000 College Avenue, Suite 31010
College Park, MD 20740

Re: **SIEMENS PUBLIC, INC.: TAX EXEMPT LOAN FINANCING**

Dear Mr. Cowan:

As requested, **Siemens Public, Inc.** ("**Lender**") is pleased to provide offer this Loan proposal to the Maryland Clean Energy Center (the "**Borrower**") and Morgan State University (the "**University**") for your review and consideration. Please note that this proposal is being issued by Siemens Financial Services, Inc. ("**Agent**") on behalf of the Lender. Upon your approval, this proposal shall constitute Borrower's and the University's application to Lender. This proposal is subject to, among other things, Borrower being qualified to issue tax exempt obligations under the Internal Revenue Code, as well as certain additional conditions set forth hereinafter.

Lender:	SIEMENS PUBLIC, INC. , its affiliates, assigns or nominees. Note that all resolutions approving this financing should name Siemens Public, Inc., its affiliates, assigns or nominees as the "Lender".
Borrower:	Maryland Clean Energy Center (" Borrower "), an instrumentality of the State of Maryland.
Underlying Institution:	Morgan State University (the " University "), a Maryland state-owned and operated university.
Equipment Description:	Siemens Industry Inc., Smart Infrastructure division project to be acquired by Borrower and installed on the premises of the University.
Total Equipment Cost:	It is anticipated that the Total Equipment Cost will not exceed \$10,000,000.
Total Loan Amount:	Expected not to exceed \$10,200,000 based on the estimated Equipment cost, one year of capitalized interest and transaction costs not exceeding \$250,000. If requested by Borrower, Lender will also providing financing up to an additional \$150,000.00 in connection with Borrower's closing costs, including but not limited to attorneys' fees and escrow costs.
Reimbursement:	If Borrower intends to be reimbursed for any advances it has made against the Total Equipment Cost, Borrower must provide Lender

MCEC 2021.10.15

with proof of payment acceptable to Lender, and such reimbursement must be in accordance with all laws and regulations, including without limitation Treasury Regulation Section 1.150.2.

Escrow Fund Option:

Lender will deposit the principal sum into an Escrow Fund on behalf of the Borrower. The Escrow Fund shall be established with an escrow agent mutually acceptable to Lender and Borrower and shall be used to acquire and install the Equipment, pay the interest portion of Loan Payments for one year after the Closing Date and pay transaction costs. Borrower shall be responsible for paying all fees and expenses associated with the Escrow Fund.

Vendor/Supplier:

Siemens Industry, Inc., Smart Infrastructure Division

Equipment/Location:

Equipment to be owned by Borrower, but installed in premises owned by Morgan State University:

1. Exterior Site Lighting Upgrades
2. Stadium and Practice Field Lighting Upgrades
3. Interior Lighting Upgrades
4. Water Conservation Measures
5. Building Envelope Improvements
6. Demand Flow for Chilled Water System
7. BAS Controls Upgrade to Siemens DDC
8. Duct Clean and Seal HVAC Duct
9. Steam Trap Audit and Replacement
10. Steam and Condensate Pipe and Fittings Insulation
11. Boiler Water Softener Upgrades
12. Condenser Water Filler Upgrades
13. Blowback Preventer Leak Repair
14. Other Project Costs

Loan Closing Date:

Not later than **December 31, 2021**.

Maximum Loan Term:

One Hundred Eighty (180) months.

Interest Rate:

2.428%, subject to adjustment as described below.

Loan Payments:

Based on the project amount of \$10,184,726 as shown in Exhibit B of the Request for Proposal, pursuant to a Loan Agreement and Promissory Note, Borrower will be required to make two (2) **semi-annual** interest only payments of \$123,642.57 followed by twenty eight (28) consecutive **semi-annual** payments of principal and interest, each in **arrears** and each in an amount equal to \$431,239.65 (assuming the Loan Amount set forth above and assuming the Interest Rate is not adjusted as set forth below) and assuming the Loan is funded no later than December 31, 2021) with the first interest only payment due exactly six (6) months after the Closing Date.

Loan Payments or other amount due from Borrower under the Loan Agreement or the Note (whether prior to or after a default and including, without limitation, accelerated balances) received later than 10 days from the due date will bear interest from the due date at the lesser of 12% per annum or the highest lawful rate.

Borrower's obligation to make Loan Payments is understood to be payable solely from payments made by the University to Borrower under the Shared Energy Savings Agreement between Borrower and the University, which payments are to be made into a pledged account to be held pursuant to a Lockbox Agreement (or similar agreement), among Borrower, Lender and a mutually agreeable banking institution serving as depository/lockbox agent. Lockbox deposits will be used first to pay Loan Payments before any other use. Borrower shall be responsible for paying all fees and expenses associated with the lockbox account.

Under the Shared Energy Savings Agreement, subject to annual appropriation, the University will be obligated to make payments to Borrower in amounts that will at least equal the Loan Amounts payable by Borrower under the Loan Agreement, without requirement for presentation of an invoice. Such payment obligation, once appropriated, will be absolute and unconditional in all events, without regard to the completion of installation of the Equipment, the amount of savings achieved as a result of the installation of the Equipment, or any other reason.

Adjustments to Interest Rate & Loan Payments:

The Loan Payments proposed herein are based upon the Base Rate, which is the Reference Rate as reported in the Reference Rate Source for the Base Rate Determination Date. The rate that will actually be used in establishing the Loan Payments will be increased by one (1) basis point for each one (1) basis point increase in the Reference Rate as determined by Lender and as reported in the Reference Rate Source for the date that is two (2) business days prior to the Closing Date (or if no Reference Rate has been published in the Reference Rate Source for the date that is two (2) business days prior to the Closing Date, then the immediately preceding date for which a Reference Rate has been reported).

Reference Rate:

Yield of the ten **(10) year Swap Rate**

Base Rate

1.6995%

Base Rate Determination Date:

November 23, 2021

Prepayment:

No prepayment for the first two (2) years, 2% prepayment fee thereafter. Prepayment will only be allowed in full and on a payment due date upon 30 days' prior written notice.

Interest Rate Adjustment Upon Determination of Taxability:

If the interest portion of the Loan Payments becomes taxable, it will not cause an event of default, but Lender, at its option, may recalculate and adjust the Interest Rate for the remaining term of the Loan to protect Lender's originally anticipated after tax yield from the Closing Date to the final maturity date of the Loan. Such recalculation shall be on the basis that the interest portion of the Loan Payments is subject to federal income tax at the highest marginal corporate tax rate.

Security/Collateral:

- First lien and security interest in Equipment (UCCs from both Borrower and University).
- Assignment of Borrower's rights (but not obligations) under the Shared Energy Savings Agreement.
- Collateral assignment of the Energy Services Agreement.
- Co-obligee on payment and performance bonds for project, and performance bond covering Vendor's guaranteed savings under the Energy Services Agreement.
- Security interest and control of disbursement of Loan Proceeds under the Escrow Agreement.
- Security interest and control of disbursement of amounts received by the Borrower from University under the Shared Energy Savings Agreement.

Legal Opinions:

(1) Lender requires an opinion of Borrower's legal counsel, in form reasonably acceptable to Lender, as to, among other things, the legality, enforceability, authority, title and execution of the Loan Agreement, the Note, the Shared Energy Savings Agreement, and other transaction agreements to which Borrower is a party.

(2) Lender requires an opinion of the University's legal counsel, in form reasonably acceptable to Lender, as to, among other things, the legality, enforceability, authority, title and execution of the Shared Energy Savings Agreement and other transaction agreements to which the University is a party.

Tax Opinion:

The interest rate and terms offered are based, in part, on the interest portion of the Loan Payments being excludable from gross income for federal and Maryland income tax purposes. Lender requires an opinion of Borrower's special tax counsel (a firm of nationally recognized bond counsel), in form reasonably acceptable to Lender, as to the tax treatment of the interest portion of the Loan Payments.

Documentation:

All loan, vendor and other shared savings documents and other related documentation must be in form and substance satisfactory to Lender.

The following documentation, among others, will be required for this transaction:

1. Loan Agreement between Borrower and Lender.
2. Promissory Note from Borrower to Lender.
3. Tax Compliance Agreement executed by Borrower and the University.
4. Escrow Agreement among Borrower, Lender and a mutually agreeable banking institution serving as escrow agent.
5. Lockbox Agreement (or similar agreement) among Borrower, Lender and a mutually agreeable banking institution serving as depository/lockbox agent.
6. Energy Services Agreement between Borrower and Siemens Industry, Inc., and a collateral assignment from Borrower to Lender.

7. Shared Energy Savings Agreement between Borrower and the University, and an assignment of Borrower's rights (but not obligations) to Lender.
8. Essential Use/Source of Funds Letter from the University.
9. Legal Opinions as noted above.
10. Governing body approving Resolutions of Borrower and the University.
11. Officer's Certificates of Borrower and the University, as to authority, incumbency, due execution, no litigation, no conflicts with other agreements, etc., and other reasonably required matters.
12. IRS Form 8038-G.
13. Evidence of Insurance Coverage Requirements.
14. Payment and Performance Bonds covering Siemens Industry, Inc.'s obligations for Project installation/completion, naming Lender as co-obligee.
15. Performance Bond (which may be annually renewable) covering Siemens Industry, Inc.'s obligations to pay annual guaranteed savings amounts, naming Lender as co-obligee.
16. UCC filings required to perfect security interests.
17. W-9(s).

Lender may, at its discretion, order UCC, judgment, tax and similar searches against Borrower and the University. Additional documentation and/or information may be required based upon the results of those searches.

Reporting Requirements:

Transaction documents to include requirements acceptable to Lender for provision of Borrower's and University's annual audited financial statements, operating budget, enrollment statistics, and other customary periodic reports.

**Proposal
Acceptance/Expiration:**

This proposal shall expire on December 31, 2021, unless prior to that date Borrower and the University each acknowledge its approval of this Loan proposal by signing and returning the enclosed copy of this letter together with the information set forth on Exhibit A to Lender.

Miscellaneous:

Borrower and the University will be responsible for obtaining all of the necessary approvals for this transaction.

The terms and conditions outlined herein are not all-inclusive and are based upon information provided to date. This proposal does not represent an offer or commitment by Lender to enter into a Loan transaction, and does not create any obligation for Lender. A commitment to enter into the transaction described herein may only be extended by Lender after this transaction has been approved by all necessary credit and other authorities and a "written commitment letter" has been issued. Closing of this proposed transaction will be subject to, among other things, there having occurred no material adverse change in the Borrower's or the University's financial condition or business operations or in the economic and/or regulatory conditions existing prior to the closing and, subject further, to the execution by Borrower, the University and Lender, and delivery to Lender, of all documents required by Lender, all in form and substance acceptable to Lender. This proposal may be withdrawn or modified by Lender at any time prior to a definitive written commitment letter to enter into a Loan transaction with Borrower being issued by Lender and accepted by Borrower and the University. Lender shall have the sole right to assign this proposal, any commitment letter or any Loan between Borrower and Lender. All rates stated herein are based upon current money cost, tax rates and tax law assumptions. Should any changes occur, the rates will be adjusted accordingly.

Please feel free to contact us if you have any questions, or would like to discuss this proposal in greater detail. Upon Lender's receipt of a properly countersigned copy of this proposal letter and the information set forth on Exhibit A hereto, the approval process shall promptly begin so that Lender may be in a position to finalize this transaction with Borrower and the University. Thank you for allowing us the opportunity to present this proposal.

Sincerely,
Siemens Financial Services, Inc., as agent for Siemens Public, Inc.



By: _____
Name: Eric Herman
Title: Key Account Manager

By: _____
Name: _____
Title: _____

PROPOSAL ACCEPTED:

We hereby approve the Loan proposal as presented in the above letter. In reviewing this application, Lender and its Agent are hereby authorized to obtain and utilize such credit information as may be deemed necessary and desirable by Lender for the analysis and the processing of this proposed transaction. In addition, Borrower and the University hereby authorize Lender to file, both before and/or after the Loan is closed, any Uniform Commercial Code financing statements (including any amendments thereto) or similar filings with such authorities as Lender may require.

Borrower and the University acknowledge and agree that neither Lender nor its Agent is recommending any action to Borrower. Lender is acting for its own interests. Neither Lender nor its Agent is a registered municipal advisor and neither is subject to any of the fiduciary duties imposed on municipal advisors. Without limiting the generality of the foregoing, neither Lender nor its Agent is an advisor to, or fiduciary of, Borrower or the University with respect to the transaction contemplated hereby, any of the discussions, undertakings, and procedures leading thereto, or any information or material provided in connection therewith. To the extent it deems appropriate, Borrower and the University have each consulted, and will continue to consult before taking any action, its own legal, financial, and other advisors regarding the transaction contemplated hereby, all matters related thereto, and any information or material provided in connection therewith.

BORROWER: Maryland Clean Energy Center

UNIVERSITY: Morgan State University

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

EXHIBIT A

Borrower to Provide the Following:

- _____ Copy of Charter and ByLaws or other organizational documents
- _____ Copy of last three year end audited financial statements, or two years of comparative audited statements, each including cash flow statements
- _____ Copy of most recent comparative interim statements, including cash flow statements
- _____ Copy of current operating budget
- _____ Copy of recent Official Statement, if available

In addition, where reimbursement of prior expenditures is requested:

- _____ Copy of Official Letter of Intent for Reimbursement
- _____ Proof of Payment (e.g. check copies)

(Borrower acknowledges that Lender, in its discretion, may request additional information and documents.)



Audit and Institutional Assessment Committee Meeting
Tuesday, February 1, 2022 (Virtual)
8:30 a.m.

Agenda

OPEN SESSION

- | | |
|---|--|
| • Chairman's Opening Remarks | Regent Larry Ellis |
| • President's Remarks | Dr. David Wilson, <i>President</i> |
| • Cyber Security Governance Committee Formation | Dr. David Wilson |
| • Status and Revision to FY 22 Audit Plan | Mr. Abraham Mauer, <i>Director
Internal Audit & Management</i> |
| • Vote to go into Closed Session | Regent Larry Ellis |

CLOSED SESSION

- | | |
|-------------------------------------|--------------------|
| • Office of Internal Audit's Update | Mr. Abraham Mauer |
| • Closing Remarks | Regent Larry Ellis |

Public Session Minutes

BOARD MEMBERS

Present: Regent Larry Ellis, Committee Chair; Regent Tracey Parker-Warren, Vice Chair; Regent Wayne Resnick

Absent: Regent Shirley Malcom

STAFF MEMBERS

Present: Dr. David Wilson, Mr. Sidney Evans, Mr. Thomas Faulk, Mrs. Deborah Flavin, Ms. Julie Goodwin, Mrs. Cassandra Grogan, Ms. Sherita Harrison, Mr. David LaChina, Mr. Abraham Mauer, Dr. Adebisi Oladipupo, Mr. Paco Rosas-Moreno, Mr. Alan Small, Dr. Don-Terry Veal

GUEST: Mr. Remi Omisore – CliftonLarsonAllen (CLA) External Auditors

Committee Chair Ellis called the meeting to order at 5:07 p.m. He welcomed all in attendance and read the agenda for members of the public who may be joining the webinar. He then yielded the floor to the President for brief remarks.

President Wilson stated that we look forward to receiving the full report from our external auditors (CLA). He reported that the University has no material weaknesses and is very pleased that we were able to complete the audit with great cooperation from the university administration. He expressed his appreciation to Mr. Sidney Evans and the Division of Finance and Administration for the incredible amount of time, work and effort expended to enable us to complete the audit in a timely manner.

Regent Ellis stated that the Audit Committee would convene in Closed Session to consider items specifically exempted from public consideration under § 3-305(b)(7) of the Open Meetings Act. In Closed Session, the Audit Committee will receive updates from CLA (audit results) and the Office of Internal Audit (status of follow-up audits and investigations). 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 Parker-Warren and SECONDED by Regent Resnick to enter into CLOSED SESSION.

The Committee moved into Closed Session at 5:11 p.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: Monday, November 1, 2021

Time: 5:00 p.m.

Location: Virtual

Motion to close meeting made by: Regent Parker-Warren

Seconded by: Regent Resnick

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Malcom

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

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

____ (1) (i) To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or (ii) any other personnel matter that affects one or more specific individuals;

____ (2) To protect the privacy or reputation of individuals concerning a matter not related to public business;

____ (3) To consider the acquisition of real property for a public purpose and matters directly related thereto;

____ (4) To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State;

____ (5) To consider the investment of public funds;

- ____ (6) To consider the marketing of public securities;
- X** (7) To consult with counsel to obtain legal advice on a legal matter;
- ____ (8) To consult with staff, consultants, or other individuals about pending or potential litigation;
- ____ (9) To conduct collective bargaining negotiations or consider matters that relate to the negotiations;
- ____ (10) To discuss public security, if the public body determines that public discussion would constitute a risk to the public or to public security, including: (i) the deployment of fire and police services and staff; and (ii) the development and implementation of emergency plans;
- ____ (11) To prepare, administer, or grade a scholastic, licensing, or qualifying examination;
- ____ (12) To conduct or discuss an investigative proceeding on actual or possible criminal conduct;
- ____ (13) To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter;
- ____ (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.

General Provisions Article, § 3-103 (a):

- ____ (1) To carry out an administrative function;
- ____ (2) To carry out a judicial function;
- ____ (3) To carry out a quasi-judicial function.

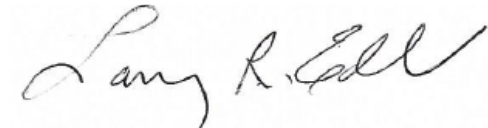
FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:

1. To receive an update the 2020 draft financial statements.
2. To receive an update on the status of follow-up audits and investigations.

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

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

Office of Internal Audit and Management Review					
Morgan State University					
Fiscal Year 2022 Audit Plan			UPDATED AND REVISED		
	HOURS	% OF TOTAL	HOURS	% OF TOTAL	STATUS
AVAILABLE HOURS	5,640	100%	2,640	100%	
AUDITS:					
	560	10%	120	5%	Started and hours reduced as aspects postponed until Analytics tool is Implemented
Accounts Payable with Cost Recovery Component					
Cash Handling at WEAA Radio Station	160	3%	-	0%	Completed
Cash Handling at Student Center	160	3%	-	0%	Replaced with Athletics below
	360	6%	180	7%	Scheduling and will carry over remainder
Focused physical inventory inspection					
IT Consulting and Follow-up Testing on Banner processes, Security, Disaster Recovery Preparedness, Data Backup, and Personally Identifiable Information (PII) management program	720	13%	360	14%	In-Progress and Continuous
Follow-up Audits in Finance & Management (we wish to look at the Travel Card program as well)	560	10%	460	17%	Continuous and will intensify after OLA audit
Internal Audit Software Implementation Initiatives (workpaper management and data analytics software programs)	480	9%	-	0%	Completed
Assist management develop post-award training program	80	1%	80	3%	Started
Data Analytics	480	9%	120	5%	In-Progress
OLA Audit participation	160	3%	160	6%	Continuous
ADDED					
Institutional Base Salary (IBS) policy development consulting			80	3%	In-Progress
Athletics cash handling procedures			160	6%	Scheduling
Effort Reporting report parameter review			40	2%	Scheduling
CARES Act annual report review			40	2%	Scheduling
Payroll (start and will carry over to next FY)			160	6%	Scheduling
Work with Government Affairs to draft case for new legislation resulting from OLA audit			80	3%	In-Progress
Tax reporting compliance inquiry			40	2%	Scheduling
FRAUD INVESTIGATIONS	720	13%	360	14%	Continuous
Office Administration					
General Administrative Activities	600	11%	120	5%	Continuous
Contingency Budget (special requests)	400	7%	80	3%	Continuous
Continuing Professional Development	200	4%	-	0%	Completed
TOTAL HOURS	5,640	100%	2,640	100%	

MORGAN STATE UNIVERSITY

Maryland's Preeminent Public Urban Research University



Leadership | Innovation | Integrity | Diversity | Excellence | Respect

EXPERIENCE MORGAN

www.morgan.edu