



BOARD OF REGENTS

Tuesday, May 3, 2022
12 noon

Earl S. Richardson Library Boardroom

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Agenda



**Board of Regents Meeting
Richardson Library Boardroom
Tuesday, May 3, 2022**

Agenda

Public Session

- | | | |
|------|---|--------------------------|
| I. | Meeting Called to Order | Chairman Kweisi Mfume |
| II. | Approval of Minutes of February 1, 2022 and March 7, 2002 | Chairman Mfume |
| III. | Opening Remarks | Chairman Mfume |
| IV. | Nominating Committee Report and Officer Elections | Regent Winston Wilkinson |
| V. | Report from the University President | Dr. David Wilson |
| VI. | Report of the Executive Committee | Chairman Mfume |
| VII. | Reports of Standing Committees | |
| A. | Academic and Student Affairs Committee | Regent Linda Gilliam |

Items for Action

1. Program Proposals
 - Ph.D. in Computer and Electrical Engineering
 - Ph.D. in Industrial Engineering
 - Ph.D. in Sustainable and Resilient Infrastructure Engineering
 - B.S. in Sustainable Urban Environmental Engineering
 - Ph.D. in Applied Sociology and Social Justice
 - M.S. in Applied Neuroscience
 - Doctor of Social Work
2. Cultural Diversity Plan
3. New Student Regent Recommendation (Closed Session)

Items for Information

1. Academic Affairs Update
 - Faculty Hiring
 - State Approved Centers

- New Deans
- 2. Enrollment Update
- 3. Athletics Update
 - Athletic Director Search
 - Football Coach
- 4. Student Affairs Update
 - Mental Health and Wellness
 - Fall Housing
 - Student Government Association Transition

B. Finance and Facilities Committee Regent Shelonda Stokes

Items for Information

1. Facilities, Design and Construction Management Update
2. Division of Research and Economic Development Update
3. Division of Institutional Advancement Update
4. Division of Enrollment Management and Student Success Update
5. Student Housing Project Update
6. FY 2022 Financial Status Update
7. HBCU Capital Financing Program Update
8. Legislative Decision – FY 2023 Operating Budget
9. Legislative Decision – FY 2023 Capital Budget

Items for Action

1. Revisions to Policy on Student Residency Classification for Admission and Tuition Purposes
2. FY 2024 Capital Budget Request
3. Off-Campus Student Housing Resolutions
4. FY 2023 Additional Off-Campus Lease Housing Rate Recommendations
5. HBCU Capital Financing Program Application
6. Acquisition of Air Rights Over Legacy Bridge
7. Northwood Basement Lease
8. Lake Clifton High School Land Disposition Agreement
9. Workforce Technology Center Lease
10. Naming Opportunities (Closed Session)

C. Audit and Institutional Assessment Committee Regent Larry Ellis

Items for Information

1. Draft Policy on Enterprise Risk Management
2. Draft Enterprise Risk Assessment Grid

VIII. New Business

IX. Adjournment of Public Session to Closed Session Chairman Mfume

Public Session Agenda
Tuesday, May 3, 2022

X. Closed Session

- A. Evaluation Committee Update
- B. Honorary Degree Candidate Recommendations
- C. New Student Regent Recommendation (FY23)
- D. EEO Report
- E. Litigation Update
- F. Naming Opportunities

Regent Linda Gilliam
Regent Gilliam/Dr. Wilson
Regent Gilliam/Dr. Wilson
Ms. Tara Berrien
Mr. Faulk/Ms. Goodwin
Regent Stokes/Dr. Wilson

Public Session Minutes

The meeting of the Morgan State University Board of Regents was called to order by Chairman Kweisi Mfume at 12:04 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; 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: Ms. Shelonda Stokes, Regent

Minutes

The Chairman opened the floor for a motion to adopt the minutes from the November 2, 2021 Board meeting. It was MOVED by Regent Hollis and SECONDED by Regent Malcom. The MOTION CARRIED unanimously.

Chairman's Remarks

The Chairman opened the meeting by welcoming the Regents and members of the public in attendance. He wished everyone a happy new year as this is the first full Board meeting of 2022. 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 shared the unfortunate news of the passing of Regent Stokes's father-in-law and the tragic murder of her brother last week. He asked that we keep the Stokes family in our thoughts and prayers, and to reach out to her in due time to offer condolences and words of encouragement.

Chairman Mfume stated that last year was the first time in 10 years that there was not 100% giving among the Board of Regents. He commented that it makes the job of Ms. Howard and her team doubly hard if this type of trend continues. He encouraged members of the Board to consider making a donation to the University and to do it as early as possible as time has a way of getting away from us all. He also reminded Regents that the deadline to complete annual financial disclosure statements is April 30th.

Chairman Mfume commented that many individuals have reached out to members of the Board and the President over the last few months expressing unanimous appreciation with the direction that the University is moving in, which comes on the heels of the adoption of the strategic plan. It is a welcome feeling of optimism shared by the Board as well. He referenced a recent article featured in the Chronicle of Higher Education entitled "A Race to the Top in Research," which chronicles the University's belief and commitment to attain R1 status. The University achieved R2 status in 2018, which was noteworthy in itself. When Morgan reaches R1 status, it will be one of the most significant accomplishments in the University's entire history. He encouraged the reading of the article to those who have not had an opportunity to do so.

Report of the President

Dr. Wilson began by reporting that Morgan was one of several HBCUs across the country that received a bomb threat this morning. Plans were immediately put in place to protect the campus and move the business of the institution forward. He then yielded the floor to Police Chief Lance Hatcher to provide a brief status update. Chief Hatcher stated that our police dispatch center received a call stating that several explosive devices had been placed on campus. We immediately contacted Baltimore City Police explosive units as well as Maryland State Police explosive units in coordination with our federal partners. MSU Police along with other university personnel went through all campus facilities to include garages, the stadium, outlying buildings and pertinent

areas. No explosives or suspicious devices were found. The MSU Police Department is in the final stages of clearing the campus, and an all clear notice is expected to be issued momentarily. We are proud that we were able to work with our partners to clear the campus in a swift but cautious manner to ensure the safety of the university community. The recommendation put forth is to remain in a virtual setting for work and classes for the remainder of the day. The campus will resume normal operations tomorrow.

Regent Parker-Warren commented that this might be an opportune time to consider the possibility of closing the campus to the public as many other campuses and military bases are starting to do. Dr. Wilson responded that the short answer is yes, we are slowly planning to do that with the extension of the decorative security barrier as new buildings come online. Ultimately, it is not to detract from the aesthetic appeal of the campus nor send the message to the wider community that Morgan is not an open and welcoming place.

Dr. Wilson provided a report to the Board covering some major developments that occurred at the University since the last meeting in November 2021. Those highlights include: (a) fall 2021 commencement; (b) spring 2022 faculty institute; (c) 2021-2022 outstanding faculty award recipients; (d) COVID testing update; (e) the new strategic plan – Transformation Morgan 2030; (f) new additions to leadership; (g) new and renovated student housing; (h) increase in state appropriations (operating and capital) and salary increases; (i) Northwood Commons development; (j) search for new athletic director; (k) meeting with SGA leaders; (l) leading the future recognitions; (m) top 2% of scientists in the world; (n) plans for investment of initial HBCU Settlement funds; and (o) endowed faculty chairs.

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 Regent Turnipseed and SECONDED by Regent Gilliam. The MOTION CARRIED unanimously.

Report of the Executive Committee

The Chairman provided an update from the January 27, 2022 Executive Committee meeting. He stated that the meeting was informational in nature and there were no items for action.

Report of the Standing Committees

Finance and Facilities Committee

Regent Malcom stated that the notion surrounding the ascendancy to R1 status includes discussions about new buildings that enable faculty to research; the submission of proposals that bring in the resources that allow research to be done by faculty; our ability to garner resources from corporations and foundations, in addition to funding that comes from federal agencies; and the students that we are attracting and the ambitions that we have for them in terms of involving them in research as undergraduates. All of these matters are connected and support the strategic plan.

She stated that there are three items for action; however, one will be considered by the Committee of the Whole. They all surround the need for us to address student housing. She then yielded the floor to Mr. Sidney Evans, EVP for Finance and Administration, to provide a brief overview on the various phases of the student housing plan.

Mr. Evans stated that the University has a very comprehensive student housing plan, which was developed in 2017. The plan is comprised of three phases. Phase I includes the construction of the New Thurgood Marshall Residence Hall and Dining Complex (\$100 million) with 670 beds in suite and apartment style units. Phase II includes the construction of an additional 498 beds (North Tower), demolition of the old Thurgood Marshall Apartment Complex, and major renovations to legacy student housing buildings. Finally, Phase III will include the demolition of O'Connell Hall with an opportunity to build an additional 500 - 600 beds on that site. He noted that the acquisition of the Lake Clifton property could possibly serve as a site for graduate and family housing as well as Morgan View.

Regent Gilliam asked if there was a general idea of when Phases II and III would be completed. Mr. Evans responded that the Thurgood Marshall North Tower is planned to be ready for occupancy by fall 2024, and Phase III is anticipated to be completed in eight years.

- **FY 2023 Housing Rates** – Regent Malcom stated that the University is requesting Board approval for a 4% increase in the rate for Morgan owned buildings. It was noted that rate increases were suspended for the past two years. Thurgood Marshall and Morgan View rates, as reflected in the Board material, are provided

for comparison purposes only as rates for these facilities are set by the Maryland Economic Development Corporation (MEDCO).

The Chairman asked what is the fiscal impact of the 4% in real dollars back to the University? Mr. Evans responded that we would have to go back and calculate it. Obviously, it is based on the total number of students enrolled in housing. We have to make an assumption about how many students will actually be in those facilities next year. After a quick calculation, Mr. Evans noted that it is almost \$400,000 in new revenue.

There was further discussion about the proposed rate increase and associated revenue that would be generated. The Chairman stated that he will call for a vote if it is requested, but noted that he would have to abstain because he has a level of uneasiness as a member of the Board, because this is a fiduciary matter of not knowing what it is that he is approving in terms of real dollars back to the University.

Regent Gilliam asked about the cost of room rates and how it compares to non-university owned facilities. Regent Malcom responded that the cost is much lower.

Chairman Mfume opened the floor for a motion to approve the FY 2023 Housing Rates. It was MOVED by Regent Malcom and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

- **MEDCO Letter of Intent (LOI)**– Regent Malcom stated that the LOI will allow us to move forward with the predevelopment aspects of Phase II to build the New Thurgood Marshall North Tower. She then yielded the floor to Dr. Wilson to provide additional insight. He stated that the University is asking the Board to approve the LOI with the understanding that the Board will still have ultimate authority over the terms and conditions that are being negotiated. Although the terms and conditions are still be worked through, executing the LOI will keep the project moving in a way in which we could open the new facility in the fall of 2024.

Chairman Mfume expressed hesitancy and concerns from a fiduciary perspective. If the Board were to approve the LOI before the terms and conditions have been worked out, it seems like there is very little defense on our end if something should go wrong. He yielded the floor to the legal team for input. Ms. Julie Goodwin (General Counsel), Mr. Jeffrey Palkovitz (Senior Counsel for Real Estate, Office of the Attorney General), and Mr. Faulk provided some background with regard to legal review by bond counsel, the inclusion of amendments to the LOI, and what it is intended to accomplish.

The Chairman stated that further discussion on the MEDCO LOI would be suspended to allow the legal team to huddle and review the language in the document. We will come back to this matter later in the meeting and may be by that time we will have a unanimous legal opinion as to how we move forward.

In the absence of Regent Malcom (who stepped away briefly), the Chairman yielded the floor to Dr. Wilson to provide a brief update on the informational agenda items.

- **Facilities, Design and Construction** – Ms. Kim McCalla, Associate VP for Facilities, Design and Construction Management, stated that projects are moving along well. We are securing additional staff to help with the increased deferred maintenance and will continue to move projects forward. We are very pleased with the Governor's recommendation for our FY 2023 capital appropriation in the amount of \$97.6 million for the construction of the New Health and Human Services Building, funding for deferred maintenance (\$20M), initial funding for the New Science Complex (phases I and II), and initial funding for the renovation of Carter-Grant-Wilson.
- **Credit Rating** – Mr. Evans stated that Standard and Poor's (S&P) reaffirmed our A+ rating with a stable outlook. This rating enables Morgan to wear the crown of being the highest rated HBCU by S&P. It is important to note that this is an issuer rating, not a debt rating. Morgan currently has no long-term public debt. As such, when an institution has no long-term public debt, there is no need for a rating. However, we asked S&P to move forward with an issuer's rating so that we would know how we stand among other institutions.
- **Institutional Advancement** – Ms. Donna Howard, VP for Institutional Advancement, stated that we are having another great year in fundraising. Our outright and deferred gift commitments total \$16.7 million. Our largest corporate gift is \$5 million. Our largest foundation gift is \$2.7 million and our largest individual gift is \$2.75 million, which is the second largest gift to Morgan from a non-alumnus. We also welcomed Heidi Bruce succeeding Joyce Brown as our new Assistant Vice President for Alumni Relations. On the public

relations front, we had a lot of good coverage focusing on new partnerships and collaborations; Morgan's growth in building programs; and the continued investments that we are seeing from the public and private sectors.

Academic and Student Affairs Committee

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

- **Academic Degree Program: Bachelor of Science in Cybersecurity Intelligence Management** – Regent Gilliam yielded the floor to Provost Hongtao Yu and Dr. Fikru Boghossian, Dean of the School of Business and Management, to provide a brief overview on the program proposal. Provost Yu stated that the new degree program is being proposed by the Department of Information Science and Systems in the School of Business and Management. Dean Boghossian stated that the proposed new program complements a program that we already have called the Cyber Warrior Program. Research was done as far as job openings going forward and the demand for these kinds of skills. It was noted that the growth rate in the security analysis field is expected to be at 31% through 2029. Maryland is a global hub for cybersecurity. The proposal was presented to the Academic and Student Affairs Committee yesterday and it was approved.

Chairman Mfume opened the floor for a motion to approve the Bachelor of Science in Cybersecurity Intelligence Management. It was MOVED by Regent Gilliam and SECONDED by Regent Hollis. The MOTION CARRIED unanimously.

Regent Gilliam stated that the remaining agenda items were informational. She yielded the floor to Dr. Phyllis Keys, Associate VP for Academic Affairs, and Dr. Kara Turner, VP for Enrollment Management and Student Success, to provide brief updates on instruction and enrollment, respectively.

- **Spring 2022 Mode of Instruction** – Dr. Keys reported that there is no significant difference in the student outcomes as far as the DFW (drop/fail/withdrawal) rates across the two modalities – Morgan Flex and traditional face-to-face instruction. However, there was a substantially significant difference between the outcomes for online versus the other two formats (traditional and Morgan Flex). The good news on the Morgan Flex side is that this modality allows us to serve our traditional learners because they can come face-to-face. They can choose the in-person option and it also allows us to reach a lot of remote learners who will synchronously tune into the course using the Canvas or Morgan Flex technology, and those students will not be negatively affected by having that remote learning.

Provost Yu commented that the Morgan Flex mode equates to 5.7% of students who received an I (incomplete), NA (never attended) or NG (not gradable), which is much higher than the online and traditional modalities. The overall passing rate for Morgan Flex courses is lower than traditional face-to-face. So we need to pay some attention to these students as we look at how we can continue to improve the Morgan Flex courses.

- **Enrollment** – Dr. Turner reported that we were far and away the best in terms of enrollment numbers this year in terms of our official fall enrollment versus the rest of the four-year institutions in the state. She reported that Morgan saw increases in all categories (first-time freshman, full-time undergraduates, part-time undergraduates, full-time graduates, and total headcount), except for part-time graduate. We had the highest numerical and percentage increase in our first-time freshman as well as the highest numeric and percentage increase in overall headcount. We did very well. The numbers, as of right now, are looking strong for the coming fall.

Regent Gilliam commented that this is exciting news. It was noted that there was discussion about what we are doing right. Dr. Turner was asked to come back with a report showing what Morgan is doing right.

Audit and Institutional Assessment Committee

Regent Ellis stated that the Committee met earlier this morning. We had one item of information that was driven by an article sent out by Dr. Wilson from AGB concerning cyber risk oversight for higher education boards. As a result, a Cybersecurity Governance Committee will be established and Dr. Wilson will present that to us at the May meeting. There was also a fruitful discussion concerning our spotlight chart, and a proposal will be brought forth on another type of way of measuring items at a much higher level.

Update on College of Osteopathic Medicine

Dr. Wilson stated that the proposed Maryland College of Osteopathic Medicine at Morgan State University is moving along. Key highlights include: (a) significant milestones – Dean (Dr. John Sealey) and President (Dr. Barbara Ross Lee) have been hired; (b) facilities – entity looking at this proposed Montebello site for a 90 to 120,000 square foot building; (c) ground lease – is being prepared and will be submitted to our legal team for review; and (d) accreditation time – pre-accreditation anticipated in the fourth quarter of 2023. As it stands now, the expectation is that the first class of entering students in the Maryland College of Osteopathic Medicine will be in the fall of 2024.

Regent Gilliam asked if the official name is the Maryland College of Osteopathic Medicine. Dr. Wilson responded that it is a placeholder they are moving forward with for now until perhaps they create a naming opportunity.

New Business

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

Based on legal advice, it was agreed that the two items for action – (1) the Amendment to the Policy on Student Housing Residency Requirement for Freshmen and Sophomores and (2) the Maryland Economic Development Corporation Letter of Intent – be taken up in closed session by the Committee of the Whole, in light of updated information and a new question received from bond counsel.

Regent Carter asked, as a point of order, if it is customary for an action item to go to more than one committee at a time. Chairman Mfume responded yes because oftentimes there is joint jurisdiction. For example, in a matter that has academic and student affairs implications, as is the one on today's agenda, it might also have implications in terms of finance and facilities, but particularly in this matter it is finance-related. Hence, that is when we get the double assignment and two committees with joint jurisdiction, which does not happen that often.

Public Session Adjournment

Chairman Mfume announced that the Board of Regents would convene in Closed Session to consider items specifically exempted from public consideration under § 3-305(b)(1)(2)(7)(8)(9) of the Open Meetings Act. In Closed Session, the Board of Regents will receive the Report from the Evaluation Committee and an EEO Report, and consider the Memorandum of Understanding Between MSU and the Fraternal Order of Police (FOP); an Amendment to the Policy on Student Housing Residency Requirement for Freshmen and Sophomores; the Maryland Economic Development Corporation Letter of Intent; and an Honorary Degree Recommendation. The Board may reconvene in Public Session at the conclusion of the Closed Session, if necessary.

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

The Public Session adjourned at 2:58 p.m.

Amendment to the Policy on Student Housing Residency Requirement for Freshmen and Sophomores (in Closed Session)

Chairman Mfume opened the floor for a motion to adopt the amended policy. It was MOVED by Regent Carter and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

Honorary Degree Candidate Recommendation - May 2022 (in Closed Session)

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

Maryland Economic Development Corporation Letter of Intent (in Closed Session)

Chairman Mfume opened the floor for a motion to approve the MEDCO Letter of Intent. It was MOVED by Regent Gilliam and SECONDED by Regents Malcom and Carter. 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, February 1, 2022

Time: 12:00 p.m.

Location: Virtual

Motion to close meeting made by: Regent Turnipseed

Seconded by: Regent Malcom

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Stokes

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

General Provisions Article, § 3-305 (b)(1)(2)(7)(8)(9):

 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;

 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;

X (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 the Evaluation Committee Report.
2. To receive an EEO Report.
3. To consider the Memorandum of Understanding Between the FOP and MSU.
4. To consider the Amendment to the Policy on Student Housing Residency Requirement.
5. To consider the MEDCO Letter of Intent.
6. To consider an Honorary Degree Recommendation.

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

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

SIGNATURE:



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

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

Public Session Minutes

The emergency meeting of the Morgan State University Board of Regents was called to order by Vice Chairman Larry Ellis at 7:00 p.m.

Present: 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. William Sherman, Regent; Ms. Shelonda Stokes, Regent; Mr. Carl Turnipseed, Regent; Mr. Winston Wilkinson, Regent

Absent: Hon. Kweisi Mfume, Chairman, Regent; Mr. Wayne Resnick, Regent

Staff: Dr. David Wilson, President; Mr. Sidney Evans, EVP for Finance and Administration; Mr. Thomas Faulk, Principal Counsel for Morgan State University, Office of the Attorney General; Ms. Julie Goodwin, General Counsel; Ms. Armada Grant, Special Assistant to the President; Mrs. Cassandra Grogan, Executive Administrator to the Board of Regents; Mr. Lance Hatcher, Police Chief; Ms. Sherita Harrison, Associate General Counsel; Mr. David LaChina, AVP/Deputy CFO; Mr. Jeffrey Palkovitz, Senior Counsel for Real Estate, Office of the Attorney General

Guest: Mr. Mark Swerdlin, Esq., Shawe Rosenthal LLP

Remarks by the Vice Chairman and President

The Vice Chairman opened the meeting by thanking Regents and members of the university administration for agreeing to meet on short notice. The Vice Chairman offered an overview of the agenda and stated that following the Public Session, the Board would convene in Closed Session to address the matter identified as such on the agenda. He then yielded the floor to Dr. Wilson for remarks.

Dr. Wilson echoed the Vice Chairman's sentiments thanking the entire Board for agreeing to meet. He mentioned that the University recently revised its campus-wide COVID protocols and indoor masking will no longer be required except in classrooms, testing spaces, and on campus mass transit. He stated that the University is seeking Board approval of two items – Siemens Financing and the Memorandum of Understanding between the Fraternal Order of Police and Morgan State University. He thanked Regent Malcom and the Finance and Facilities Committee for convening a special meeting last week to consider these items, which were unanimously approved.

Maryland Clean Energy Center (MCEC)/Siemens Financing

Regent Malcom stated that the Siemens Financing terms and conditions was provided to the Finance and Facilities Committee at the February Board meeting. She noted, however, that she was hesitant to bring the item forward for consideration due to the need to officially extend the loan closing date of December 31, 2021. An extension was granted through March 30, 2022, and the matter was taken up by the Committee last week. During that meeting, she shared Regent Turnipseed's observation that other institutions within the University System of Maryland have similar arrangements with MCEC in place. She added that the Board previously approved a number of projects/tasks, and approval is now being sought with regard to the financial arrangement for one of the related tasks. Mr. Evans commented that subsequent to approval by the Board of Regents, this item will be presented to the Maryland Board of Public Works (BPW) for approval on March 9, 2022.

Regent Gilliam asked for clarification as to why the financing was not considered previously. Regent Malcom responded that the loan rates associated with the project had an expiration date of December 31, 2021, and she did not feel comfortable making an assumption that Siemens would honor those rates beyond that date without appropriate documentation. She added that paperwork has since been obtained to extend the loan closing date to the end of March.

Vice Chair Ellis asked if there was any sense of hesitancy on the part of BPW. Mr. Evans responded that it is customary for the Morgan team, to include legal representatives, to meet with BPW staff, who have been fully informed about this project since 2021. He stated that the parties met last Friday to review the upcoming BPW agenda item, adding that he does not anticipate any issues. It was noted that Morgan has been praised for its deferred maintenance initiative, and our energy management and sustainability partnership has been viewed very positively.

Vice Chair Ellis opened the floor for a motion to approve the Siemens Financing. It was MOVED by Regent Turnipseed and SECONDED by Regent Hollis. The MOTION CARRIED unanimously.

Public Session Adjournment

The Vice Chairman announced that the Board would convene in Closed Session to consider the Memorandum of Understanding between the Fraternal Order of Police (FOP) and Morgan State University, which is a matter specifically exempt from public consideration under § 3-305(b)(9) of the Open Meetings Act. The Board may reconvene in Public Session at the conclusion of the Closed Session, if necessary.

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

The Public Session adjourned at 7:16 p.m.

Memorandum of Understanding Between the Fraternal Order of Police and Morgan State University (in Closed Session)

Vice Chair Ellis opened the floor for a motion to approve the Memorandum of Understanding. It was MOVED by Regent Gilliam and SECONDED by Regent Malcom. The MOTION CARRIED unanimously.

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

Date: Monday, March 7, 2022

Time: 7:00 p.m.

Location: Virtual

Motion to close meeting made by: Regent Malcom

Seconded by: Regent Turnipseed

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regents Mfume and Resnick

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

General Provisions Article, § 3-305 (b)(9):

____ (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;
- X** (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.

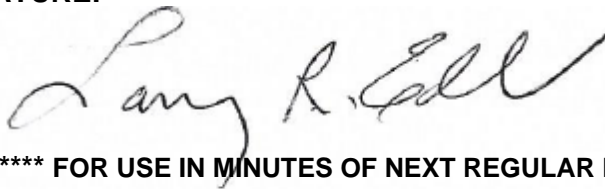
FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:

1. To consider the Memorandum of Understanding Between the Fraternal Order of Police and Morgan State University.

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 Chair of the Board of Regents

SIGNATURE:

A handwritten signature in cursive script that reads "Larry R. Ellis". The signature is written in dark ink on a light background.

***** 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, May 2, 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>
Dr. Hongtao Yu, <i>Provost & Senior VP for Academic Affairs</i> |

Action Items

- | | | |
|------|--|---|
| III. | Approval of Committee Minutes of January 31, 2022 and March 10, 2022 | Regent Linda J. Gilliam |
| IV. | Program Proposals | |
| | 1. Ph.D. in Computer and Electrical Engineering | Dr. Yu/Dr. Oscar Barton, <i>Dean School of Engineering</i> |
| | 2. Ph.D. in Industrial Engineering | Dr. Yu/Dr. Barton |
| | 3. Ph.D. in Sustainable and Resilient Infrastructure Engineering | Dr. Yu/Dr. Barton |
| | 4. B.S. in Sustainable Urban Environmental Engineering | Dr. Yu/Dr. Barton |
| | 5. Ph.D. in Applied Sociology and Social Justice | Dr. Yu/Dr. M'bare N'gom, <i>Dean College of Liberal Arts</i> |
| | 6. M.S. in Applied Neuroscience | Dr. Angela Howell, <i>Interim Chair & Associate Professor - Dept. of Sociology & Anthropology</i> |
| | 7. Doctor of Social Work | Dr. Yu/Dr. Cleo Hughes-Darden, <i>Interim Dean, School of Computer, Mathematical & Natural Sciences</i> |
| | | Dr. Christine Hohmann, <i>Biology Professor</i> |
| | | Dr. Yu/Dr. Anna McPhatter, <i>Dean School of Social Work</i> |
| V. | Cultural Diversity Plan | Dr. Jerome Schiele, <i>Chair of Ph.D. Dept.</i>
Ms. Tara Berrien, <i>AVP for EEO, Diversity and Title IX</i> |

Brief Updates

- | | | |
|-----|------------------|----------------|
| VI. | Academic Affairs | Dr. Hongtao Yu |
| | • Faculty Hiring | |

- State Approved Centers
- New Deans

VII. Enrollment Management (see Finance Section)

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

VIII. Athletics

Ms. Erlease Wagner, *Interim Director
Athletics*

- Athletic Director Search
- Football Coach

Information Items

IX. Student Affairs

Dr. Kevin Banks, *Vice President
Student Affairs*

- Mental Health & Wellness
- Fall Housing
- Student Government Association Transition

X. New Business

XI. Public Meeting Adjourned

Regent Linda J. Gilliam

Closed Session

XII. New Student Regent Recommendation

Dr. Wilson/Dr. Banks

**ACADEMIC & STUDENT
AFFAIRS COMMITTEE
MEETING MINUTES**

JANUARY 31, 2022



**Board of Regents
Academic and Student Affairs Committee Meeting (Virtual)
Monday, January 31, 2022**

Committee Meeting Minutes

The meeting of the Board of Regents Academic and Student Affairs Committee was held on Monday, January 31, 2022. Committee Chairman Linda Gilliam opened the meeting at 1:03 p.m.

Board Members

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

Staff Present:

Dr. David Wilson, Dr. Kara Turner, Dr. Kevin Banks, Dr. Hongtao Yu, Dr. Oscar Barton Jr., Dr. Farzad Moazzami, Dr. Sanjay Bapna, Dr. OluwaTosin Adegbola, Dr. Phyllis Keys, Dr. Ernest Brevard, Ms. Julie Goodwin, Ms. Sherita Harrison, Ms. Erlease Wagner, Mrs. Kassandra Grogan

Remarks by the Chairperson

Regent Gilliam called the meeting to order, welcoming everyone to the meeting. She then yielded the floor to Provost Yu.

General Remarks

Provost Yu welcomed everyone on behalf of Dr. Wilson, and stated that he was looking forward to a fruitful and productive meeting.

Action Items

Approval of Committee Minutes of November 1, 2021 – Regent Gilliam commented that the Minutes from the November 1, 2021 meeting were too long - more like a transcript than minutes. She asked that the Minutes be more concise, as presented before. Regent Gilliam then called for a motion to approve the Committee Minutes of November 1, 2021. It was MOVED and SECONDED to approve the Committee Minutes of November 1, 2021. THE MOTION CARRIED.

Approval of Academic Degree Program – Dean Boghossian introduced Dr. Sanjay Bapna, who explained the need for the B.S. in Cybersecurity Intelligence Management. Dr. Bapna discussed the demand for skill sets in cybersecurity, prospects for future jobs, and provided program details for the B.S. Program. He stated that in 2021, the state passed legislation where students enrolled in cybersecurity programs will receive scholarships for up to two years, provided they join a state agency or teach in a public institution after graduation. He also stated that Maryland is the global hub for Cybersecurity, primarily due to the National Security Agency and other federal agencies in the state. Dr. Bapna added that the B.S. in Cybersecurity Intelligence Management will complement the Cyber Warrior Diversity Program currently offered by the School of Business.

Regent Hollis asked since the University of Maryland Global Campus has a program which (by title) closely resembles Morgan's, how likely is it that they would pose objection to Morgan's program as duplication? Dr. Bapna stated that the Global Campus Program does not require students to have an underlying business background (as does Morgan's), and their program does not have the intelligence component. Also, he stated that Morgan has written to MHEC, describing the difference in the programs. Provost Yu stated that there are future plans to submit a B.S. in Cybersecurity Engineering by the School of Engineering on the technical side of the area. Dr. Barton stated that there is currently no undergraduate program in Cybersecurity Engineering in Maryland, and the School of Engineering is well prepared to launch the program. Regent Gilliam asked if it is MHEC who reviews this to see if it is a program duplication. Dr. Yu stated that once MHEC receives the proposal, they will send it to all institutions in Maryland to see if there are any objections regarding duplication. Regent Gilliam asked how important is the naming of the program Cybersecurity Management; Dr. Boghossian said using the word 'Management' separates it from the technical aspect of intelligence.

It was MOVED and SECONDED to approve the proposed B.S. in Cybersecurity Intelligence Management. THE MOTION CARRIED.

Amendment to Policy on Student Housing Residency Requirement for Freshmen and Sophomores – Regent Gilliam asked Ms. Goodwin if this Policy has gone through her office; Ms. Goodwin confirmed, adding that it has also been reviewed by Bond Counsel.

Dr. Banks stated that the proposed Amendment to Policy on Student Housing Residency Requirement for Freshmen and Sophomores is being requested because due to limited on-campus housing, and plans for renovations/new construction over the next five to seven years, the University will not have the campus inventory to require that freshman and sophomore students reside on campus. He stated that the residency requirement will remain in effect for freshmen students, but removed for sophomore students (until 2024).

Regent Gilliam asked why this has been a requirement for freshmen and sophomore students; Dr. Banks stated that freshmen and sophomore students are required to reside on campus for developmental success; students who reside on campus succeed academically. He stated that 90% of Morgan's incoming freshmen reside on campus. Regent Gilliam expressed concern that this Policy may grant on-campus residency to upper classmen versus the sophomores; Dr. Banks

said because Morgan's campus is land-locked, off-campus residences will continue to be provided. He stated that the plan is to house 2,000 freshmen on campus this year.

Regent Hollis asked what happens to the other freshmen that cannot be accommodated on campus; Dr. Banks said that hotels may have to be utilized for another year because of the limited number of on-campus beds. Regent Gilliam stated that there needs to be some language included in the Policy that will explain what happens if the housing capacity exceeds the maximum. Regent Ellis asked about the cost component for students who commute to campus; Regent Gilliam indicated that many universities have the on-campus requirement for freshmen and sophomores. Dr. Banks said that the language can be revised.

Regent Sherman asked if sophomores will be given priority in filling the beds if there are less freshmen than rooms. He also asked if sophomores are granted access to the rooms over upper-classmen. Regent Gilliam stated that she would like to see the language changed to include what happens to sophomores if there are beds ready, and talk about capacity. Ms. Goodwin said changes will require Bond Counsel review; Ms. Harrison confirmed. Dr. Hollis stated that language needs to be included that mentions freshman/sophomore students who live close to the campus who may prefer to live at home for economic reasons. Dr. Banks said that students who live close to the campus may be able to opt out of living on campus.

It was MOVED and SECONDED that the language be changed and this item brought back to the table. THE MOTION CARRIED.

Upon arrival, Dr. Wilson was informed that the Amendment would be revisited after recommended changes. Dr. Wilson stated that this Amendment is time sensitive. Regent Gilliam stated that the issue is with the language: what happens to students who have applied after space has run out, and what happens to sophomores. Dr. Wilson asked if the Committee would consider a friendly amendment to the Policy; Regent Gilliam stated that the Board is asking for the language to be changed. Ms. Goodwin said that once the language is changed, it should move forward quickly. Regent Hollis suggested the following as the modified language: ***"The University will implement a plan and develop procedures to be approved by the President to establish the general requirement that as of the Fall 2024 academic semester, all incoming freshmen shall reside in on-campus housing facilities to the extent the University can accommodate them."***

It was MOVED and SECONDED that this Policy be approved with the suggested revisions from Regent Hollis. THE MOTION CARRIED.

Brief Updates

Enrollment Management – Dr. Brevard presented the Enrollment Report for Dr. Turner. He stated that in comparison with all of the state schools in Maryland, Morgan had over 1,086 new first-time, full-time freshmen (in comparison to fall 2020), an increase of over 90 percent in new first-time freshmen; most schools saw a decline. He also stated that 2,400 freshmen were brought in this past fall. Dr. Brevard also stated that regarding overall headcount from fall 2020 to fall 2021, Morgan saw overall headcount increased by 835 students (a 10.90 percent increase);

Morgan saw the largest increase in overall headcount from last fall. Dr. Brevard also presented the Fall 2021 Comparative Enrollment at a Glance; he stated that compared to other state institutions, Morgan saw an increase in new first-time freshmen, full-time undergraduates, part-time undergraduates, and an increase in full-time graduate students. He stated that there was a decline in part-time graduate students, but an increase in overall headcount.

Regent Ellis said this is outstanding, but asked why our numbers are increasing over other institutions. Provost Yu stated that the reasons include Morgan's name being circulated widely in the community, HBCU's changing over the past several years, and financial aid the University is providing. Regent Hollis asked if the newer programs are playing any role in the enrollment increase. Regent Sherman asked what we are doing right, and suggested studying the increase - asking these students why they came - in order to continue to build on what is working. Regent Gilliam said that she believes the increase is due to visibility, development, and outreach.

Regent Gilliam asked about increased out-of-state numbers; Dr. Brevard stated that the reason the University had higher out-of-state numbers is because the University Admissions and Recruitment team was able to go into other areas due to COVID, via virtual access. Dr. Brevard said virtual access has helped to reach potential students in territories that were unreachable due to financial reasons. He said that Morgan never had the staffing or resources to go into all territories, but due to virtual access Morgan can now access these territories. Regent Ellis said a "deep dive" is needed to understand what happened here, and do more of whatever specifically is working. Regent Gilliam stated that a report from Dr. Wilson (through Dr. Turner) is needed regarding this. Provost Yu stated that he will start this conversation with Dr. Turner and Dr. Wilson, to find out what was done right and what should be enhanced. Provost Yu added that the \$1.5 million HBCU Coalition Fund will be used for branding Morgan, and for recruiting.

Dr. Turner stated that COVID has allowed Morgan to be in many more places at one time, leverage human resources, and broaden its scope. She stated that the Common Black College App has also helped to reach more students. She also added that HBCU's are enjoying a renaissance for reasons such as Kamala Harris, Black Lives Matter, and good press, which has been building Morgan's brand. Additionally, she also stated that financial aid optimization has also helped in funding students in a way which had not been done before. Regent Gilliam asked Dr. Turner if the Committee can be provided with these items included in the report. Regent Sherman said he is on the fence regarding the "deep dive," but feels that looking at the demographics could be helpful in looking into the future.

Dr. Wilson stated that Morgan's messaging and programs has attributed to student success. He also stated that alumni are excited about what they see going on at the University, and they post this information on social media; they post over all the social media platforms, which is free publicity. Also, he stated that Morgan hiring its social media journalist has been beneficial to the University. He added that social media is critical in keeping the University connected. Regent Gilliam requested (from Dr. Turner) that a report be prepared to document these achievements now, using it as a platform moving forward.

Brief Updates

Regents Professor/Programs of Distinction – Provost Yu thanked Dr. Farzad Moazzami. Dr. Moazzami served as Associate Vice President for Academic Affairs, and has begun to serve as Interim Dean of the College of Interdisciplinary and Continuing Studies, and also serves as an Associate Professor of Information Science and Systems. Provost Yu thanked Dr. Moazzami for his service as Associate Vice President, and for agreeing to continue to serve as Interim Dean; Dr. Moazzami stated that he is happy to serve Morgan in any capacity. Provost Yu also introduced Dr. Phyllis Keys, newly-appointed Interim Associate Vice President for Academic Affairs, who will be taking over for Dr. Moazzami. Dr. Keys introduced herself, stating that she is glad to be here. Provost Yu also introduced Dr. OluwaTosin Adegbola, Executive Director of the Clara I. Adams Honors College. Dr. Adegbola stated she looks forward to upholding the name of the Clara I. Adams Honors College.

Provost Yu then provided his report, which included his Strategic Plan Goals. He also congratulated Dr. Christine Hohmann, Professor of Biology, who has been elected Fellow of the American Association for the Advancement of Science, a Morgan first. Provost Yu also mentioned other campus Fellows Dr. Willie May, Dr. Gaston N’Guerekata, and Dr. Ramesh Budhani.

Provost Yu discussed Regents Professors, information which will come before the Board for approval in the future. Dr. Yu also discussed the Programs of Significance and Distinction, and newly-developed programs which will be enhanced. He also discussed the Faculty Salary Equity Taskforce, whose purpose is to develop strategies to reduce and eliminate faculty salary inequality and offer Morgan’s faculty nationally competitive salaries. Provost Yu also discussed six categories for consideration for funding under the HBCU Coalition Fund: SB-1, and discussed budget considerations under the HBCU Coalition Fund.

Dr. Wilson said in FY 23 Morgan will be receiving \$15.1 million. He said that next year’s appropriation could be more than \$22-23 million. In addition, he said as additional appropriations are received, we should be able to think of getting new academic degree programs that are elite and in demand, and in alignment of what the bill wants us to do. He said that Morgan has enjoyed tremendous growth while there has been a reduction in enrollment at other institutions.

Spring 2022 Mode of Instruction – Dr. Phyllis Keys provided an update on the modality of instruction. She stated that there are three main modes of instruction this spring: Traditional, Morgan Flex, and Online. She stated that because of pandemic mode, currently 53.7 percent of students are traditional students, 18.2 percent are Morgan Flex students, and 22.2 percent are online students. She stated that more traditional courses will be offered in the fall, to help increase the percentage of traditional students. Dr. Keys also discussed the DFW rate by course modality. She also discussed fall 2021 students that received D, F, or W grades; Traditional (27.2 percent) and Morgan Flex (26.6 percent) were undergraduate students that did not pass. Dr. Gilliam asked how this compares with 2019. Dr. Keys stated that at that time Morgan did not have Morgan Flex, but had traditional and online courses. She stated that at that time,

regarding modality, there was a higher section of traditional sections at that time than are presently offered.

Dr. Wilson said that he, Provost Yu, Dr. Turner, and Dr. Keys will be doing a “deep dive” on the DFW student situation. Dr. Keys suggested that mechanisms be put in place to prevent students from registering for classes that are beyond their classification (such as underclassmen registering for graduate courses). Dr. Wilson commented that he and other Presidents/Chancellors across the country are concerned about students who are struggling psychologically/mentally as a result of being in isolated spaces for the last two years. Provost Yu commented on the traditional student DFW rates vs. Morgan Flex student DFW rates. Dr. Turner stated that traditional students are passing at a higher rate under ABC rates.

Athletics – Dr. Wilson stated that Dr. Ed Scott has accepted a position as Deputy Athletic Director at the University of Virginia; Ms. Erlease Wagner has been appointed Interim Director of Athletics. He stated that Ms. Wagner has been at Morgan since 2016, and was recruited from Syracuse University. Dr. Wilson introduced her to the Committee.

Ms. Wagner discussed the Academic Performance Rate (APR) Report, submitted to the NCAA in October, 2021. She stated that four programs reported a perfect rate during the 2021 academic year: Cross Country, Men’s and Women’s Tennis, and Bowling programs posted a perfect score of 1,000. She also discussed the Academic Scorecard for Fall 2021, indicating that the Women’s Bowling Team had the highest team overall GPA of 3.58; ten programs had team GPA’s over 3.0; the department GPA for fall was 3.03; 28 student athletes received a 4.0 GPA, and 71 percent of the student athletes were over a 3.0 GPA. Regent Gilliam asked if the 3.03 GPA is going up; Ms. Wagner stated that the 3.03 is slightly lower, a result of the elimination of the Pass/Fail.

Information Items

Student Affairs - Dr. Banks presented the following campus life updates:

- All returning resident students were required to submit negative COVID-19 results before returning to University-managed housing;
- The campus COVID-19 testing site opened January 15-16 and January 22-23;
- The University issued KN95 masks to students and staff;
- Student isolation/quarantine protocols have been revised to five days for fully-vaccinated asymptomatic cases, in compliance with the CDC;
- Periodic testing has been conducted on campus cohorts with high-frequency engagement on campus;
- 173 new students were admitted to the residence halls this spring, which is an increase;

- There will be a four-step, phased-in approach to “Protect the Cave” regarding student involvement on campus.

Dr. Banks discussed the procurement process to expand student Counseling support services. He also discussed the revised Counseling Center staffing plan, and indicated that two additional Counselors will be hired.

Regent Gilliam asked if outsourcing therapists is being considered; Dr. Banks stated that the new plan will include outsourcing therapists.

Student Government Association – Dr. Banks stated that he and Dr. Wilson met with the SGA administration last week. He stated that some of the items discussed were as follows:

- The students expressed concern about parking on Y Lot and safety; the Rawlings Hall parking lot has been closed due to construction, and students now have to park on Y Lot. Dr. Banks stated that students asked if graduation will be outdoors; he stated that as of now an outdoor ceremony is anticipated.
- The SGA announced that students will be able to obtain free feminine products on the campus.
- There was discussion about Wellness Days. According to a survey (of 77 participants), 80% of students felt the Wellness Days were beneficial, but indicated that full cooperation from faculty is needed.

Regent Gilliam stated that regarding the Wellness Days report, a larger pool than 77 students needs to be surveyed, to get a more accurate calculation.

Dr. Yu commented about Wellness Days, indicating that there will be a Wellness Day scheduled in April, and Wellness Week (Spring Break) implemented. He said that faculty are not to give assignments, and no classes should be scheduled. Regent Gilliam asked if the days will be consistent every year; Dr. Yu said not yet, but they are working to figure it out.

New Business

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

Meeting Adjourned

It was MOVED and SECONDED to close the public session of the Academic and Student Affairs Committee. The meeting adjourned at 3:17 p. m.

Respectfully submitted,

Marsha M. Price
Recorder

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

Date: Monday, January 31, 2022

Time: 1:00 p.m.

Location: Virtual

Motion to close meeting made by: Regent Hollis

Seconded by: Regent Brown

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Hunter

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

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

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

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

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

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

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

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

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.

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):

**ACADEMIC & STUDENT
AFFAIRS COMMITTEE
MEETING MINUTES**

MARCH 10, 2022

Public Session Minutes

BOARD MEMBERS

Present: Regent Linda Gilliam, Regent McCall Brown, Regent Larry Ellis, Regent Burney Hollis, Regent William Sherman

Absent: Regent Emily Hunter

STAFF Dr. David Wilson, Mr. Thomas Faulk, Mrs. Kassandra Grogan, Dr. Hongtao Yu

The special meeting of the Academic and Student Affairs Committee of the Morgan State University Board of Regents was called to order by Chairwoman Linda Gilliam at 6:04 p.m. Chairwoman Gilliam welcomed all in attendance. She stated that the Committee would convene in Closed Session to consider honorary degree candidate recommendations, which is specifically exempt from public consideration under § 3-305(b)(2) of the Open Meetings Act. The Committee may reconvene in Public Session at the conclusion of the Closed Session, if necessary.

After reading the citation into the record, Chairwoman Gilliam 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 Sherman to adjourn the PUBLIC SESSION. The MOTION CARRIED unanimously.

The PUBLIC SESSION adjourned at 6:07 p.m.

Honorary Degree Candidate Recommendations (in Closed Session)

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

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

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

Date: Thursday, March 10, 2022

Time: 6:00 p.m.

Location: Virtual

Motion to close meeting made by: Regent Hollis

Seconded by: Regent Sherman

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Hunter

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

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

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

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

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

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

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

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

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 honorary degree recommendations.

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):

**PH.D. IN
COMPUTER & ELECTRICAL
ENGINEERING**

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Proposed New Academic Program – PhD in Computer and Electrical Systems Engineering with a pass-through Master of Science in Computer and Electrical Systems Engineering

DATE OF MEETING: May 3, 2022

BRIEF EXPLANATION:

The proposed PhD in Computer and Electrical Systems Engineering, which requires 60 credit hours beyond a Bachelors or 36 credit hours beyond a Masters, will allow program graduates to fill a variety of positions attributable to the Fourth Industrial Revolution (e.g., areas such as Big Data, Control Electronics, and Cybersecurity, to name a few). The synergy of computer engineering and electrical systems is being used to address significant life problems, including quicker health care diagnosis and delivery, greater security in information use and sharing, and many other problems that are interdisciplinary in nature. Maryland is the epicenter of the intelligence and defense community, and it serves a growing tech industry. This offering at Morgan State will help to fill the growing needs of the tech industry, defense, government laboratories, federal agencies, and research organizations in the region. Moreover, Morgan's record of accessibility and inclusion will ensure that there are highly skilled diverse graduates prepared to meet the challenges of this latest industrial movement.

Some notable aspects of the program:

1. The integration of several fields of computer science and electrical engineering will result in a highly skilled workforce facing strong demand due to the combined understanding of software and hardware design. This focus on complex systems and the innovations that allow them to work effectively will place program graduates at the forefront of development in areas such as renewable energy, microwave technologies, and telecommunications.
2. The program combines experiential learning with substantial research in an urban setting, allowing graduates to investigate topics relative to Baltimore and to subsequently have an impact on the industrial and economic sectors in the Baltimore-Washington metropolitan area.
3. The program has the potential to positively address the lack of diversity in the tech industry, an industry substantially less diverse than the broader workforce with African Americans have the least representation in the tech industry than any other racial/ethnic group.

Students will receive the *en Passant* Master of Science in Computer and Electrical Systems Engineering degree after they have successfully completed 30 credit hours in the program.

The program expects to start with 15 full-time and 8 part-time students in Year 1 and increase to reach 25 full-time and 13 part-time students by the fifth year. The School of Engineering already has dedicated scholars in the discipline but expects to add one additional full time faculty member and one support staff member.

FISCAL IMPACT: The potential profit will be between \$105,003 (Year 1) to \$238,052 (Year 5) based on enrollment projections.

L1. Total Resources	\$237,983	\$265,734	\$299,401	\$379,505	\$384,837
L2. Total Expenditures	\$132,980	\$136,305	\$139,712	\$143,205	\$146,785
Net (L1 – L2)	\$105,003	\$129,429	\$159,689	\$236,300	\$238,052

PRESIDENT'S RECOMMENDATION: THE PRESIDENT RECOMMENDS APPROVAL.

COMMITTEE ACTION:

DATE:

BOARD ACTION:

DATE:

**PH.D. IN
INDUSTRIAL
ENGINEERING**

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Proposed New Academic Program – PhD in Industrial and Systems Engineering with a pass-through Master of Science in Industrial Engineering

DATE OF MEETING: May 3, 2022

BRIEF EXPLANATION:

In contrast to the current Doctor of Engineering program which focuses on industrial careers and applied research, the proposed PhD in Industrial and Systems Engineering will allow a focus on the fundamental, theoretical, and original research in several areas of industrial engineering including ergonomics, energy systems, manufacturing and production systems, reliability and quality engineering, and systems engineering and information. Due to recent events, we see an increasing need for efficient manufacturing and better implementation of quality control systems in the health care and food manufacturing industries. The role that industrial engineers play in supply chain management is a beneficial one under normal circumstances and a critical one in times of crisis. The employment website, indeed.com, indicates a need for more than 3,500 industrial or systems engineers in Baltimore. The Bureau of Labor Statistics estimates the growth rate for industrial engineering at 14%, which is faster than the average for all other occupations.

Some notable aspects of the program:

1. The program is housed in the Department of Industrial and Systems Engineering where all faculty have doctoral degrees, with most of them in Industrial Engineering. It is the only ABET accredited industrial engineering program in Maryland; it has maintained this accreditation since 1992.
2. The program will have oversight from a long-time department faculty member who worked in the area of Reliability and Systems Engineering with the NASA Space Technology Team at Goddard Space Flight Center during the design stage of three microsatellites in 2002-2003.
3. Industrial engineering has a faster than average growth projection over the next decade with an average annual projection of 4,000 openings each year over the next decade.

Students will receive the *en Passant* Master of Science in Industrial Engineering degree after they have successfully completed 30 credit hours in the program.

The program expects to start with 15 full-time and 8 part-time students in Year 1 and increase to reach 25 full-time and 13 part-time students by the fifth year. The School of Engineering already has dedicated scholars in the discipline, but expects to add one additional full time faculty member and one support staff member.

FISCAL IMPACT: The potential profit will be between \$105,003 (Year 1) to \$238,052 (Year 5) based on enrollment projections.

L1. Total Resources	\$237,983	\$265,734	\$299,401	\$379,505	\$384,837
L2. Total Expenditures	\$132,980	\$136,305	\$139,712	\$143,205	\$146,785
Net (L1 – L2)	\$105,003	\$129,429	\$159,689	\$236,300	\$238,052

PRESIDENT'S RECOMMENDATION: THE PRESIDENT RECOMMENDS APPROVAL.

COMMITTEE ACTION:

DATE:

BOARD ACTION:

DATE:

**PH.D. IN
SUSTAINABLE &
RESILIENT
INFRASTRUCTURE
ENGINEERING**

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Proposed New Academic Program – Ph.D. in Sustainable and Resilient Infrastructure Engineering (SRIE) with a pass-through Master of Science in SRIE

DATE OF MEETING: May 3, 2022

BRIEF EXPLANATION:

The proposed Ph.D. in Sustainable and Resilient Infrastructure Engineering will allow for the design, management, and innovation of sustainable, resilient infrastructure systems. Thoughtful design and evaluation of infrastructure are crucial; the quality of the bridges, buildings, wastewater systems, and other vital facilities and systems that we use in modern living is often taken for granted until we have a serious situation that brings harm to our citizens or our economy. The threats of natural and man-made disasters and stresses caused by aging and frequent use pose problems that our students can help resolve using the scientific and engineering principles of Infrastructure Engineering, an area typically housed within the Civil Engineering discipline.

Maryland has growing workforce needs in civil engineering and shows the highest job need for civil engineers in comparison to the four surrounding states, which have an average workforce growth in civil engineering. The additional challenges of climate change and sea-level rise lead to problems such as urban flooding, amplifying the need for regional resources to plan for and address the risks and hazards to infrastructure. A doctoral program in this area can help to meet the growing complexity and specialized job needs (e.g., research and evaluation skills), while creating a workforce that will also be able to meet future needs in conceiving, designing, constructing, supervising, and maintaining infrastructure under new standards and regulatory constraints.

Some features that make the program relevant for Maryland and Morgan:

1. There are many federal and state agencies, municipalities, and firms in the region that require expertise in civil engineering (e.g., NASA, EPA, MDOT, MDE, MD counties, AECOM, Biohabitats, just to name a few).
2. Societal concerns create a great need for infrastructure engineering, especially in urban areas (e.g., water quality; transit, bridge, and building safety; the impact of climate change, etc.).
3. The shortage in the supply of civil engineering workforce leads to a need for entry and supervisory level employees, as well as researchers.
4. Although there are similar programs at UMCP and JHU, Morgan has demonstrated tremendous research capabilities by faculty in the area of civil engineering. The addition of a doctoral program will allow for greater research capacity and a focus on urban and sustainability issues in this area, further confirming our status as the premier urban public research university in Maryland.

Students will receive the *en Passant* Master of Science degree in Sustainable and Resilient Infrastructure Engineering after they have completed 30 credit hours in the program.

The program expects to start with 12 full-time and 5 part-time students in Year 1 and increase to reach 20 full-time and 15 part-time students by the fifth year. The School of Engineering already has dedicated scholars in the discipline but expects to add one additional full-time faculty member and one support staff member in year two.

FISCAL IMPACT: The potential profit will be between \$105,003 (Year 1) to \$238,052 (Year 5) based on enrollment projections.

L1. Total Resources	\$148,074	\$198,934	\$239,053	\$281,399	\$326,071
L2. Total Expenditures	\$127,800	\$181,334	\$186,774	\$192,377	\$198,149
Net (L1 – L2)	\$20,274	\$17,600	\$52,279	\$89,022	\$127,922

PRESIDENT'S RECOMMENDATION: THE PRESIDENT RECOMMENDS APPROVAL.

COMMITTEE ACTION:

DATE:

BOARD ACTION:

DATE:

B.S. IN SUSTAINABLE URBAN ENVIRONMENTAL ENGINEERING

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Proposed New Academic Program - Bachelor of Science (B.S.) in Sustainable Urban Environmental Engineering (SUEE)

DATE OF MEETING: May 3, 2022

BRIEF EXPLANATION:

The proposed program is 'Sustainable Urban Environmental Engineering (SUEE)' Bachelor of Science (B.S.) degree program is to design, develop, maintain, and improve urban systems associated with urban living and environments, focusing on ultimately improving human and environmental well-being. This requires an integrated understanding of human and natural systems and managing the complexities of urbanization under competing local, national, and global dynamics. The proposed program aims to define how engineered systems within urban environments are integral to the economy, environmental, and social functioning of sustainable cities.

Environmental problems include water, wastewater, waste, pollution, and geo-hazards in the urban area are serious environmental challenges that face the world today. The program will make students understand the social and technical issues in urban environmental problems, and an appreciation of the policy and planning approaches that are necessary to create livable, sustainable, and equitable cities. Students are prepared to enter various sustainable urban environmental engineering fields including education, consulting, research, administration, and others from the entire surrounding region.

The most common ethnicity among environmental engineers is White, which makes up 71.3% of all environmental engineers. Comparatively, there are 14.9% of Asian ethnicity, 7.4% of Hispanic or Latino ethnicity, and 4.0 % of Black or African American. Projected job growth for environmental engineers is strong and steady at a growth rate of 8% and is expected for the ten years leading up to 2030. In the state of Maryland within the related SUEE occupations of Environmental Engineer and Environmental Scientist / Specialist, the expected job growth is faster than average between 7.45% and 13.18%, respectively,

According to the ABET database of accredited bachelor's degree programs, out of the 85 accredited environmental engineering criteria programs in the United State, only one program, which is provided by Johns Hopkins University (a private school), is within Maryland's higher education system. There is no environmental engineering bachelor's degree program in the Maryland public education system. Central State University in the state of Ohio is the only HBCU providing an ABET-accredited environmental engineering bachelor's degree in the United States. Morgan State University is thus uniquely positioned to address this need within the State of Maryland and around the country.

The proposed degree program offers the following features:

1. The program will be providing an avenue for individuals from diverse and underrepresented backgrounds to engage in opportunities to explore and pursue environmental engineering careers and research.
2. The program will provide frameworks and models that demonstrate ecologically innovative and sustainable actions that promote the successful paradigm shift for the future as we consider the impacts of climate change, emerging contaminants, and innovations for civil and energy infrastructure.

The new program will not only create desirable synergies with the pre-existing degree programs in civil engineering, but it will also extend with its interdisciplinary focus on social, environmental, economic, and policy issues that draw on other closely related fields at MSU. The program will start with 30 students in Year 1 and increase by 20 students for the first year and by 25 each year thereafter, having 125 students by Year 5.

FISCAL IMPACT: The potential profit will be between \$60,160 (Year 1) to \$600,800 (Year 5) based on enrollment projection.

8. Total Resources	\$155,000	\$416,650	\$221,035	\$225,551	\$230,203
9. Total Tuition	\$267,120	\$438,820	\$648,660	\$858,500	\$1,068,340
Net (9 - 8)	\$112,120	\$22,170	\$427,625	\$632,949	\$838,137

PRESIDENT'S RECOMMENDATION: THE PRESIDENT RECOMMENDS APPROVAL.

COMMITTEE ACTION:

DATE:

BOARD ACTION:

DATE:

**PH.D. IN
APPLIED SOCIOLOGY &
SOCIAL JUSTICE**

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: **Proposed Doctor of Philosophy (Ph.D.) in Applied Sociology and Social Justice** with a pass-through (*en passant*) Master of Science (M.S.) in Sociology (New M.S./Ph.D. Program)

DATE OF MEETING: May 3, 2022

BRIEF EXPLANATION:

The proposed Doctor of Philosophy (Ph.D.) in Applied Sociology and Social Justice is a terminal degree that will equip students to apply the Sociological lens to reform the criminal justice system; promote community development and social change; advocate for racial, gender, and economic justice; and apply advanced applied sociological methods to the study of all social problems. Graduates of the program will apply their training in academia, the non-profit sector, program development and evaluation, policy analysis, consulting, as well as a range of other arenas. Despite a documented increase in demand for Sociology terminal degrees by African American students (American Sociological Association data), Howard University remains the only HBCU in the country that offers a doctorate in Sociology. Only 2 Maryland schools offer a Ph.D. in Sociology, neither with a focus on applied work or social justice. Two central features of the program are its **transdisciplinary nature** (the curriculum includes elective coursework from 18 other graduate programs on campus) and the **low-residency option** so that students from all over the world can matriculate through the program and only have to travel to Baltimore annually. The proposed degree program offers the following features:

1. For students with a Master's degree, a curriculum consisting of a total of **36 credits** (including 15 credits from various disciplines across the university).
2. An En Passant (pass-through) Master of Science after completing **30 credits**.
3. For students with an undergraduate degree, a curriculum consisting of **60 credits** (including 27 credits from various disciplines across the university).
4. A **low-residency** option that involves short intensive in-person workshops combined with highly engaged remote and web-based learning.

The applied nature of the program will position it to play an important role in the restructuring of Baltimore and underserved communities, more broadly. The program will start with 4 full-time and 2 part-time students in Year 1 and increase to 20 full-time and 10 part-time students in Year 5.

FISCAL IMPACT: Existing faculty will be used in Year 1. One additional full-time faculty member will be hired in year 2. An additional faculty member will be needed in Year 4. The proposed program will see profits between \$169,862 (Year 1) to \$196,358 (Year 5).

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Resources	\$180,862	\$270,486	\$353,110	\$440,734	\$528,358
Total Expenses	\$11,000	\$133,000	\$202,000	\$324,000	\$332,000
Net	\$169,862	\$137,486	\$151,110	\$116,734	\$196,358

PRESIDENT'S RECOMMENDATION: THE PRESIDENT RECOMMENDS APPROVAL.

COMMITTEE ACTION:

DATE:

BOARD ACTION:

DATE:

M.S. IN APPLIED NEUROSCIENCE

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Proposed New Academic Program – Master of Science in Applied Neuroscience

DATE OF MEETING: May 3, 2022

BRIEF EXPLANATION:

The proposed **MS in Applied Neuroscience** is strategically situated at the intersection of Biology, Information Technology, and Engineering with a strong emphasis on health disparities studies. This program is designed to prepare students to succeed in 21st-century professional settings and/or in their matriculation into doctoral programs. The program aims to develop professionals who have a clear understanding of the prevailing brain health disparities in Maryland and beyond and who know how to apply their interdisciplinary skills to address them.

The proposed Master of Science (MS) in Applied Neuroscience offers students a thesis or a project option to accommodate opportunities in applied areas such as the health care, industry, and academic research and analysis environment as well as those who seek to pursue doctoral degrees. As the host for a substantial number of biotech and pharmaceutical companies, as well as educational and nonprofit institutions, the State of Maryland requires skilled researchers who can adequately use cutting-edge technologies and who have a solid understanding of the empirical and theoretical concepts that apply to brain health. However, no public institution in the state offers an MS in neuroscience or brain science that allows for direct matriculation.

This program fills a gap in the educational landscape of the State of Maryland and beyond. There are currently no MS in Neuroscience programs in Maryland that students can matriculate into. There are, as of yet, very few MS programs in the Nation with an interdisciplinary approach such as proposed here and none of them are fully online. Thus, the online (no thesis) component of the program can serve a population of students in Maryland, nationally, or internationally who are otherwise excluded from such training opportunities because they work full time and cannot relocate to the University campus or are located internationally.

The MS in Applied Neuroscience has been designed to be well aligned with the strategic goals of the University and the School of Computer, Mathematical, and Natural Sciences (SCMNS) to advance the mission of Morgan to move towards R1 status. The **MS in Applied Neuroscience supports current initiatives, supported by President Wilson, to build an interdisciplinary Center for Brain Science** with an emphasis on research in brain health disparities.

The program expects to start with 25 students in Year 1 and increase by 25 students each year, to reach a steady-state number of 50-55 within the two-year program at any given time.

FISCAL IMPACT: Although there is a projected loss in the first year, the program is expected to generate an average yearly gain of \$107,000 resulting in payback within 3 years. While the gain is declining in this estimation, that pattern is primarily due to projecting continued growth in expenses alongside steady enrollment in the full-time program with some growth projected for the part-time program.

T1. Total Resources	\$399,292	\$698,584	\$741,340	\$741,340	\$741,340
T2. Total Expenses	\$682,000	\$597,960	\$614,399	\$631,331	\$648,771
Net (T1 – T2)	- \$282,708	\$100,624	\$126,941	\$110,009	\$92,569

PRESIDENT'S RECOMMENDATION: THE PRESIDENT RECOMMENDS APPROVAL.

COMMITTEE ACTION:

DATE:

BOARD ACTION:

DATE:

DOCTOR OF SOCIAL WORK

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Proposed New Academic Program – Doctor of Social Work

DATE OF MEETING: May 3, 2022

BRIEF EXPLANATION:

The proposed Doctor of Social Work (DSW) is a practice-based doctoral program that allows Master of Social Work (MSW) practitioners to receive advanced practice skills, resulting in an expansion of the workforce that can deliver human health services, particularly mental health programs. Although the Bureau of Labor Statistics projects that social work opportunities will grow 12 percent through 2030, there are currently no higher education institutions in Maryland, Virginia, or the District of Columbia offering the DSW. While social work opportunities are varied, the increasing mental health needs have led to greater recognition of the importance of the doctorate as a terminal practice degree. Such a degree will lead to improved employment opportunities for trained social workers, whether in mental health or administration and management or serving as policy advocates, entrepreneurs, or educators.

The following highlights some key features of the proposed degree program:

1. Faculty will offer specialized courses addressing both the theoretical foundations and practical applications that apply to social work in urban communities and organizations, as well as the role of leadership in effecting social change in policies that impact many areas impacting the effectiveness of social work interventions.
2. The curriculum includes elective courses highlighting the role of technology in mental health care treatment, exploring the relationship between culturally diverse religious and spiritual values and clinical interactions, and introducing the skills needed for nonprofit management, board service, and fundraising.
3. The program will come online after the completion of a state-of-the-art facility that will house an on-site clinic which will enhance field education training and allow community residents access to high-quality services.
4. This degree enhances regional DSW growth, allowing it to expand alongside national growth which has outpaced that for PhDs in social work, creating a resource for many practitioners in the region to receive advanced practice training and enhancing the employment opportunities for many MSWs of color.

Because the program will allow students concurrent enrollment in traditional and online formats, the expected market for the proposed DSW program includes local and regional MSW graduates. Since 2005, Morgan's School of Social Work has graduated nearly 900 MSWs. Moreover, with the online offering, there are likely to be those with the MSW who would be interested in the uniqueness of the terminal degree from an HBCU having the focus on addressing social problems that are distinctly urban.

The program will start with 20 students in Year 1 and increase by 5 students each year, having 40 students by Year 5. The School of Social Work already has scholars dedicated to the research and practice of social work in urban communities. The School expects to add two additional full-time faculty members and two adjuncts who will serve as support staff. They are expected to be individuals who have experience working with diverse populations and Maryland clinical social work licensure.

FISCAL IMPACT: The potential profit will be between -\$54,991 (Year 1) to \$213,743 (Year 5) based on enrollment projection.

T1. Total Resources	\$277,609	\$345,747	\$413,885	\$482,024	\$550,163
T2. Total Expenses	\$332,600	\$327,511	\$330,451	\$333,421	\$336,420
Net (T1 – T2)	- \$54,991	\$18,236	\$83,434	\$148,603	\$213,743

PRESIDENT'S RECOMMENDATION: THE PRESIDENT RECOMMENDS APPROVAL.

COMMITTEE ACTION:

DATE:

BOARD ACTION:

DATE:

CULTURAL DIVERSITY PLAN

BOARD OF REGENTS

MORGAN STATE UNIVERSITY

SUMMARY OF ITEM FOR ACTION

TOPIC: Cultural Diversity Plan

DATE OF MEETING: May 2, 2022

BRIEF EXPLANATION: In accordance with §11-406 of the Education Article, the University is required to develop and implement a plan for a program of Cultural Diversity that is approved by the Board of Regents by July 1, 2021, and submitted to the Maryland Higher Education Commission (MHEC) by September 1, 2021. The last Cultural Diversity Plan was approved by the Board in May 2011, for 10 years, and, in May 2021, was extended one (1) additional year to allow the University to re-assess its diversity goals and programs with an eye towards achieving excellence and diversity in light of the COVID-19 global pandemic.

For your consideration is the University's Strategic Plan for Enhancing Cultural Diversity, 2022-2025, based on its assessment of existing programs, new initiatives, and the results of campus climate surveys for staff, faculty, and students.

FISCAL IMPACT: None.

PRESIDENT'S RECOMMENDATION: The President recommends approval of the 2022-2025 Cultural Diversity Plan to ensure that the University is in compliance with state law and continues to stride towards cultural diversity.

COMMITTEE

ACTION: _____

DATE: _____

BOARD

ACTION: _____

DATE: _____

Strategic Plan for Enhancing Cultural Diversity at Morgan State University: 2022-2025

David Wilson, President

Presented to
Morgan State University Board of Regents Academic and Student Affairs
Committee May 2, 2022

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I. Introduction to Morgan State University

As Maryland's public urban university, Morgan State University (Morgan) is one of the nation's premiere historically black colleges or universities (HBCUs). As such, achieving and maintaining a diverse student body as well as a diverse faculty and staff is a compelling interest and important goal for Morgan. Among the chief strategies employed by Morgan to enhance diversity is offering a comprehensive program of studies leading to the awarding of degrees at the undergraduate, master's, and doctoral levels. Morgan is one of the few HBCUs offering such an expansive range of academic programs from the bachelor's degree through the doctorate. Morgan currently awards degrees in twenty-three doctoral programs, forty-six master's programs, and approximately 67 baccalaureate programs.

Morgan also houses a number of research programs and offers a variety of public services to the larger Baltimore metropolitan community. There are approximately 8,469 undergraduate and graduate students enrolled at Morgan from throughout the United States and numerous foreign countries, which is approximately an 18% increase in enrollment since Academic Year 2010.

The Academic Division of Morgan is organized around the James H. Gillam, Jr. College of Liberal Arts, the School of Architecture and Planning, the Earl Graves School of Business and Management, the School of Computer, Mathematical and Natural Sciences, the School of Community Health and Policy, the School of Education and Urban Studies, the School of Engineering, the School of Social Work, the College of Interdisciplinary and Continuing Studies, and the School of Graduate Studies. Morgan is also fully accredited by the Middle States Commission on Higher Education and by the Maryland State Department of Education. Chief among the long-term strategies in the University's 10-year strategic plan, 2021-2030:

"Transformation Morgan 2030: Leading the Future," is the University's goal of achieving a Carnegie R1 "very high research" university classification; launching the Morgan Completes You Initiative to provide flexibility for traditional and non-traditional students to complete degrees in bachelor's, master's, and doctoral programs; and planning leadership development programs and advancement opportunities for employees. Equally important to the University achieving all of its strategic goals is its priority in achieving cultural diversity.

II. Maryland's Diversity Mandate

As required in the Education Article, Annotated Code of Maryland, § 11-406 (b)(1)(i), each public institution of higher education in the State shall develop and implement a plan for a program of cultural diversity. Within the statute, "cultural diversity" means the inclusion of those racial and ethnic groups and individuals that are or have been underrepresented in higher education § 11-406 (a). The plan shall enhance cultural diversity programming and sensitivity to cultural diversity through instruction and training of the student body, faculty, and staff at the institution of higher education § 11-406 (b)(3). Specifically, the statute requires that the cultural diversity plan include:

- a description of the way the institution addresses cultural diversity among its students, faculty and staff populations;
- a description of how the institution plans to enhance cultural diversity, if improvement is needed;
- a process for reporting campus-based hate crimes consistent with federal requirements under the Clery Act;
- a summary of resources needed, including State grants, to effectively recruit and retain a

- culturally diverse student body; and,
- the enhancement of cultural diversity programming and sensitivity to cultural diversity through instruction and training of the student body, faculty, and staff of the institution § 11-406 (b)(2)(i)-(iv).

The cultural diversity plan must be submitted to the institution's governing board for its review by July 1 of each year, per § 11-406 (c)(1). Following its review of the plan, the governing board must submit a progress report on the institution's implementation of the plan to the Maryland Higher Education Commission (MHEC) by September 1 of each year, per § 11-406 (c)(2).

III. The Demographic Context for Diversity in Maryland and the United States

To achieve cultural diversity at Morgan State University, the demographic and socio- economic trends in the state of Maryland must be considered. The 2020 Census data show that Maryland's population rose 7% since 2010 to a total of 6,177,224. The Baltimore Region, consisting of Baltimore City where Morgan is situated, as well as the counties of Anne Arundel, Baltimore, Carroll, Harford, and Howard, remains to be the most populous region in Maryland, with a 5% growth since 2010. Census data further shows that Maryland's population who identifies as White has dropped below 50% to approximately 47-49%. Although the population of those who identify as Black has stayed at 29%, the population who identifies persons of color¹ has increased, overall, with Hispanics experiencing the largest share of the State's population growth.

The nation has seen trends similar to the state of Maryland. Specifically, according to census data, the White population, although remaining the largest racial group in the United States, has declined by 8.6% since 2010; the Hispanic population grew 23% compared to the growth of non-Hispanics at 4.3%; and those who identify as a combination of races increased 129% surpassing the Black population as the second-largest race. While Morgan has experienced a decrease of students, staff, and faculty who identify as Black, the population at Morgan who identify as Hispanic and those from international countries has significantly increased since 2010. See Tables A, B, C, D, and E.

With the influx of persons of color (excluding Blacks) in Maryland and at Morgan, Morgan expects to continue to welcome and include a culturally diverse population with distinctly different educational and socioeconomic characteristics. Inherent in Morgan's ongoing and continuous commitment to diversity, particularly as a HBCU, is the goal to increase the presence of Blacks in its faculty, staff, and student populations.

IV. Morgan State University's Global Diversity Mission

Morgan's welcomes and supports a broad diversity of people and ideas as essential to quality education in a global interdependent society. Morgan provides equitable access to high-quality educational programs and meaningful employment.

Board policies, located at www.morgan.edu/board-of-regents/policies-and-procedures, reinforce Morgan's diversity mission including, but not necessarily limited to:

- Policy on Nondiscrimination
- Sexual Harassment and Prohibited Conduct Policy

¹ People of color refers to Black or African-American, Hispanic, Asian, other non-White, two or more races, Native American and Native Hawaiian or Pacific Islander.

The core value in Morgan's diversity mission is the pursuit of knowledge informed by a free marketplace of ideas. The knowledge acquired in that marketplace comes closest to truth when a diverse assembly of faculty, students, and staff are able to compare their personal as well as professional information, data, and beliefs against a community comprised of people of all races, ethnicities, colors, genders, religions, and socio-economic statuses. Towards that end, Morgan has a compelling interest in pursuing its diversity mission. Morgan's Strategic Plan, 2022-2032, reflects goals and strategies approved by the Board of Regents in 2021 to enhance cultural diversity in the context of Morgan's mission, vision and core values. Four (4) of its six (6) goals in its 2022-2032 Strategic Plan focus on attracting a culturally diverse student body and expanding its international footprint. Goal #1, which is to enhance student success and well-being, recognizes that achieving educational excellence requires the University, as a whole, to be welcoming and inclusive of its diverse population. Goal #2, which is to implement a broad range of human resource development initiatives for the progression of faculty and staff, recognizes that a culturally diverse workforce creates strong organizational performance, drives innovation, and promotes a sense of belonging. Goal #4, which is to continue serving as the premier anchor institution for Baltimore City and beyond, calls Morgan to recognize the changes in the racial population in the city, state and nation since Morgan's last Cultural Diversity Plan in 2011 and create programming and policies to serve this diverse population with social and economic impact. Lastly, through Goal #6 of its Strategic Plan, which is to accelerate global education initiatives and expand its international footprint, Morgan embraces cultural diversity by thinking globally and engaging international nations in West Africa, Latin American, and the Caribbean.

A. Growing Diversity at Morgan

Faculty

In its 2011 Cultural Diversity Plan, Morgan set two goals regarding faculty. One goal was to encourage and monitor the recruitment of Hispanic faculty at all ranks. The second goal was to encourage and monitor the recruitment of Native American female faculty at all ranks. During AY 2010 to AY 2022, Morgan has enjoyed a 140% increase of faculty who identify as Hispanic but experienced a decline of its Native American female faculty. Because cultural diversity, as defined by §11-416, does not include gender, Morgan notes that it has experienced a decrease in its Native American faculty population, including both genders.

Of significant note, Morgan's faculty population who identify as international has increased by 37% since 2010. This increase in faculty diversity correlates to diverse pedagogical, competencies, and aspirations, and places Morgan in a key position to increase its international footprint and prepare students to be global leaders. While Morgan has attracted and retained more Hispanic and international faculty, faculty who identify as Black, White, or Asian has decreased at 12.7%, 26.5%, and 7.1%, respectively. As the faculty have been attracted and retained at various ranks, Morgan now is investing in faculty-development initiatives designed to increase the competitiveness for promotion of both junior-level and senior-level faculty, as detailed in its Transformation Morgan 2030 Strategic Plan. Specific to increasing cultural diversity, Morgan will advance the following goals for its faculty:

Goal 1:

Attract and retain faculty who identify as White and persons of colors, including Black, American Indian, Asian, Hispanic, International, Native Hawaiian, or a combination of races / ethnicities.

Goal 2:

Have mandatory diversity training for all recruitment committee members,

Goal 3:

Develop and maintain key metrics to track the progression of all faculty at all ranks from Instructor to Professor.

Goal 4:

Offer programs on cultural diversity, including, but not limited to, awareness and conscious bias, to all staff.

Goal 5:

Increase the use of culturally respectful and responsive pedagogies through faculty development.

Staff

As Table D illustrates, Morgan has experienced significant growth since 2010 in its staff population. While the percentage of those who identify as Black and Native Hawaiian / Pacific Islander has decreased, staff who identify as International, Hispanic, and Asian has increased, with the largest growing population being international staff. Morgan contributes this success to intentional recruiting steps and human resource retention initiatives. A notable initiative is the launching of the Employee Assistance Program, in Fall 2021 during the COVID-19 global pandemic, to provide resources to employees and their dependents at no cost to cope with personal and professional issues that may impact work and family responsibilities. For the next 3 years, no later than AY2025, here are Morgan's goals for increasing cultural diversity among its staff:

Goal 6:

Attract and retain staff who identify as White and persons of colors, including Black, American Indian, Asian, Hispanic, International, Native Hawaiian, or a combination of races / ethnicities.

Goal 7:

Have mandatory diversity training for all recruitment committee members.

Goal 8:

Continue to offer virtual and in-person services on various topics through its Employee Assistance Program.

Goal 9:

Offer programs on cultural diversity, including, but not limited to, awareness and conscious bias, to all staff.

Goal 10:

Establish and promote employee resource groups based on commonalities such as race, ethnicity, gender, religion, gender identity, and sexual orientation.

Undergraduate Students

From AY2010 to AY 2022, Morgan experienced an astounding 413% increase of Hispanic students in its undergraduate population. Also, during this time period, Morgan's international undergraduate student population grew by 97%. While Morgan's undergraduate populations who identify as Black, Asian, and White decreased by 11%, 54%, and 29%, respectively, there was an 11% increase of White undergrads during AY2020 when the University pivoted to online and remote instruction in response to the COVID-19 global pandemic. For the next 3 years, no later than AY2025, here are Morgan's goals for increasing cultural diversity among its undergraduate population:

Goal 11:

Continue to recruit, admit, retain, and graduate greater numbers of Black undergraduate students.

Goal 12:

Continue to recruit, admit, retain and graduate greater numbers of White undergraduate students.

Goal 13:

Continue to recruit, admit, retain and graduate greater numbers of Hispanic undergraduate students.

Goal 14:

Continue to recruit, admit, retain and graduate greater numbers of Asian undergraduate students.

Goal 15:

Continue to recruit, admit, retain and graduate greater numbers of international students.²

Goal 16:

Determine the correlation, if any, between offering online instruction and retaining and graduating culturally diverse cohorts.

Goal 17:

Establish more internships and employment opportunities for international and undocumented students.

Graduate Students

Cultural diversity in Morgan's graduate population has increased remarkably from AY 2010 to AY 2022. (See Table B). The population of graduate students who identify as Black, White, Hispanic, and international have increased from AY 2010 to AY202, with the greatest increase (290%) in the international population. Morgan's Asian population of graduate students peaked during the COVID-19 global pandemic at 2.3% but has since declined to 1/3% of its total population in AY 2022. For the next 3 years, no later than AY2025, here are Morgan's goals for increasing cultural diversity among its graduate population:

Goal 18:

Continue to recruit, admit, retain, and graduate greater numbers of Black graduate students.

Goal 19:

Continue to recruit, admit, retain and graduate greater numbers of Hispanic graduate students.

² This goal is interconnected with Morgan's goal in its Transformation Morgan 2030 Plan to double the number of enrolled international students from 400 to 800 in 10 years.

Goal 20:

Continue to recruit, admit, retain and graduate greater numbers of Asian graduate students.

Goal 21:

Increase the percent of Asian graduate students who matriculated at Morgan.

Goal 22:

Establish more internships and employment opportunities for international and undocumented students.

B. Responding to a More Culturally Diverse Community

Increasing diversity requires intentional steps to be inclusive. In addition to the diversity goals reflected above, this Strategic Plan for Enhancing Cultural Diversity at Morgan lays out Morgan's goals to ensure that its diverse faculty, staff and student feel supported. During the COVID-19 global pandemic, attitudes towards police have intensified and divided our nation along racial lines; international warfare has broken strides towards peace; hunger and housing insecurity has plagued people of all ages and walks of life; and anti-LGBTQIA messaging is creating division instead of inclusivity. While increasing its culturally diverse population, overall, Morgan will take the following intentional steps to be inclusive where all members feel safe and supported by 2025:

Goal 23:

Improve Morgan Police Department's relationship with students and employees by increasing its engagement in community policing.

Goal 24:

Increase the visibility of and resources for key Morgan offices geared towards creating inclusion, such as the Office of Diversity and EEO, Student Disability Support Services, Bear Team Case Management, the University Counseling Center.

Goal 25:

Continue the work of the Diversity Advisory Committee, which consists of appropriate departmental representation, to implement and develop accountability mechanisms to assess outcomes.

Goal 26:

Unite Student Affairs and Academic Affairs in a collaboration to embed cultural diversity awareness, community engagement, and respectful interpersonal techniques between students and faculty in order to create an inclusive, respectful learning environment.

Goal 27:

Continue to celebrate the International Transgender Day of Visibility with an annual day of programs and initiatives known as "A Day in Their Shoes."

Goal 28:

Continue to recognize religious and cultural diverse holidays and celebrations.

Goal 29:

Support the goals and visibility of all campus organizations regarding gender, race, ethnicity, sexual orientation, gender identity, religion.

Goal 30:

Partner with community organizations to provide resources regarding immigration status, religion, race and ethnicity, sexual orientation, and gender identity.

Goal 31:

Increase housing and food resources to meet the basic living essentials of Morgan's community members.

Goal 32:

Create internal procedures for faculty, staff, and students to change their name and gender identity in Morgan official records as appropriate.

Goal 33:

Promote awareness and increase support of Office of Diversity and Equal Employment Opportunity (EEO), which is charged with overseeing Morgan's compliance with its nondiscrimination policies.

C. Process for Reporting Campus-based Hate Crimes

In compliance with the Jeanne Cleary Act and the Violence Against Women Act (2013), as well as state law, and in an effort to promote the personal safety of the college community, Morgan produces and distributes annual reports containing crime statistics and statements of security policy. A crime log is maintained at all times and can be available for access and review at any time. The following categories of crime for the campus, certain non-campus properties, and certain public property areas that have been reported to local Police (Baltimore City Northeast District) and the Morgan Police Department are disclosed for the most recent three years: criminal homicide; aggravated assault; sex offenses; burglary; robbery; motor vehicle theft; arson; drug, alcohol, and weapons violations; dating and domestic violence; and stalking. Also maintained by Morgan are crime statistics of hate crimes, associated with either the commission of a primary crime or the lesser offenses of larceny-theft, simple assault, intimidation, destruction of or vandalism of buildings or property. Hate crimes are offenses that manifest evidence that the alleged perpetrator was motivated to act based on bias towards the alleged victim's race, gender, gender identity, religion, sexual orientation, ethnicity, national origin, or disability.

Allegations or reports of crimes, including campus-based hate crimes, can be made by contacting Morgan's Police Department at 911 or (443) 885-3100 or Office of Diversity and EEO at (443) 885-3559. The Police Department investigates reports by gathering details, collecting evidence, sharing information with law enforcement partners, and consulting with legal experts to determine appropriate strategies for criminal prosecution. The Office of Diversity and EEO assesses all reports and complaints of discrimination based on a legally protected class and resolves those matters in accordance with Morgan's internal procedures and practices.

D. Resources for Recruiting and Retaining a Culturally Diverse Student Body

A fundamental challenge to increasing cultural diversity, as noted in Morgan's 2011 Plan, was that campus facilities and infrastructure were not aesthetically pleasing, comparable to and competitive with other doctoral research universities that students and faculty have a choice to attend. Since that time, Morgan has launched into an impressive campus revitalization project, where current buildings were renovated and new modern facilities were constructed to house educational programs, residential housing, and administrative offices, and provide state-of-the-art amenities. Investment in people is also needed to recruit and retain a culturally diverse student body. Morgan operates a wide array of programs and initiatives, as detailed in its Annual

Progress Report, to enhance cultural diversity, prepare minority and nontraditional students, advocate for students with disabilities, and support student extracurricular activities. The COVID-19 pandemic made Morgan aware of its need to increase electronic communication and virtual presence. Continuing to offer such an array of program and initiatives, particularly in remote fashions, will require competitive salaries, opportunities for advancement as well as new equipment and infrastructure. In addition to the goals identified above, Morgan sets out to achieve the following by 2025:

Goal 34:

Generate external revenue by securing contracts and grants from federal and State agencies that support instructional services and enhance institutional infrastructure and facilities; and

Goal 35:

Form partnerships with businesses and foundations that expand educational opportunities for students and that promote development in the communities proximate to the institutions.

In summary, a major challenge in achieving the goals of cultural diversity outlined in this strategic plan is the significant financial commitment and investment in people and programs, most notably in the areas of faculty recruitment and the academic development of minority students that must be made by the State and by Morgan.

Table A: Undergraduate Students Comparison																				
	Baseline: AY-2010				AY-2019				AY-2020				AY-2021				AY-2022			
	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female
African American/Black	5761	92.9	2509	3252	5121	79.8%	2108	3013	5336	82.6%	2135	3201	5178	82.6%	1964	3214	4644	66.0%	1751	2893
American Indian or Alaska Native	12	0.2	4	8	10	0.2%	6	4	9	0.1%	6	3	10	0.2%	6	4	9	0.1%	5	4
Asian	46	0.7	25	21	48	0.7%	29	19	49	0.8%	26	23	37	0.6%	19	18	21	0.3%	8	13
Hispanic/Latino	59	1	20	39	218	3.4%	87	131	253	3.9%	105	148	277	4.4%	103	174	303	4.3%	116	187
White	102	1.6	49	53	113	1.8%	55	58	110	1.7%	56	54	103	1.6%	55	48	72	1.0%	42	30
Native Hawaiian or other Pacific Islander	0	0	0	0	3	0.0%	3	0	6	0.1%	5	1	6	0.1%	5	1	3	0.0%	3	0
Two or more races	0	0	0	0	223	3.5%	86	137	224	3.5%	79	145	219	3.5%	79	140	166	2.4%	58	108
International	219	3.5	122	97	595	9.3%	506	89	388	6.0%	314	74	249	4.0%	169	80	432	6.1%	211	221
Did not self-identify	0	0	0	0	88	0.0%	38	50	86	1.3%	41	45	191	3.0%	75	116	1384	19.7%	502	882
Total	6199	100%	2729	3470	6419	100.0%	2915	3501	6461	100.0%	2767	3694	6270	100.0%	2475	3795	7034	100.0%	2696	4338

Table B: Graduate Students Comparison																				
	Baseline: AY-2010				AY-2019				AY-2020				AY-2021				AY-2022			
	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female
African American/Black	792	77.1	294	498	930	71.9%	328	602	907	69.7%	297	610	895	65.6%	303	592	831	57.9%	273	558
American Indian or Alaska Native	2	0.2	1	1						0.0%			0	0.0%	0	0	1	0.1%	0	1
Asian	24	2.3	14	10	24	1.9%	11	13	30	2.3%	17	13	29	2.1%	16	13	18	1.3%	13	5
Hispanic/Latino	9	0.9	7	2	46	3.6%	19	27	50	3.8%	18	32	42	3.1%	14	28	42	2.9%	14	28
White	99	9.6	45	54	102	7.9%	45	57	111	8.5%	50	61	115	8.4%	47	68	109	7.6%	41	68
Native Hawaiian or other Pacific Islander	0	0	0	0	0	0.0%	0	0		0.0%			0	0.0%	0	0	0	0.0%	0	0
Two or more races	0	0	0	0	41	3.2%	16	25	42	3.2%	16	26	37	2.7%	10	27	40	2.8%	17	23
International	100	9.7	51	49	143	11.1%	66	77	152	11.7%	64	88	239	17.5%	111	128	390	27.2%	211	179
Did not self-identify	1	0.1	0	0	7	0.5%	2	5	10	0.8%	4	6	7	0.5%	4	3	4	0.3%	2	2
Total	1027	100%	412	615	1293	100.0%	487	806	1302	100.0%	466	836	1364	100%	505	859	1435	100%	571	864

Table C: Faculty Comparison

	Baseline: AY-2010				AY-2019				AY-2020				AY-2021				AY-2022			
	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female
African American/Black	324	59.3	175	149	337	47.8%	160	177	330	47.8%	162	168	270	47.0%	134	136	283	47.9%	133	150
American Indian or Alaska Native	11	2	8	3	3	0.4%	2	1	3	0.4%	2	1	3	0.5%	2	1	3	0.5%	2	1
Asian	28	5.1	22	6	33	4.7%	23	10	29	4.2%	21	8	25	4.4%	18	7	26	4.4%	18	8
Hispanic/Latino	5	0.9	4	1	11	1.6%	6	5	8	1.2%	3	5	7	1.2%	2	5	12	2.0%	3	9
White	113	20.7	73	40	100	14.2%	57	43	99	14.3%	57	42	74	12.9%	40	34	83	14.0%	44	39
Native Hawaiian or other Pacific Islander	1	0.2	1	0	1	0.1%	1	0	1	0.1%	1	0	1	0.2%	1	0	1	0.2%	1	0
Two or more races	7	1.3	3	4	16	2.3%	6	10	15	2.2%	5	10	9	1.6%	3	6	13	2.2%	3	10
International	57	10.4	33	24	102	14.5%	68	34	112	16.2%	74	38	107	18.6%	71	36	91	15.4%	61	30
Did not self-identify	0	0	0	0	102	14.5%	53	49	93	13.5%	43	50	78	13.6%	34	44	79	13.4%	32	47
Total	546	100%	319	227	705	100%	376	329	690	100%	368	322	574	100%	305	269	591	100%	297	294

Table D: Staff Comparison

	Baseline: AY-2010				AY-2019				AY-2020				AY-2021				AY-2022			
	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female
African American/Black	962	87.8	463	499	1076	68.7%	484	592	1095	69.0%	489	606	923	66.5%	383	540	1097	67.5%	463	634
American Indian or Alaska Native	3	0.3	1	2	6	0.4%	2	4	5	0.3%	1	4	4	0.3%	1	3	4	0.2%	1	3
Asian	16	1.5	6	10	27	1.7%	12	15	26	1.6%	13	13	31	2.2%	16	15	32	2.0%	16	16
Hispanic/Latino	10	0.9	4	6	44	2.8%	15	29	39	2.5%	16	23	33	2.4%	10	23	44	2.7%	14	30
White	64	5.8	40	24	93	5.9%	59	34	91	5.7%	61	30	93	6.7%	62	31	99	6.1%	67	32
Native Hawaiian or other Pacific Islander	2	0.2	0	2	1	0.1%	0	1	2	0.1%	1	1	2	0.1%	1	1	3	0.2%	2	1
Two or more races	12	1.1	5	7	28	1.8%	13	15	35	2.2%	12	23	32	2.3%	12	20	37	2.3%	12	25
International	25	2.3	13	12	163	10.4%	80	83	176	11.1%	83	93	174	12.5%	86	88	211	13.0%	100	111
Did not self-identify	2	0.2	1	1	128	8.2%	62	66	118	7.4%	49	69	95	6.8%	40	55	97	6.0%	41	56
Total	1096	100%	533	563	1566	100%	727	839	1587	100.0%	725	862	1387	100.0%	611	776	1624	100.0%	716	908

Total students comparison AY 2018 (Fall 2017)					Total students comparison AY 2019 (Fall 2018)				Total students comparison AY 2020(Fall 2019)				Total students comparison AY 2021(Fall 2020)				Total students comparison AY 2021(Fall 2022)			
RACE	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female	#	%	Male	Female
Black	5864	75.7%	2395	3469	6051	78.5%	2436	3615	6243	80.4%	2432	3811	6073	79.6%	2267	3806	5475	64.6%	2024	3451
Native American	8	0.1%	3	5	10	0.1%	6	4	9	0.1%	6	3	10	0.1%	6	4	10	0.1%	5	5
Asian	85	1.1%	51	34	72	0.9%	40	32	79	1.0%	43	36	66	0.9%	35	31	39	0.5%	21	18
Hispanic	257	3.3%	103	154	264	3.4%	106	158	303	3.9%	123	180	319	4.2%	117	202	345	4.1%	130	215
White	235	3.0%	118	117	215	2.8%	100	115	221	2.8%	106	115	218	2.9%	102	116	181	2.1%	83	98
Native Hawaiian	4	0.1%	4	0	3	0.0%	3	0	6	0.1%	5	1	6	0.1%	5	1	3	0.0%	3	0
Multiracial	249	3.2%	100	149	264	3.4%	102	162	266	3.4%	95	171	256	3.4%	89	167	206	2.4%	75	131
International	945	12.2%	723	222	738	9.6%	572	166	540	7.0%	378	162	488	6.4%	280	208	822	9.7%	422	400
Did not self-ident	100	1.3%	42	58	95	1.2%	40	55	96	1.2%	45	51	198	2.6%	79	119	1388	16.4%	504	884
Total	7747	100.0%	3539	4208	7712	100.0%	3402	4307	7763	100.0%	3233	4530	7634	100%	2980	4654	8469	100.0%	3267	5202

ATHLETICS UPDATE



**NCAA GRADUATION RATES REPORT
SIGNATURE FORM**

After review of the online Graduation Rates Report, the chancellor or president must sign the appropriate space on this form, which must be uploaded to the Academic Portal not later than July 1.

Please mark the appropriate response:



The report was found to be correct, as provided by the NCAA.

or



The report was found to be incorrect. Corrections have been discussed with the NCAA staff and are now reflected on the new online document.

Morgan State University

Name of Institution

Signature of Chancellor, President or Designee

Dr. David Wilson, President

Print or Type Name of Chancellor, President or Designee

Date

Morgan State University

FRESHMAN-COHORT GRADUATION RATES

	All Students	Student-Athletes #
2015-16 Graduation Rate	44%	63%
Four-Class Average	43%	61%
Student-Athlete Graduation Success Rate		78%

1. Graduation-Rates Data

a. All Students

	Men				Women				Total			
	2015-16		4-Class		2015-16		4-Class		2015-16		4-Class	
	N	%	N	%	N	%	N	%	N	%	N	%
Am. Ind./AN	***	***	***	***	***	***	***	***	***	***	***	***
Asian	***	***	12	42	***	***	3	33	***	***	15	40
Black	399	37	1511	37	550	47	1985	48	949	43	3496	43
Hispanic	13	15	55	31	29	31	94	41	42	26	149	38
Nat. Haw./PI	***	***	***	***	***	***	***	***	***	***	***	***
N-R Alien	85	69	150	68	13	77	44	66	98	70	194	68
Two or More	17	18	64	28	17	41	106	36	34	29	170	33
Unknown	14	14	22	14	6	50	25	32	20	25	47	23
White	***	***	16	56	***	***	23	43	***	***	39	49
Total	531	40	1832	39	628	47	2288	47	1159	44	4120	43

b. Student-Athletes

	Men						Women						Total					
	2015-16		4-Class		GSR		2015-16		4-Class		GSR		2015-16		4-Class		GSR	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Am. Ind./AN	0	-	***	***	***	***	0	-	***	***	***	***	0	-	***	***	***	***
Asian	0	-	0	-	***	***	0	-	0	-	***	***	0	-	0	-	***	***
Black	17	53	89	60	87	68	14	79	58	62	55	84	31	65	147	61	142	74
Hispanic	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Nat. Haw./PI	0	-	***	***	0	-	0	-	***	***	0	-	0	-	***	***	0	-
N-R Alien	0	-	***	***	0	-	0	-	***	***	0	-	0	-	***	***	0	-
Two or More	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Unknown	3	67	6	83	8	75	4	75	12	83	13	100	7	71	18	83	21	90
White	***	***	***	***	3	100	***	***	***	***	12	92	***	***	***	***	15	93
Total	23	48	101	58	102	69	26	77	94	64	93	89	49	63	195	61	195	78

c. Student-Athletes by Sport Category

Baseball				Men's Basketball				Men's CC/Track			
%N				%N				%N			
2015-16 4-Class GSR				2015-16 4-Class GSR				2015-16 4-Class GSR			
Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-
Asian	-	-	-	Asian	-	-	-	Asian	-	-	-
Black	-	-	-	Black	50-a	38-c	45-c	Black	0-a	83-d	85-d
Hispanic	-	-	-	Hispanic	-	-	-	Hispanic	0-a	0-a	-
Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-
N-R Alien	-	-	-	N-R Alien	-	-	-	N-R Alien	-	-	-
Two or More	-	-	-	Two or More	-	-	-	Two or More	-	-	-
Unknown	-	-	-	Unknown	-	-	100-a	Unknown	-	-	-
White	-	-	-	White	-	-	-	White	-	-	-
Total	-	-	-	Total	50-a	38-c	50-c	Total	0-a	79-d	85-d

Football				Men's Other			
%N				%N			
2015-16 4-Class GSR				2015-16 4-Class GSR			
Am. Ind./AN	-	0-a	0-a	Am. Ind./AN	-	-	-
Asian	-	-	-	Asian	-	-	100-a
Black	62-c	57-e	67-e	Black	-	50-a	50-a
Hispanic	0-a	0-a	50-a	Hispanic	-	-	-
Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-
N-R Alien	-	-	-	N-R Alien	-	-	-
Two or More	-	-	-	Two or More	-	-	-
Unknown	67-a	83-b	71-b	Unknown	-	-	-
White	-	100-a	100-a	White	0-a	0-a	100-a
Total	59-d	58-e	67-e	Total	0-a	33-a	75-a

Women's Basketball				Women's CC/Track				Women's Other			
%N				%N				%N			
2015-16 4-Class GSR				2015-16 4-Class GSR				2015-16 4-Class GSR			
Am. Ind./AN	-	0-a	-	Am. Ind./AN	-	0-a	-	Am. Ind./AN	-	-	-
Asian	-	-	-	Asian	-	-	-	Asian	-	-	-
Black	0-a	53-c	86-c	Black	90-b	68-e	81-e	Black	67-a	60-c	87-c
Hispanic	-	-	-	Hispanic	-	-	-	Hispanic	100-a	100-b	100-c
Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	0-a	-
N-R Alien	-	-	-	N-R Alien	-	-	-	N-R Alien	-	0-a	-
Two or More	-	-	-	Two or More	-	-	-	Two or More	100-a	100-a	100-a
Unknown	100-a	100-a	100-a	Unknown	-	50-a	100-a	Unknown	50-a	86-b	100-b
White	-	-	-	White	-	100-a	100-a	White	50-a	50-b	91-c
Total	67-a	55-d	89-d	Total	90-b	66-e	82-e	Total	69-c	67-e	94-e

Values for N (a. 1-5, b. 6-10, c. 11-15, d. 16-20, e. greater than 20)

2. Undergraduate-Enrollment Data (All full-time baccalaureate-degree seeking students enrolled 2021-22)

a. All Students			b. Student-athletes #		
	Men	Women		Men	Women
	N	N		N	N
Am. Ind./AN	5	3	Am. Ind./AN	0	1
Asian	10	12	Asian	2	0
Black	1709	2910	Black	102	58
Hispanic	90	160	Hispanic	3	8
Nat. Haw./PI	5	0	Nat. Haw./PI	3	0
N-R Alien	144	75	N-R Alien	0	0
Two or More	72	129	Two or More	1	4
Unknown	73	110	Unknown	2	1
White	37	35	White	6	10
Total	2145	3434	Total	119	82

c. Student-Athletes # By Sports Category

Men

	Basketball	Baseball	CC/Track	Football	Other
Am. Ind./AN	0	0	0	0	0
Asian	0	0	0	1	1
Black	12	0	19	65	6
Hispanic	0	0	0	2	1
Nat. Haw./PI	0	0	0	3	0
N-R Alien	0	0	0	0	0
Two or More	0	0	0	1	0
Unknown	1	0	0	1	0
White	1	0	1	3	1
Total	14	0	20	76	9

Women

	Basketball	CC/Track	Other
Am. Ind./AN	0	0	1
Asian	0	0	0
Black	15	18	25
Hispanic	1	0	7
Nat. Haw./PI	0	0	0
N-R Alien	0	0	0
Two or More	1	2	1
Unknown	0	0	1
White	0	1	9
Total	17	21	44

#Only student-athletes receiving athletics aid are included in this report.

STUDENT AFFAIRS UPDATE

MSU Board of Regents

Academic and Student Affairs Updates

Kevin M. Banks, Ed.D, VPSA

Monday, May 2, 2022

DIVISION OF STUDENT AFFAIRS UPDATES

MENTAL HEALTH TASK FORCE

DISCUSS THE UPDATES FOR
THE MENTAL HEALTH TASK
FORCE AND UNIVERSITY
COUNSELING CENTER.

FALL 2022 HOUSING

DISCUSS THE FALL 2022
HOUSING APPLICATION

FINAL SGA REPORT & TRANSITION OF NEW LEADERSHIP

DISCUSS THE FINAL STUDENT
GOVERNMENT ASSOCIATION
REPORT

STUDENT REGENT SELECTION PROCESS (CLOSED SESSION)

MENTAL HEALTH TASK FORCE & UNIVERSITY COUNSELING CENTER

1

RECONGIZED BY NAMI
"I WILL LISTEN CAMPAIGN"

2

HIRED 1 STAFF PSYCHOLOGIST
AND 1 EMBEDDED
COUNSELOR-ORL&H

3

LAUNCHING A PLAN FOR
MENTAL HEALTH FIRST AID
TRAINING FOR CAMPUS

4

WELLNESS DAYS

5

CAMPUS ASSESSMENTS

6

EXPANDED MENTAL HEALTH
SERVICES



MORGAN
STATE UNIVERSITY

MENTAL HEALTH TASK FORCE

<https://www.youtube.com/watch?v=Je1N11zQ5H0>



FALL 2022 HOUSING UPDATES

**HOUSING
UPDATES**

**RESIDENCE HALL
SUMMER
PREPARATIONS**

**FALL 2022
COVID-19
GUIDANCE**



THURGOOD MARSHALL HALL

STUDENT GOVERNMENT ASSOCIATION

**FINAL REPORT FOR
LEGACY ADMINISTRATION**

**INTRODUCTION OF NEW
LEADERSHIP**

**NEW STUDENT REGENT
SELECTION PROCESS
(CLOSED SESSION)**



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.

Final Updates

- Legacy Tree: We have finalized a spot for the Legacy Memorial Tree. The planting of the tree will be in May to honor loss morganites.
- Wellness Days: We were able to successfully implement wellness days into the spring semester and received great feedback.
- We were able to refill the feminine products three times this semester and students were really appreciative.
- Inauguration for the new administration will be held on May 2, 2022 and The Legacy Administrations' farewell ceremony will be held on May 3, 2022.

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, May 2, 2022 (Virtual)
9:00 A.M. – 12:00 P.M.

A. Remarks by the Chair

Dr. Shirley M. Malcom

B. Remarks by the President

Dr. David 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 January 31 and March 1, 2022 Chairwoman Malcom

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

Dr. Kara Turner

- FY 2024 Capital Budget Request

Ms. McCalla/Mrs. Cynthia Wilder,
University Facilities Planner

- Off-Campus Student Housing Resolutions

Dr. Wilson/Mr. Evans

- FY 2023 Additional Off-Campus Lease Housing Rate Recommendations

Mr. Sidney Evans, et al

- HBCU Capital Financing Program Application

Mr. Sidney Evans

- Acquisition of Air Rights Over Legacy Bridge

Mr. Evans/Ms. McCalla

- Northwood Basement Lease

Mr. Evans, et al

- Lake Clifton High School Land Disposition Agreement

Mr. Evans/Ms. McCalla

- Workforce Technology Center Lease

Mr. Evans/Ms. McCalla

- Naming Opportunities (Closed Session)

Dr. David Wilson, et al

ITEMS FOR INFORMATION

- New Thurgood Marshall Student Housing Project Update
- Budget Updates
 - FY 2022 Financial Status Update
 - HBCU Capital Financing Program Update
 - Legislative Decisions
 - FY 2023 Operating Budget
 - FY 2023 Capital Budget

Mr. Sidney Evans

Mr. Sidney Evans, et al

Ms. McCalla/Mrs. Wilder

ITEMS FOR INFORMATION



CAPITAL PROJECTS UPDATE

Feb. - March 2022

Planning, Physical Plant and Design & Construction Management

A. EXECUTIVE SUMMARY

Lake Clifton High School: The formal process to acquire the Lake Clifton property has begun with Baltimore City's Board of Estimates as the first approval, which was received on April 6th. The next phase of the approval process is the Board of Regents, followed by the Board of Public Works (BPW). Once the approvals are complete, we will commence writing the requests for proposals for demolition, the development of the master plan, the preservation of the Valve House, and the documentation and removal of the artwork. In addition, we are meeting with MSU Police to discuss securing the site until the building is demolished. It is exciting to have the ability to develop 59 acres and to lay the foundation for Morgan's future development plans along with the surrounding communities and the City.

FY 2024/Five-Year Proposed Capital Budget Request: The preliminary FY 2024 and five-year capital budget request is being submitted for approval. Any adjustments to the preliminary submission will be reported to the Board at the next scheduled meeting. The budget will continue to be refined as we receive instructions from the Department of Budget and Management (DBM) in late May. Fourteen projects are being submitted for approval.

FY 2023 Capital Budget Request: We are grateful to the Governor, Legislature and DBM for their continued support of Morgan's capital needs. The Governor's recommendation of \$97.6 million was authorized with the Legislature appropriating additional funds totaling \$108,083,000. A total of \$86,387,000 will be coming from PAYGO funds and \$21,696,000 will be coming from GO bonds.

Inflated Costs/Supply Chain Issues: Projects are feeling the impact of cost increases resulting from major equipment delays (e.g., 30 weeks for mechanical equipment, 20 weeks for electrical equipment, one year for roofing materials, etc.) and the labor shortage resulting in the lack of available contractors and consultants. To address these challenges, materials and equipment are being ordered early (where possible), schedules are being adjusted, and budgets are being modified. We will continue to monitor this situation.

Staffing: The new Associate Director of the Physical Plant Department (Neville George) started in late February and is working his way through meeting with team members, evaluating the department, and becoming familiar with the campus at large. The search for a new Director continues with the executive search firm.

Housing Strategy: The University administration is moving forward with the strategic student housing plan that was presented at February Board meeting. We are planning for the renovation of two legacy residential facilities next year. The request for proposals for architectural firms is being developed. We anticipate selecting two teams – one for Baldwin and Cummings and a separate one for O'Connell demolition/new facility.

Coordination Meetings: The University continues to have coordination meetings continue with university departments (Finance, Design and Construction Management (DCM), Physical Plant, Environmental Safety, Student Affairs, Residence Life, Information Technology, and Energy Management) and outside entities to identify and coordinate the implementation of various projects, including deferred maintenance and capital improvement plan projects.

MBE Goals for Major Capital Projects: We continually monitor the contractors' MBE payments. Not much changed regarding the MBE goals and expenditures since December 2021 as we are gearing up the major

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

B. PLANNING

CAPITAL BUDGET REQUEST

The FY 2024 capital budget request requires submission to DBM at the end of June. We will continue to refine the numbers as we receive instructions and guidance from DBM.

PROGRAMMING

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

New/Renovated Facilities for Engineering: The needs assessment to determine the required scope of work is still underway. Meetings with Engineering and the School of Architecture and Planning are underway to understand how the schools utilize the spaces and if there are any unmet needs since Engineering occupies space in both building.

Dixon Renovation (Physics): Programming is ongoing for the renovation of Dixon. Based on the program needs, we are evaluating building expansion alternatives and class lab needs (since what is currently requested/programmed exceeds state guidelines). Also under consideration is the incorporation of makerspaces with other areas. We are considering the feasibility of adding additional office space to accommodate growing space needs in the sciences.

Electrical Upgrade Expansion: Electrical upgrades and expansion are required to meet the growing needs of the University. It has been determined that by 2025 BGE will not have enough power coming to campus to support the University's needs. Discussions are ongoing with BGE to determine how to bring additional power to campus. In the meantime, as a part of the deferred maintenance program budget, we will replace the Cold Spring Lane substation and work to move loads to different feeders. As we are looking to expand our power supply, we are doing this in conjunction with researching and understanding other options to reduce loads via alternative types of power sources and the future electrification of the state. The Part I Program has been completed and is being reviewed internally.

Carter-Grant-Wilson: Part II Programming is underway. DCM is in the process of preparing the request for proposals for architectural services. Graduate Studies and International Affairs will move into the renovated building.

BUILDING CONDITION SURVEYS

Similar to programming, building condition surveys are also required by the State for all capital projects being considered involving existing buildings. Requests for proposals for surveys are in progress for Dixon, Engineering and Truth Hall.

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

The work of the three workgroups (Human Resources, Graduate Studies, and Institutional Research) progresses. Reporting challenges continue to be identified. The differing reporting factors and inconsistencies make the process difficult. A new process and scheduling for the SGAP Report is being developed. Data collection is underway for the 2021-2031 SGAP Report. The report requires coordination across the academic programs and

human resources. A report is being developed to identify any obstacles required for ascendancy to R1.

MASTER PLAN UPDATE

Now that the Strategic Plan is complete, the development of a request for proposal to update the Master Plan is underway. A Utility Master Plan is also required. A review and internal update was completed at the request of DBM, which provides the status of all projects identified in the Master Plan as well as any new projects.

SPACE INVENTORY

A module (Archibus) is being set up for space management. This will allow the University to maintain space usage, track space changes, track employee location, and update floor plans as space alterations take place.

C: PHYSICAL PLANT

UNION (AFSCME)

Negotiations continue with the last meeting held on April 1st.

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 draft report was received in February with the final report due mid-summer. The complete analysis will allow for better planning and enable us to better address deferred maintenance.

GENERAL

These past few months have been challenging at best with the Academic Quad steam lines being unreliable (this has impacted the fiber lines for various parts of the campus). We are working to replace the steam mains in the Academic Quad over the next two seasons. The Physical Plant continues to respond to breaks and requests. A summer work list is being developed.

D. DESIGN AND CONSTRUCTION MANAGEMENT:

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

HHS is the new home for School of Community Health and Policy, School of Social Work, Medical Science, Counseling Center, 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 continues to bid out the various packages. The construction manager started mobilizing in late January installing sediment control measures, clearing the site, working on shop drawings, and started ordering long lead items, etc.

Health and Human Services (HHS Phase II)			
	Appropriation	Obligations	Balance
Design	13,857,000	13,017,753	839,247
Construction	29,000,000	21,970,699	7,029,301
Reverted Funds			0
Capital Equipment			0
Total	\$42,857,000	\$34,988,452	\$7,868,548

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 & PHASE II

The selection process for the architect for both the demolition (Phase I) and the new building (Phase II) occurred simultaneously. One architect has been selected for both projects, though the work will be treated as two separate projects due to the complexities of the site.

Twelve proposals for the design of both phases were received in March. We are in the middle of negotiating the price proposal. The design of Phases I and II will run concurrently. Opening is planned for fall 2027. This building will house Biology and Chemistry and will be located on the southwest corner of Cold Spring Lane and Stadium Way.

The same process will be performed for the selection of the remainder of the team (the construction manager and the commissioning agent).

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

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 (670 New Beds): 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. The opening remains on schedule for fall 2022 and the projected occupancy date is August 4, 2022.

The work on the exterior building skin (brick and windows) continues as well as the interior work – mechanical, electrical, plumbing and other systems; walls; ceilings; flooring and paint. From the top down, walls are being painted and flooring and fixtures installed. A room mockup with furniture was created. It was reviewed and approved by Residential Life and DCM with minor adjustments. The dining hall is running slightly behind the residential tower.

Phase II (284 Beds Lost): 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 after the end of the spring 2022 semester.

Phase III (604 New Beds): The addition of approximately 604 beds adjacent to the Phase I tower, which will be connected via the new dining hall and green roof. The design was reviewed by the State of Maryland Architecture Review Board and approved with comments. Materials and costs are of concern as this facility will cost more to build than Phase I. The team is looking to start ordering materials in June/July to maintain the scheduled opening in August 2024. Approval to continue the project must be received in order to proceed with construction.

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

Continuation of the steam trap work will continue after April 15th when the steam is turned off for the season. Work entails rebuilding three manholes on the Academic Quad that were deemed unsafe. This work will also include any work that could not be completed until the manhole work was finished.

Contractor: EMJAY Mechanical MBE: 0%

WEST CAMPUS PARKING/ROAD/FENCING

The project received design approval from the Maryland Department of the Environment. MSU is reviewing the bid drawings and specifications. We are preparing for the project to go out to bid in April/May 2022.

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

MEMORIAL CHAPEL

There are three deferred maintenance projects associated with the Chapel, of which two include partial funding from the federal Department of the Interior’s National Parks Service (HBCU grant totaling \$500,000 each for the window restoration/preservation and roof replacement/repairs). Both of these projects will exceed the grant funding with the balance made up from deferred maintenance funds. The third project (water infiltration) is a deferred maintenance project with no federal grant funding. Construction is planned to go through the end of 2022.

WINDOW PRESERVATION

The project is out to bid. We are having a difficult time securing interested bidders and will extend the bidding time (bids initially due in April).

Design: Gant Brunette Associates MBE Design: 4.8%
Contractor: Out to Bid - 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 design RFP is planned to go out to bid in April/May 2022 as well as design services.

WATER INFILTRATION (TRUTH HALL/CHAPEL)

The construction will go out to bid in April/May 2022.

Design: Murphy Dittenhafer Architects MBE Design: 58.98%
Contractor: Out to Bid in May 2022 - TBD MBE Construction: TBD

SUBMETERING

Work involves adding approximately 190 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 and improve utility management/cost. Work has started in Spencer, Calloway, Library, Commons Garage, Student Center, Hurt Gym, Hill Field House, Hughes Stadium, O’Connell, and the Heating Plant with an expected completion in early 2023. Meters are expected to start arriving this summer (see Section G for more details).

Design / Construction: MCEC/Siemens MBE: 34.5%

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. Key, Spencer, Holmes, McMechen, Engineering, Library, Hughes Stadium, Murphy Fine Arts Center, Student Center, Hill Field House, Alumni House, and the Power Plant to follow. Materials continue to be ordered and work is anticipated to be completed by December 2023 (see Section G for more details).

With the departure of our Director for Safety, Health and Environment, we are in the process of hiring technicians and a fire protection engineer who can interact/inspect these upgrades and other work that impact fire and safety systems campus-wide.

Design/Construction: MCEC/Siemens

MBE: 23%

STADIUM WAY SLOPE STABILIZATION

The U.S. Army Corps of Engineers completed their initial analysis and advised that they will no longer be able to participate on this project as the anticipated overall project cost exceeds their mandated project financial limit, even if the balance was supplemented with non-federal funds. We will return to our original plans and manage the project through Morgan with deferred maintenance funds. The engineer is being reengaged and we are refining the scope of work to design the repairs and see the project through construction. The goal is to have this reengagement completed over the next week or two.

DEFERRED MAINTENANCE COST SUMMARY

Deferred Maintenance FY 2020				
	Appropriation	Obligations	Balance	
	10,000,000		10,000,000	
Steam Trap		1,400,669	-1,400,669	
West Campus Design		713,520	-713,520	
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		593,396	-593,396	
Submeters		2,931,875	-2,931,875	
			0	
Total	\$10,000,000	\$9,641,263	\$358,737	

NON-STATE CAPITAL PROJECTS

Gilliam Concert Hall and Recital Hall Renovations: The selected general contractor received BPW approval on April 6th. Scaffolding is planned to arrive in late April. The goal is to have the concert hall ready in time for this year's winter concert; the recital hall will follow. Work includes replacing all of the wood ceilings and walls, the carpet and refinishing the wood stages in both halls; repairing the controls for the space; and repainting the Gilliam Concert Hall. Under Siemens, they separately will upgrade and repair the building's heating, ventilation and air conditioning systems, which is required to protect the wood ceilings and walls throughout the building.

Hurt Gymnasium: Demolition of existing equipment and interior spaces is occurring – ceilings, lockers, lighting, gym bleachers, dance floor, and ceramic walls. Demolition of mechanical, electrical and plumbing (MEP) systems will start in two to three weeks. Siemens, like all of us, is having supply chain issues and does not expect the

space to be completed until late 2023.

Since the initial MEP upgrades impacted most spaces in the building and work to include expanding the fitness center, modifying the locker rooms and upgrading the gym, upgrades to the remainder of the building were added. The added work includes upgrading the dance studio, offices, classrooms, conference rooms and hallways to create a cohesive interior. We are determining the materials and colors for these upgrades.

RESIDENTIAL

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

Current Schedule				Beds	
Thurgood Marshall (TM) I	Opens	2022		670	New Beds
TM Apts. Demolished	Closed	2022		284	Loss of Beds
TM III	Opens	2024		604	New Beds
Baldwin/Cummings	Closes	2023	Opens 2024	84/104	Respectively Renovated
O’Connell Demolished/New	Closes	2024	Opens 2026	205	Net Add Approx. 245
Harper Tubman	Closes	2026	Opens 2027	222	Renovated
Rawlings Hall	Closes	2028	Opens 2029	205	Renovated
Blount	Closes	2029	Opens 2030/2031	629	Renovated

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

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

Summer Work: Meetings are being held to determine the summer work requirements.

E. MISCELLANEOUS PROJECTS

REAL ESTATE SPACE

Due to the 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. The University is looking to add a real estate partner to assist in the need to manage space more efficiently.

COLLEGE OF OSTEOPATHIC MEDICINE (COM)

The appraisals are in discussion. The University has been advised that Montebello needs to be vacated by spring 2023 in order to meet COM’s building opening in late 2024/early 2025. Classes are anticipated to start in late July 2024. Alternate locations for Montebello occupants must be identified.

LOIS T. MURRAY SCHOOL

The City of Baltimore held a meeting with local City Council members regarding the project. Morgan will renew the acquisition process with the City over the summer, after it has concluded the acquisition of Lake Clifton.

LAKE CLIFTON HIGH SCHOOL

The approval schedule has been established and must occur in the order listed before advancing to the next entity.

Board Approvals	Meeting Dates	Notes
• Board of Estimates	April 6, 2022	Approval Received
• Board of Regents	May 3, 2022	
• Board of Public Works	May 11 or June 8, 2022	

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

- Right of Entry with Baltimore City Public School System for use of the football field (both parties have agreed to the terms)
- Artwork Agreement (this is in process)
- Cell Tower and Utility Easements
- Subdivisions (this is in process)

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

WORKFORCE & TECHNOLOGY CENTER

The space is approximately 18,500 GSF on the first floor of the building adjacent to the Montebello Complex. The University is seeking Board approval of the lease agreement for a term of 10 years with two five-year renewal options. Approval will allow Morgan to commence any required renovations to prepare the space for occupancy. MSU will be responsible for utility costs of the leased space. Some renovations will be required to add power/technologies. The space will be utilized for Physical Plant offices that must vacate the Washington Service Center in 2023.

NATIONAL TRUST FOR HISTORIC PRESERVATION

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

The team completed 50% of the documents with comments returned to the design team. A charrette was held in March and a second one is scheduled for April in the School of Architecture and Planning with students regarding the potential uses of the Old Power Plant and Valve House. The first charrette was well attended by students with active participation from all.

HBCU CAP FIN FUNDING – NORTHWOOD POLICE (PUBLIC SAFETY)

Work is progressing – interior finishes and floor files are being installed, walls are being painted, and furniture ordered. Coordination continues regarding all other systems. Move-in is anticipated prior to the start of the fall 2022 semester.

CAP FIN - Northwood Public Safety			
	Appropriation	Obligations	Balance
	14,585,840		14,585,840
Design		687,159	-687,159
Construction		13,450,773	-13,450,773
			0
Total	\$14,585,840	\$14,585,840	\$447,908

Design:	JP2	MBE Design	30%
Contractor:	Comercial Construction	MBE Construction	48%

NORTHWOOD SHOPPING CENTER

Construction continues. McDonalds and Fulton Bank are open.

BARNES AND NOBLE

The designs are currently being reviewed. The space is anticipated to open later this year.

SPACE UNDER BARNES AND NOBLE

The space under Barnes and Noble is being considered for a new program, grant, offices or surge space similar to Hoen Building. The lease will be submitted for approval.

MISCELLANEOUS PROJECTS – LIBRARY

Over spring break, a gate was added behind the circulation desk in order to secure the rear area when no one is present.

F. POST - CONSTRUCTION AND EXISTING BUILDING RENOVATIONS

HUB

No change on this item. Since there has been no action by the State's Attorney's Office for more than 14 years, this item will be removed from the report.

G. ENERGY SUSTAINABILITY

Morgan's partnership with MCEC and Siemens is to advance the University's energy and sustainability program. Projects are assigned by task orders (TO) numbers. A major component of the partnership is energy performance contracts (EPCs). These contracts are designed and constructed by the team with the main purpose of the new facilities that will produce recognizable/targeted cost savings to the University. We began working to coordinate these projects with the major capital projects to avoid conflicts or duplication of work. Projects in progress are 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 and demolition has begun throughout the building. Also see TO 10.	\$9,903,725 (energy conservation) \$14,573,000	TBD
TO 3	Sub Metering (deferred maintenance capital)	Add sub meters to utilities to allow for better tracking and evaluation of energy consumption. Work is expected to be completed by the end of 2022.	\$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 annually. Work is on an ongoing basis.	\$410,000 annually with % increases	

TO 6	Fire Infrastructure Upgrade and Integration (Deferred Maintenance Capital)	Materials are being ordered. Work is expected to be completed at the end of 2024. Current work includes the Library, Murphy Fine Arts Center, Student Center and Blount Towers.	\$2,571,051	23%
TO 7	Indoor Air Quality Improvements	Hill Field House, Hughes Stadium, and O'Connell. Materials have been ordered but delivery times are not reliable.	\$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	Equipment has been ordered but has been caught up in the supply chain issues. Variable frequency drives for the Communications Center have been completed. The drives for the Student Center are due in May. Assessment of fume hoods in Science Complex has been completed. Adjustments and repairs continue, equipment ordered and, where necessary, systems taken offline until the repairs are complete. Central Heating Plant work includes new feed water pumps. Hurt Gym renovations involve mechanical, electrical, plumbing, heating, air conditioning replacements and renovations of the interior of the building. The interior finishes will take place under another TO.	\$1,309,072	TBD

H. ATTACHMENTS

1. Project Photos

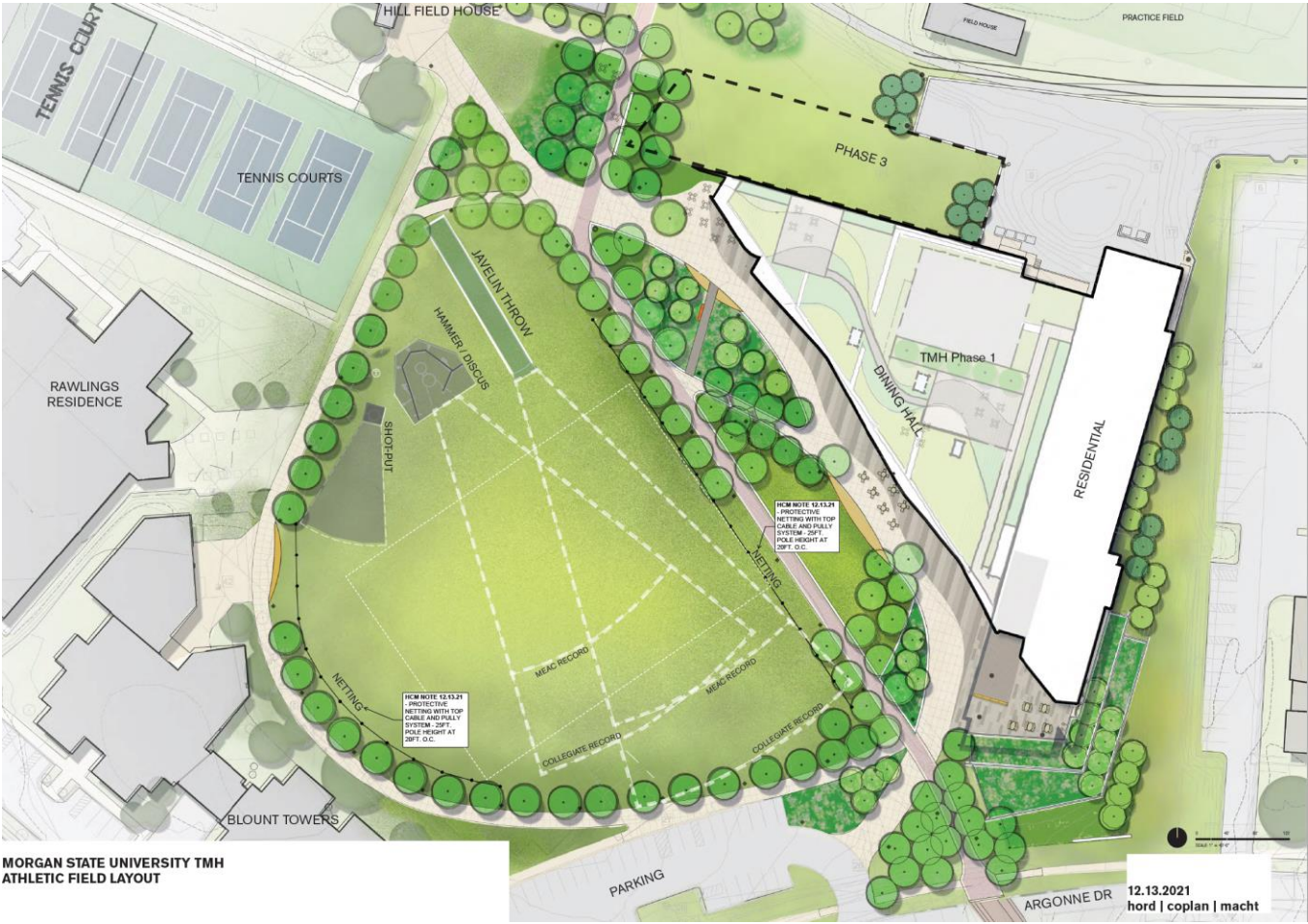
HEALTH AND HUMAN SERVICES



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



Phase II



Phase III



GILLIAM CONCERT HALL:



HURT GYMNASIUM



PUBLIC SAFETY AT NORTHWOOD



Public Safety



Shopping Center – Barnes and Noble in the Fore Front





North Wood Shopping Center



Capital Project Request FY24-FY28 - Preliminary
4/12/2022

		Prior		2023		2024		2025		2026		2027		Total 5-Year	Total
Project		Authorization		FY 2024		FY 2025		FY 2026		FY 2027		FY 2028		Request	Project Cost
001	New Health & Human Services Building, Phase II	\$108,877,000	C,E	\$63,365,000	C,E									\$63,365,000	\$172,242,000
002	Deferred Maintenance & Site Improvements	\$62,000,000	P,C	\$0	P,C	\$5,000,000	P,C	\$5,000,000	P,C	\$10,000,000	P,C	\$10,000,000	P,C	\$30,000,000	\$92,000,000
003a	New Science Center Phase I	\$4,111,000	P	\$10,242,000	D									\$10,242,000	\$14,353,000
003b	New Science Center Phase II	\$7,040,000	P	\$25,606,000	P,C	\$86,615,000	C,E	\$90,987,000	C,E	\$39,814,000	C,E			\$243,022,000	\$250,062,000
004a	Campus Expansion - Physical Education Complex at Lake Clifton / Valve House Stabilization, Phase I	\$5,000,000	P	\$8,275,000	P,D,C	\$3,491,000	D							\$11,766,000	\$16,766,000
004b	Campus Expansion - Physical Education Complex at Lake Clifton, Phase II (Part 1)									\$12,000,000	P	\$62,750,000	P,C	\$74,750,000	\$265,847,000
005	Carter Grant Wilson Renovation	\$1,196,000	P	\$5,000,000	P	\$17,359,000	P,C	\$13,847,000	C,E					\$36,206,000	\$37,402,000
006	Campus Wide Electric Upgrades			\$7,000,000	P,C	\$30,000,000	C	\$25,000,000	C					\$62,000,000	\$62,000,000
007	Jenkins Demolition			\$1,500,000	P	\$4,982,000	P,D	\$7,271,000	D					\$13,753,000	\$13,753,000
008	Misc Legacy Renovations							\$3,000,000	P	\$25,000,000	P,R			\$28,000,000	\$500,000,000
009a	McKeldin Demo/Welcome Bridge									\$8,000,000	P	\$10,000,000	P,R,C	\$18,000,000	\$32,000,000
009b	New McKeldin														
010a	Surge for Physics @ Science MSU OP									\$1,500,000		\$5,000,000			
010b	Renovate Dixon Research Center									\$5,489,100	P	\$25,066,500	P,C	\$30,555,600	\$124,073,500
011	Engineering New Electrical/Cyber											\$10,000,000	P	\$10,000,000	\$170,000,000
012	Physical Plant Building											\$6,000,000	P	\$6,000,000	\$61,000,000
013	Pearl Oyster Lab	\$500,000	P	\$2,000,000	P,R,E									\$2,000,000	\$2,500,000
014	CBEIS Concrete Lab			\$3,000,000	P,R,E									\$3,000,000	\$3,000,000
		\$188,724,000		\$125,988,000		\$147,447,000		\$145,105,000		\$100,303,100		\$123,816,500		\$518,843,100	\$1,816,998,500

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



Report to the Morgan State University Board of Regents – May 3, 2022
Reporting Period: January 1, 2022 – March 31, 2022

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

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

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

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

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

In Maryland, four of the State's 13 public universities are historically Black institutions (Morgan State University, Coppin State University, Bowie State University and the University of Maryland Eastern Shore). Morgan is the largest of the four and along with Maryland Eastern Shore, is classified as a university with "High Research Activity" (R-2) within the Carnegie Classification® of Institutions of Higher Education. 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 to 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., the 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 disproportionally impact communities of color. Rising to the R1 classification will enhance Morgan's stature to serve as the premier Anchor Institution to the City of Baltimore and beyond.

Carnegie R-1 Status Update

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

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

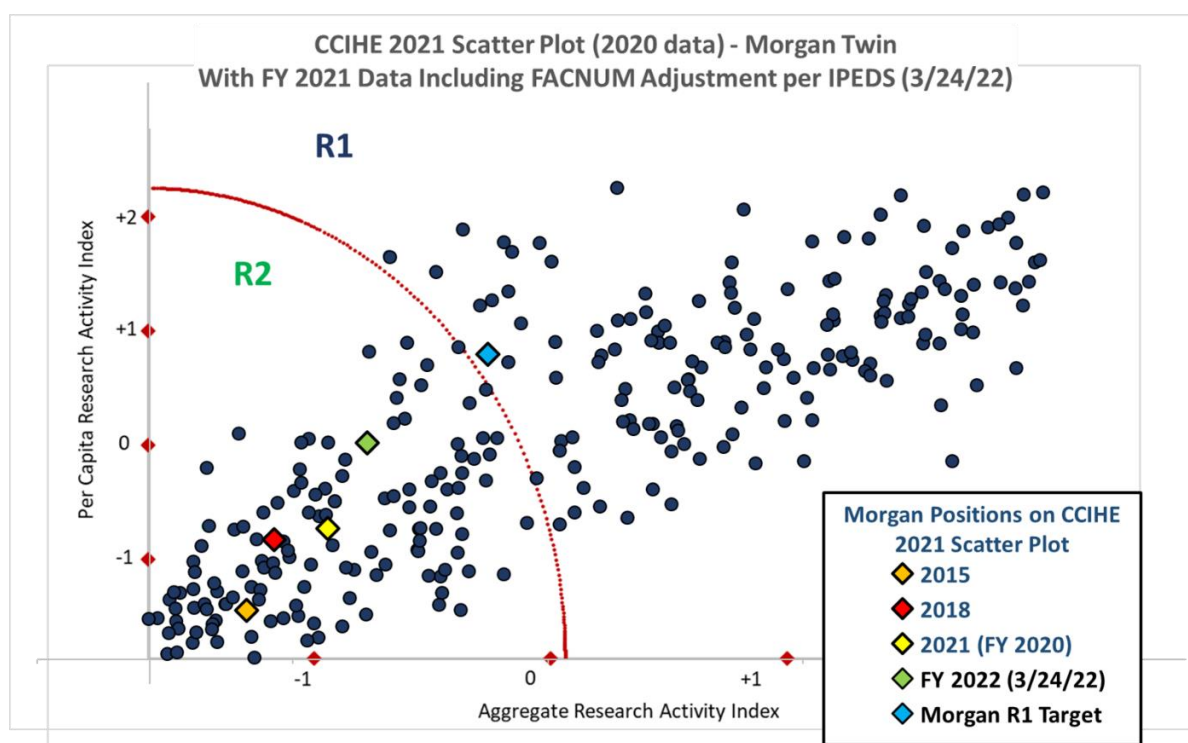
Among the Carnegie Classification for Institutions of Higher Education (CCIHE), Doctoral Research Universities are at the top in higher education, with an R1 designation being at the very top. All DRUs are approximately divided in half to be designated either R2 or R1. Thus, R2 designated DRUs are in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

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

1. Successfully created a duplicate of the CCIHE 2021 Scatter Plot.
2. Confirmed that Morgan's predicted model position was in very close proximity to its Carnegie confirmed position - even with different DRUs included/excluded.
3. Completed institutional metric placements and CCIHE Scatter Plot positions for all DRUs (including all R2 HBCUs); and trend analysis from CCIHE 2015, 2018 and 2021 - indicative of an R2 institution's progress toward, or regress from, the R1 Threshold.
4. Assessed Morgan's current metric placements and generated Morgan's current Scatter Plot position (3/24/2022). The improvement, as indicated on the 2021 Scatter Plot, represents two years of Morgan's strategic efforts, including a 20% increase in R&D Expenditures in FY 2021 (4 of 10 metrics) and significant increases in Postdoc Researcher Staff (2 of 10 metrics).
5. Assessed future metric increases based on new and pending strategic investments in: institutional funding for new R&D Centers; State of Maryland annual funding of new R&D Centers; and Blue-Ribbon Panel recommendations for new STEM Centers of Excellence.

6. Completed total metric placement assessments and resulting proximities to the R1 threshold for all 11 HBCUs and the other 40 DRU MSI R2s.
7. Fine-tuned the Morgan R1 model to perform up-to-date analysis of metric data available for Morgan's competitive R2 DRUs, without awaiting three-year cycle times for CCIHE 2024 & 2027 classifications.

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



State Supported Research Centers

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

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

- The Cybersecurity Assurance & Policy Center (2018) *
- The Center for Data Analytics & Sports Gaming (2022)

- The Center for Equitable Artificial Intelligence & Machine Learning (2022)
- The Patuxent Environmental & Aquatic Research Laboratory (2004)
- The Center for Urban Crime Reduction (2022)
- The Center for Urban Health Equity (2021)
- The Center/Institute for Urban Research (1978)

* Year of Inception of State Support for Center/Institute

An Advisory Committee has been established, comprised of Dean-appointed representatives from across the university, and will work with the Vice President of Research and Economic Development to provide this guidance and oversight function. The Committee's guidance and oversight function will focus on each Center's: timely start-up and implementation; its progress against the objectives for which it was formed; its tangible outputs; and its reporting of results to stakeholders. Based on its assessments, the Committee will provide recommendations for future Center directions and activities. The Committee's oversight function will also include periodic Program Reviews for each Center. The Reviews will be conducted by the Committee with the assistance of two external Subject Matter Experts in the domain areas covered by the Center.

II. 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. The primary mission of this Office is to provide the following core services:

- Review, process, and submit proposals to sponsors;
- Receive and review awards;
- Provide grant-management training for the principal investigators;
- 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 March 31, 2022. 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 chart in the next section.
- **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 to position them to be good stewards of the awards provided by the funding sponsors.
- **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.

New Initiatives

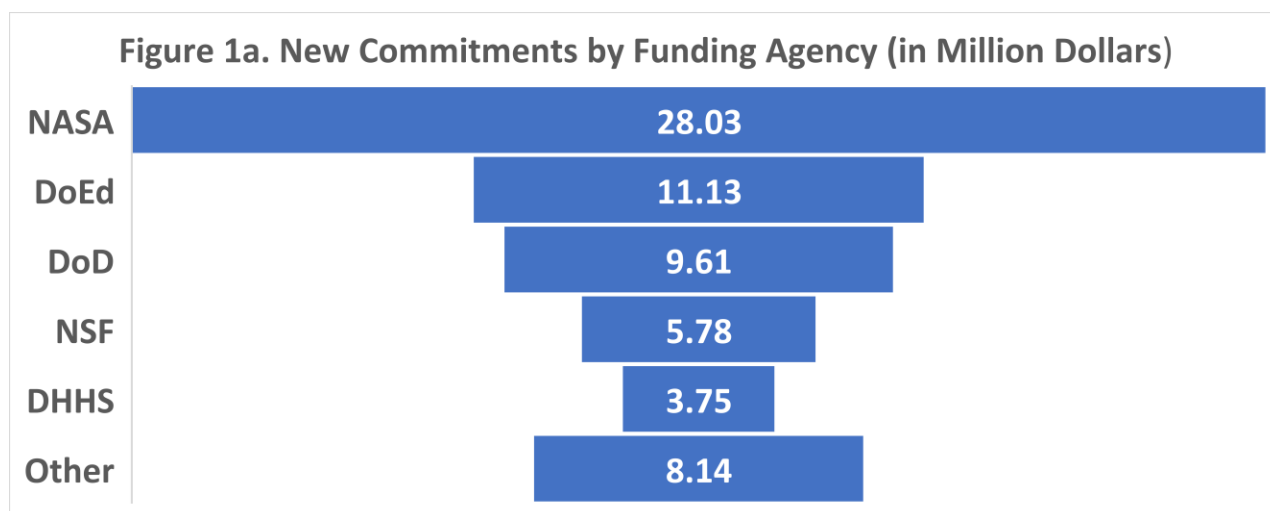
During this reporting period, the ORA embarked on several new initiatives to improve the management and reporting of grants and contracts. Some examples include:

- **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 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.

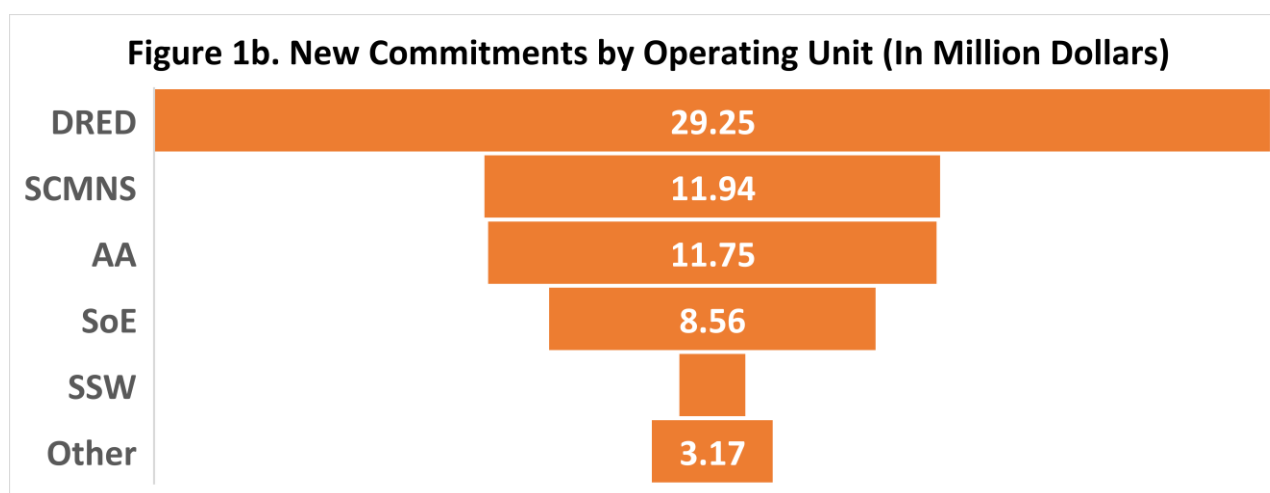
Proposal Submissions & New Commitments

From July 1, 2021 to March 31, 2022, the ORA reviewed and submitted **151 proposals** with a total requested amount of **\$108.90 million**. This is a **record high** for MSU.

During this same period, MSU received **95 new funding commitments** worth **\$66.43 million**. This is also a **record** 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 (\$29.25 million), School of Computer, Mathematical, and Natural Sciences (\$11.94 million), Academic Affairs (\$11.75 million, primarily Title III), School of Engineering (\$8.56 million), and School of Social Work (\$1.73 million) were the leading operating units in securing new funds.



NASA: National Aeronautics and Space Administration; DoEd: 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; SCMNS: School of Computer, Mathematical, and Natural Sciences; AA: Academic Affairs; SoE: School of Engineering; SSW: School of Social Work.

SPONSORED RESEARCH EXPENDITURES: We have set a target of having at least \$50M in annual research expenditures by the end of the decade. Through the end of FY 2022 Q-3, Morgan State University accrued ~ \$27.9 in expenditures from the income processed through our sponsored research function. **This puts us on target to reach ~\$37M for FY22.** However, not all this amount will be counted as a “research expenditures.” Most of the ~\$11M in Title III Funds that we receive from the Department of Education cannot be considered research expenditures.

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 raising awareness of procedures and guidelines designed to support the responsible and ethical conduct of research at the University.

Accomplishments

- Coordinated IRB functions and processed for review 91 (ninety-one) faculty and students-initiated human subjects research protocols.
- Presented a campus-wide faculty training session titled “Pivot-RP: Getting Started” for ~60 staff. The session covered topics on using the PIVOT-RP electronic platform to facilitate proactive identification of research funding opportunities, and searching for networking/potential research collaborators, both within Morgan State and outside the institution.
- Presented a training session for 13 upper class undergraduate students on Human Subjects Protection in social-behavioral sciences research.
- Organized a presentation by Cayuse Research representatives to demonstrate their Human Research Ethics module, for the combined staff of Research Administration and Research Compliance. This is part of an ongoing initiative to assess different electronic platforms for Research Administration, and Research Compliance functions, respectively, for eventual implementation of a system to enhance efficiency and effectiveness of our processes.

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 the 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 appears 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.

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 & Tech Transfer Metrics – Historical Comparison Update

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

¹ Includes New U.S. Provisional Patent Applications

² At the end of FY 2022: 39 U.S. Utility Patent Applications will be pending in the USPTO

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

This table provides Innovation Output and Outcome metric performance data during the Morgan Strategic Plan (FY 2011-2021 updated with current data), and all-time through 2010. Almost all the innovation outputs/outcomes have occurred since the University started a dedicated tech transfer office. OTT's final report for the current FY will be a five-year summary overview of programmatic goals and performance under OTT's Strategic Plan.

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

- Maryland House Bill 1228 has become law and will invest \$16 million to increase oyster abundance in the Chesapeake Bay. The Morgan State University PEARL Laboratory will receive \$2.5 million for infrastructure upgrades related to oyster production!
- Funding received from MD Dept of Environment for urban waterways research (\$100k)
- PEARL continues to grow, with many new hires!
 - New Network Administrator Jaide Carswell begins work at PEARL. Jaide is supporting PEARL while also pursuing a degree in Business Administration at Bowie State University.
 - New Research Technician Leigh Bryant begins work at PEARL, supporting growing Aquaculture Program.
 - New Postdoctoral Research Associate Matthew Woodstock begins his work at PEARL, supporting growing Coastal Ecology Research Program.

- Interviews completed for new Postdoctoral Research Associate position; candidate will support growing Environmental Economics Research Program.
- SCMNS/Bioenvironmental Science PhD candidate student Abubakar Ringim has moved into PEARL housing and continues his work on wildlife management.
- Preparations are underway to implement the new Morgan B.S. in Coastal Science and Policy in Fall 2022; Course proposals have been submitted for CSTL 101: Introduction to Coastal Science and CSTL 301: Principles of Coastal Physical Science.
- The PEARL-produced video series, “From the Water to Mouthwatering” was completed and released to the general public, with a total of 1,834 total video views (as of April 11).
 - [Click here to view Teaser Video!](#)
- We have received 20 complete applications for the Summer Internship Program, and from this pool 5-6 interns will be selected with four living on-site.



Overview

The GESTAR II cooperative agreement is a consortium of the University of Maryland Baltimore County and Morgan partnered with Arizona State University, Colorado State University and Penn State University as additional partners. The consortium supports NASA Goddard’s Earth Science Division within the Science Mission Directorate. The GESTAR II MSU program currently consists of 41 research scientists and a 3-person program office. Morgan also provides the senior associate director, chief scientist, and the recruiting lead for the consortium. Morgan’s share of GESTAR II is valued at \$27.9M over three years.

NASA Goddard Space Flight Center went to 50% open in March and is scheduled to go to 75% open on May 15, 2020. Each Goddard Lab is setting its own standard for minimum expected days on center per two-week period. There has been no significant negative impact on research or support of the GESTAR program during the pandemic.

Achievements

Morgan GESTAR Scientists won several performance awards during the past quarter.

- Ivona Cetinic and Inia Soto Ramos received a NASA Group Achievement Award as part of the EXPORTS Project Office in the NASA 2021 Agency Honors Program. The same team won a NASA Robert H. Goddard award for their work.
- Bridget Seegers won a NASA Robert H. Goddard award for outstanding contributions as part of the Cyanobacteria Assessment Network (CYAN) team in January.
- Ivona Cetinic won a Robert H. Goddard award for outstanding contributions as part of the Plankton, Aerosol, Cloud, ocean Ecosystem (PACE) Science Algorithm Team in January.
- Joseph Lyu won a Robert H. Goddard award for outstanding contributions as part of the JPSS-2 Instrument Development and Delivery Team in January.
- Melanie Follette Cook won the Outstanding Performance in Science award for 2021 at the Goddard Atmospheres Peer Awards ceremony.
- Niama Boukachaba was featured in Early Career Scientist Spotlight for January 2022.
- Emma Knowland and Christoph Keller collaborated with NASA and NYU to create an index on children’s health risks from air quality using GEOS-CF satellite data.
- Jerald Ziemke was featured by the NASA Center for Climate Simulation for his contribution to create a new global ozone profile.

- Denis Felikson was lead author on Felikson, D., S. Nowicki, I. J. Nias, M. Morlighem, and H. Seroussi (2022), Seasonal tidewater glacier terminus oscillations bias multi-decadal projections of ice mass change, *J. Geophys. Res. Earth Surf.*, [doi:10.1029/2021JF006249](https://doi.org/10.1029/2021JF006249).
- Fei Liu had first author on Liu, F., Z. Tao, S. Beirle, J. Joiner, Y. Yoshida, S. J. Smith, K. E. Knowland, and T. Wagner (2022), A new method for inferring city emissions and lifetimes of nitrogen oxides from high-resolution nitrogen dioxide observations: a model study, *Atmos. Chem. Phys.*, [doi:10.5194/acp-22-1333-2022](https://doi.org/10.5194/acp-22-1333-2022). Zihing Tao and Emma Knowland were co-authors.
- Richard Damoah was a co-author on Anyamba, A., R. Damoah, A. Kemp, J. L. Small, M.K. Rostal, W. Bagge, C. Cordel, R. Brand, W.B. Karesh, and J.T. Paweska (2022), Climate conditions during a Rift Valley fever post-epizootic period in Free State, South Africa, 2014–2019, *Front. Vet. Sci.*, <https://doi.org/10.3389/fvets.2021.730424>.
- Emma Knowland (PI) and Co-PIs Carl Malings and Christoph Keller’s proposal, “Supporting local government public health and air quality decision-making with a sub-city scale air quality forecasting system from data fusion of models, satellite, in-situ measurements, and low-cost sensors,” was selected in the NASA ROSES 2021 awards.

Major Activities

- Onboarded three additional research scientists this quarter.
- Managed 43 GESTAR II tasks and 14 grants.

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 to thus 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 3 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

- We have received about 40 applications for 20 slots for the eighth cohort of ASCEND Scholars.

- ASCEND Scholar Ms. Phylicia Cooper presented a poster entitled, “Do Children Use Continuous Visual Features to Estimate the Number Of Objects In Visual Scenes?” at the 27th Annual Undergraduate and Graduate Research Conference (Spring Into Research Week).
- April 14th and April 21st: Six ASCEND Scholars presented at the MSU Interdisciplinary Seminar.
- April 26, 2022: Virtual Mae P. Claytor & Martin D. Jenkins Behavioral Science Research Conference.
- May 5, 2022: ASCEND Scholar Graduation (Cohort 6) 4pm – 6pm/7pm.

Faculty & Institution-Related Accomplishment Highlights

- RCMI@Morgan, in collaboration with community leader Dr. Rev. Al Hathaway, is leading the charge in soliciting for a Chan Zuckerberg Institute BioHub in partnership with Johns Hopkins University and University of Maryland, Baltimore. The letter of intent, focused on health disparities and health equity research, was submitted in April 2022.
- ASCEND & RCMI **awarded 4 pilot research projects** in summer 2021 to investigators from the departments of Psychology, Nutrition Science, Economics, and the PEARL.
 - Three of these investigators are newly engaged in health sciences research and most of them are early-stage investigators.
 - Two of these funded investigators have recently submitted or are in the process of submitting external grant proposals.
 - Five pilot proposals are being externally reviewed for the 2022 pilot grant cycle.
- Four applications for research in summer 2022 at Johns Hopkins University and the University of Maryland, Baltimore (to enhance the skill sets and jump-start collaborative projects) are under review.
- Several hands-on faculty skill-building workshops will be offered this summer by Drs. Hohmann, Wachira, Tulloch, Hossain and other members of the RCMI and ASCEND team.
- The Molecular and Cell Biology Core Laboratory (MCB), funded by both RCMI and ASCEND, is supporting many research projects at the university funded by federal agencies including the DoD, NIH and NSF, as well as several TETFund trainees’ projects.
 - Monthly equipment bookings are now averaging 90, and the number is expected to grow as research activity continues to increase.
 - A Confocal Microscope System (*Leica Stellaris 5*) was installed in December 2021 and a total of 16 users trained on 12/17/21, 2/7/22 and 2/15/22. Resources for researchers were developed within a Canvas course that serves to support research. Research outputs include the submission of more than five conference abstracts and the training of graduate students and postdoctoral trainees.
 - Transmission Electron Microscope (JEOL JEM-1400 Flash) was installed in October 2021 and training conducted for a core group of users then and 3/10-11/22. Management documents are posted on the Canvas research support course. The microscope is supporting projects funded by the DoD, among others.
 - Liquid Chromatography/Quadrupole Time of Flight Mass Spectrometer (LC-QTOF, An Agilent Technologies, Inc.) was installed in February and training conducted on 4/4/2022 to 4/6/2022 for biology and chemistry faculty members and staff.
- In March 2022, RCMI@Morgan participated in the national RCMI conference where 3 faculty members gave oral presentations, 2 presented posters orally, and a total of 12 abstracts were submitted.

- In March 2022, RCMI@Morgan held a retreat at Hoen Building that houses the Morgan CARES community center funded by RCMI. The retreat was hybrid and involved team building activities, discussions on our strengths and a path forward to apply for the RCMI renewal application next year.
- In February 2022, Drs. Valerie Otero-Marah (Biology, MSU), Pilhwa Lee (Mathematics), Christopher Wilke (MD, University of Minnesota), David Odde (Biomedical Engineering, University of Minnesota), received a joint pilot award of \$30,000 to study “Modeling and Imaging Approach to Predicting Prostate Cancer Metastasis.”
- RCMI@Morgan led weekly seminars every Wednesday where members of the RCMI Center presented their research, as well as inviting MSU faculty outside the Center who are doing health disparities research.
- A Notice of Special Interest (NOSI) Administrative Supplement was submitted on Artificial Intelligence (AI) and Ethics in March 2022. This is a collaboration between Department of Mathematics (Dr. Pilhwa Lee), Department of Philosophy (Dr. Daniel Brunson) and Department of Engineering (Dr. Kofi Nyarko). This would address using AI ethically to improve the RCMI program. This would be a one-year grant totaling \$296,709.
- ASCEND and RCMI@Morgan have partnered with the Department of Strategic Communications to promote the ASCEND Scholars program, produce a newsletter for the program and increase community awareness within the university and surrounding communities about the work.
- Training Events: in the past three months, the Bioinformatics and Biostatistics (BBSU) of the Research Infrastructure Core (RIC) has held three workshops. Core laboratory staff continue to provide training to faculty and graduate students on demand and as new equipment arrives at the lab.
 - 2/4/2022, half-day, Introduction to R & Rstudio for Bioinformatics, Dr. Paudel, 24 participants
 - 2/18/2022, half-day, Introduction to SPSS, Dr. Hossain, 24 participants
 - 3/4/2022, half-day, Bioinformatics Data Analysis Pipelines - Session 1, Dr. Paudel, 7 participants
- In the past three months, seven grant proposals have been submitted by RCMI faculty, totaling more than \$2 million. Most are pending, save for the VALUE award with Dr. Bronner.
 - Dr. Bronner (Public Health), Community Engagement Research Alliance (CEAL) Against COVID-19 Disparities Continuation, \$240,050, 1/21/2022
 - Dr. Sheikhattari (Public Health), American Heart Association, Improving Participation Among diverse populations in Cardiovascular clinical Trials (IMPACT), \$865,434, 1/27/2022
 - Dr. Bronner (Public Health), Vaccination Acceptance Lies in Unity and Engagement (VALUE) Baltimore, \$250,286, 3/4/2022
 - Dr. Fan (Biology), NSF, CRISP: Crassostrea Reinforcing Infrastructure for Shoreline Protection, \$399,754, 2/7/2022
 - Dr. Mehravaran (Biology), Bilateral Corneal Symmetry 3-D Analyzer, \$165,000, 3/1/2022
 - Dr. William (Biology), ASCP Foundation, Promoting a career in Medical Laboratory Science, \$9,922, 3/9/2022
 - Dr. Lee (Mathematics), NSF, LEAPS-MPS: The immersed boundary method for nuclear plasticity and calcium dynamics during cell migration, \$249,541, 1/7/2022



Overview

The Center for Cybersecurity Assurance and Policy (CAP) - Since inception, the mission of the Cybersecurity Assurance & Policy (CAP) Center 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 Cybersecurity Assurance & Policy Center (CAP) had several major accomplishments during the third quarter and has secured a total of ~\$1.5M in new funding during FY22.

- The National Security Agency (NSA) funded two projects, a collaboration with Bowie State University (\$123K) and an AI/ML & cyber research project with Georgia Tech Research Institute (GTRI) (\$350K).
- Received a donation of \$50,000 from Shift 5.
- Recruited three Doctoral candidates for the NSF-sponsored Cybercorp Scholarship for Service (SFS) Program.
- We will be graduating the first four students from our new **Secure Embedded Systems** Ph.D program in May (Tsion Yimer, Otily Toutsop, Denzel Hamilton & Khir Henderson).



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

For the third quarter of FY 2022, we continued to work with the Morgan Student and Faculty Team on a revised plan for the design and fabrication of the rocket for our first launch in the Base 11 Rocketry competition and to identify potential locations for that first launch.

The Rocketry Team hosted a visit from Mr. James Kvaal, Under Secretary for the Department of Education. The meeting was an interactive session where Mr. Gerald Whitaker and Dr. Tobi Busari provided a scoping of our overall program, and several students gave presentations on the design of our rocket and our planned launch to 50,000 feet early next year. Attendees were:

- Dr. Michelle Cooper, Deputy Assistant Secretary, Office of Post-Secondary Education
- Dr. Dietra Trent, Executive Director of White House Initiative on HBCUs
- Ms. Elyse Jones, Outreach and Engagement Coordinator, HBCU Scholars Program
- Ms. Latricia Hardman, Confidential Assistant to the Under Secretary
- Local press and WJV TV Channel 13 provided coverage

Please see link below for coverage of the event.

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

We have also identified many potential sponsors who have indicated interest in collaborating with the program. We continue to work these potential sponsors/collaborators with sizing the tanks, nosecone, fins, engine, rocket body/frame and avionics. Some of the key collaborators are Johnson Space Center (JSC), Embry Riddle Aeronautical University, Goddard Space Flight Center, Aerojet Rocketdyne, Johns Hopkins University Energetics, NASA Marshall Space Flight Center (MSFC), Mott Corporation, Peraton Corporation, NASA Wallops Flight Facility (WFF), APG Edgewood additive 3D manufacturing facility, Aerospace Corporation, US Army Redstone Missile Center and others.

Our expectations for the next quarter

- Complete the critical design review of the engines and give specifications to Marshall Space Flight Center.
- Submit a proposal to NASA Marshall Space Flight Center for support to 3D print two engines for use in preparation for our first launch.
- Complete a solid rocket launch in 4th Quarter of FY22 to test some of the systems to be used in the Liquid Fuel Rocket Competition.
- Complete the critical design review of the Liquid Fuel Rocket frame.
- Continue to solicit corporate support for our Rocketry Program.

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
May 3, 2022

INSTITUTIONAL ADVANCEMENT UPDATE

DEVELOPMENT

Fiscal year-to-date outright and deferred gifts and income from sponsorships total \$20,726,043. The largest corporate gift to date is \$5 million; the largest foundation gift to date is \$2.7 million and the largest individual gift to date is \$2.75 million.

Individual and Institutional Major

The Office of Development continues to plan, coordinate, and implement major donor and corporation-foundation giving programs to meet Morgan's fundraising goals and to cultivate, solicit, and steward individual and institutional donors at the \$10K-plus giving level. Recent awards of note include the \$1 million gift from The Johns Hopkins University in support of the Morgan Vivien Thomas Scholars Program. 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>
The Johns Hopkins University	Johns Hopkins University-MSU Vivien Scholars Program	\$1,000,000.00
Symetra Life Insurance Company	Endowment	750,000.00
Goldseker Foundation	Goldseker Fund	230,000.00
Estate of Jesse Brown	Jesse F. Brown Endowed Scholarship Fund	400,000.00
Estate of Jesse Brown	Deacon J.A. Brown Endowed Scholarship Fund	200,000.00
Keysight Technologies	Remote Measurement Lab Bench Equipment	160,000.00
Newscorp	Center for New Media and Strategic Initiatives	100,000.00
Brenda J. Sewell	Rev. Dr. Ernest M. Sewell & Dr. Brenda J. Sewell Endowed Scholar Fund	55,564.01
DFINITY USA Research, LLC	Ripple Fund – Center for Blockchain Research	50,000.00
Sherry L. Howard	Michelle A. Byers “Snappy” Endowed Fund	32,541.70
Oracle Corporation	Computer Fund	30,000.00
Jack and Jill America, Inc. – Baltimore County Chapter	Scholarship Fund	29,100.00
Thomas Hasty	Thomas L. & G. Hasty, Jr. Class of 1952 Endowed Scholarship Fund	25,000.00
Lumina Foundation	Student Success Fund (EMASS)	25,000.00
MSUAA Howard L. Cornish Metropolitan Baltimore Chapter	Howard Cornish Fund	24,429.00
Kenneth S. Brown	Dr. Margaret Bivins Brown Memorial Scholarship Fund	25,000.00
Rose International, Inc.	Computer 2000	20,000.00
Penelope J. Taylor	W. Stewart & Penelope Taylor Endowed Scholar Fund	20,000.00
Change Elemental	NeXt Gen MSU Alumni Study Abroad Restricted Scholarship Fund	20,000.00
Rita M. Solinsky	Rita Mitsch Solinsky & Joseph Solinsky Endowed Scholarship Fund	19,973.18
Adele V. Holden	Adele V. Holden Foundation	19,892.51
Baltimore City Public Schools	Athletics Fund	11,283.26
Sonja E. Swygert	Morgan State University Class of 1963 \$50,000 Endowed Scholar Fund	10,250.84
Stephen Alley	Scholarship Fund	10,000.00

<u>Donor</u>	<u>Fund</u>	<u>Gift Amount</u>
American Association of College Nursing	Nursing Program	10,000.00
The Dennis Farm Charitable Land Trust	Alpha Iota Alumni, Kappa Alpha Psi Fraternity, Inc. Endowed Scholarship Fund	10,000.00
Marsha Holmes	Marsha Evans Holmes Endowed Fund	10,000.00
Freeman A. Hrabowski	Nick & Ola Ford Endowed Scholarship Fund	10,000.00
Marc Loeb	Public Health Media Endowment Fund	10,000.00
Melvin N. Miles	Melvin & Cathy Miles Endowed Fund	10,000.00
National Consortium for Graduate Degrees	National Consortium for Graduate Degrees (GEM) Stipends	10,000.00
Charles Mason	Two Lane Stories Endowed Fund	10,000.00

Proposals Submitted/Awarded – FY'22

Operating Units	Submitted	Amount	Awarded	Amount	Pending	Amount
Academic Affairs	7	\$ 4,816,778.00	7	\$ 4,816,778.00		
Academic Outreach and Engagement	12	\$ 574,861.00	10	\$ 499,861.00	2	\$ 75,000.00
Architecture & Planning	1	\$ 150,000.00			1	\$ 150,000.00
Athletics	3	\$ 2,741,283.00	3	\$ 2,741,283.00		
*Business and Management	16	\$ 2,317,356.00	14	\$ 2,281,356.00	2	\$ 21,000.00
Community Health and Policy	2	\$ 345,000.00	1	\$ 10,000.00	1	\$ 335,000.00
*Computer, Math and Science	12	\$ 7,290,537.00	9	\$ 6,440,537.00	2	\$ 800,000.00
Education and Urban Studies	4	\$ 724,640.00	1	\$ 50,000.00	3	\$ 674,640.00
Engineering	14	\$ 1,357,975.00	12	\$ 1,287,975.00	1	\$ 70,000.00
Global Journalism and Communication	4	\$ 381,000.00	4	\$ 381,000.00		
Graduate School / Institute of Urban Research	1	\$ 230,000.00	1	\$ 230,000.00		
Liberal Arts	4	\$ 2,334,377.00	1	\$ 1,000,480.00	1	\$ 1,000,000.00
Research and Economic Development	3	\$ 46,000.00	2	\$ 30,000.00		
Scholarships	9	\$ 1,572,500.00	9	\$ 1,572,500.00	1	\$225,000.00
Social Work	1	\$ 25,000.00	1	\$ 25,000.00		
Student Affairs / Academic Affairs	3	\$ 25,000.00	3	\$ 20,500.00		
Total	96	\$24,932,807.00	78	\$21,387,270.00	14	\$ 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

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

Alumni Events

Alumni Day

The past couple of years have forced the cancellation of many events due to the COVID pandemic. As Morgan begins to emerge from lockdown and welcomes students, faculty & staff, alumni, and friends back to campus, the alumni association is beginning to move forward with some in-person events this spring. One event that will be missing from the immediate spring schedule is Alumni Day. This is a very popular event that draws almost 1,000 alumni every year and includes the distinguished alumni awards, recognition of new life members, and chapter fundraising presentation.

The MSU Alumni Association Executive Board cancelled the in-person event in October 2021 and therefore did not move forward with making plans. As the campus began to re-open and mask mandates were made much less restrictive, there was not enough time to plan for the quality event that alumni expect. As an alternative, the Alumni Relations team is working to produce a video which will be sent to all alumni on May 20 (date of Alumni Day 2022).

MEAC Tournament

The MSU Alumni Association hosted a reception for alumni during the MEAC Tournament on Thursday, March 10 at the Harbor Club in Norfolk, VA.

Commencement: Saturday, May 20, 2022

The pandemic has also impacted the 50th anniversary classes and the tradition of attending commencement. This year the alumni relations team, with the assistance of the commencement committee, will be able to host three 50th anniversary classes, which include the two years that they were not able to attend. The three classes invited are 1970, '71, and '72. The 50th anniversary classes are ordering the traditional gold caps and gowns to wear during commencement.

Homecoming Weekend: October 7 – 9, 2022

This year a new host hotel has been secured – Hotel Indigo in Baltimore, MD. The rate will be \$149/night with parking across the street for around \$8/visit. This change was made due to some negative feedback regarding the previous hotel and because Morgan is located within Baltimore City, it is important to support

the city by bringing our business to it. The Alumni Relations team will also host the alumni memorial event on Sunday, October 9, followed by a lunch on campus.

Meetings

MSU Alumni Association Board & Class Agents

Meetings were held on Saturday, February 19. The board and class agents were informed of the new host hotel, the MEAC events, and the State of Maryland tax credit for residents that donate to any HBCU endowment.

The next meetings are scheduled for June 11, 2022.

Contributions

Annual Golf Tournament

The MSU Alumni Association made a \$3,000 contribution to sponsor the breakfast during the golf tournament.

MSU Scholarship Endowment

Each year the MSUAA donates \$5 out of every annual dues payment to the scholarship fund. This year the donation was around \$6,600.

Alumni News

Spring 2022 Issue

On schedule to be mailed by the end of April.

OFFICE OF PUBLIC RELATIONS & STRATEGIC COMMUNICATIONS (OPRSC)

January 1, 2022, through March 31, 2022

Media Relations

For the quarter spanning the period of January through March 2022, the OPRSC team managed 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. This quarter the media coverage was more diverse, with an array of stories spanning such topics as student growth, the strategic plan, dignitary visits, research, and most dominantly, bomb threats to the campus.

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

- **Admissions/Growth** (*Chronicle of Higher Education, Washington Post, WMAR-TV ABC 2, Scripps national*)
- **McKenzie Scott/Giving** (*The Plug, Baltimore Times, The Chronicle of Higher Ed, WMAR-TV ABC 2*)

- **Strategic Plan** (Nigeria's *This Day Live* Newspaper, *Maryland Daily Record*)
- **NBA HBCU Classic** (*Cleveland Plain Dealer*, WJZ-TV CBS 13)
- **In-Person Instruction/COVID** (*MSU Spokesman*, *The Chronicle of Higher Education*)
- **Biden-Harris Administration Dignitary Visits** (WJZ TV 13, *Baltimore Sun*)
- **Security/Safety** (AFRO, MSNBC's The Rachel Maddow Show)
- **Wrestling** (*Washington Post*)
- **Campus Life -Robots** (WBAL-TV 11)
- **Research** (*Chronicle of Higher Education*)
- **Student Housing** (WMAR-TV ABC 2)

Other coverage of note included *Science Magazine's* feature on research and why Black colleges can't do it all; The Plug's story on Morgan being the first HBCU with a FinTech Center and how it's preparing students for the future; WJZ-TV 13's coverage of the National Park Service grant award Morgan received; and Ed Source's story on Morgan's improved graduation rate.

On behalf of the Office of the President, OPRSC requested and secured an editorial board meeting with our market's preeminent newspaper, *The Baltimore Sun*, to discuss Morgan's Momentum as well as the University's successes over the past several years. In advance of the meeting, OPRSC provided relevant talking points and during the meeting managed the direction of the conversation. The successful meeting led to future positive coverage within *The Sun*, including front page articles.

Communications Support for Events

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

- NBA Allstar Weekend HBCU Classic Inaugural Game
- U.S. Secretary of Commerce Gina Raimondo visit to Morgan
- U.S. Trade Rep. Ambassador Katherine Tai visit to Morgan
- Earl G. Graves Memorial Services
- U.S. Secretary of the Army Christine Wormuth visit to Morgan
- Under Secretary of Education James Kvaal visit to Morgan

Crisis Communications

On February 1, and later again on February 23, Morgan, like several other HBCUs nationwide, received an anonymous bomb threat that disrupted operations and instilled fears. The bomb threats, which in both cases were determined to be unsubstantiated, forced the University to conduct an intensive evaluation of the campus and its buildings, and during the first incident to close the campus, shifting to remote instruction and telework. The threat itself, as well as the University's response, drew the interest from media outlets nationwide prompting OPRSC to regroup and formulate responses to the myriad of inquiries and interview requests. The media outlets engaged included NBC News, WAMU 885FM, *Baltimore Sun*, FOX News Channel, *New York Times*, MSNBC, NPR, WTOP, CTV News (PG County), CNN, The Hill, CBS News, *The Washington Post*, Reuters, Rachel Maddow Show, CNN Morning News, Newsy, TheGrio, Vice News, *Salon*, PBS NewsHour, The Black Star Network, WPFW-FM (DC), *MSU Spokesman*, WMAR-TV 2, *Politico*, WJZ-TV 13, and *Inside Higher Ed*. OPRSC responded to all media inquiries and issued a series of statements on behalf the University regarding the bomb threats, including:

- Access to Campus Closed as Bomb Threat is Evaluated

- A Message from President David K. Wilson: Addressing the Threat to Our National Treasure
- Shelter in Place Order Lifted and All Clear Issued
- Assessing a Potential Threat and Affirming Campus Safety

The subsequent media coverage surrounding the HBCU bomb threats heavily featured the University in addition to commentary from MSU President David K. Wilson and/or the MSU SGA President. This coverage included MSNBC's Rachel Maddow Show, *The Washington Post*, *Inside Higher Ed*, *Baltimore Sun*, NBC News, *USA Today*, CNN, BET, *Forbes*, *The MSU Spokesman*, WEEA Online, WJZ-TV CBS 13, Report Wire, The DCist, and Vice News.



While not a crisis in the traditional sense, OPRSC found itself immersed in managing the messaging and the narrative centered around leadership vacancies in the University's Athletics Department. In back-to-back announcements both the vice president and athletic director, and the head football coach decided to step down from positions and accepted new positions outside of the University. This prompted a series of media inquiries and stories about the future of the department and its stability; however, any potential negative coverage was mitigated.

Content Generated

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

News Releases/Statements

- Bears Men's Basketball Coach Kevin Broadus Receives Two-Year Contract Extension
- Morgan State University Names Erlease Wagner as Interim Athletic Director
- Morgan State University's 4th Annual 'Innovation of the Year' Awards Honors Accomplishments in Research and Invention
- New Year Brings New Appointments to Key Leadership Positions at Morgan State University
- Morgan State University Faculty Recognized Nationally, Earning Prestigious Fellowships and Honors in Various Disciplines
- Calling for Humanity in the Face of Atrocity
- Modifying Morgan's Indoor COVID-19 Protocols Amid Improving Conditions

- Morgan Research and Leadership Take Center Stage During Secretary of the U.S. Army Christine Wormuth's Visit to the National Treasure
- Weis Markets Donates to Morgan State University in Observance of Black History Month
- TNT and ESPN2 to Simulcast First-ever NBA HBCU Classic Presented by AT&T Featuring Howard and Morgan State on February 19
- Morgan State University Partners with Lincoln Financial Group on Early Career Development Initiatives
- Addressing the Threat to Our National Treasure
- Morgan State University Launches New 10-Year Strategic Plan, 'Transformation Morgan 2030: Leading the Future'
- Anonymous Donor Gifts Morgan \$2.75 Million to Increase Access to a College Education and Support Student Success
- National Park Service Awards Morgan State University an Additional \$500K Grant to Support Preservation
- Spring Semester Plans: Navigating Through COVID Successfully

Articles/Announcements

- Prince Hall Grand Lodge Lends Artifacts to Morgan State University to Preserve History and Share Legacy
- U.S. Trade Representative Ambassador Katherine Tai Visits Morgan to Discuss Trade Policy and Expanding Economic Prosperity to Historically Overlooked Communities
- Classroom Stressors Reduced as Students and Professors Turn to Tai Chi
- Morgan Alum Shapes Narrative for Nat Geo Black History Series as Editor

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

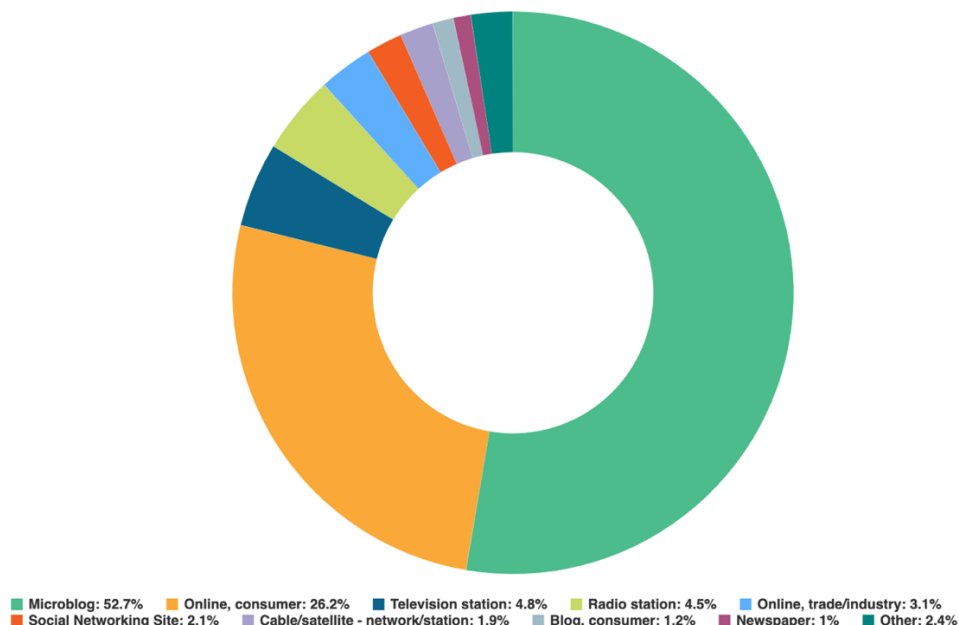
Campaign	Placements	Gross Impressions (Audience* + UVPM**)
<i>Addressing the Threat to Our National Treasure (all associated media relating to HBCU bomb threats)</i>	1,028	894,046,662
<i>TNT and ESPN2 to Simulcast First-ever NBA HBCU Classic Presented by AT&T Featuring Howard and Morgan State on February 19</i>	943	770,802,177
<i>Morgan State Deploys Robots to Deliver Food Across Campus</i>	63	4,867,867
<i>Morgan State University Partners with Lincoln Financial Group on Early Career Development Initiatives</i>	60	15,264,106
<i>New Year Brings New Appointments to Key Leadership Positions at Morgan State University</i>	7	2,487,134

*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 January and March recorded a consistent volume of visibility for Morgan. These stories span local to national—and some international highlighting Morgan, faculty, students, alumni, academic units/schools elevating the brand across the media landscape and audiences. The following graphic visually demonstrates the segmentation of news stories by media platform during the quarter. Most of the coverage was on social media/microblogs (52.7%), followed by online (26.2%), television (4.8%) and radio (4.5%).

Share of Coverage by Media Type



Marketing and Advertising Support

OPRSC complemented media relations efforts with a sustained advertising buy across multiple platforms including broadcast, print, digital and sponsorships. Supporting and elevating the University as well as key units and academic programs, paid media investments have placed the Morgan brand on screens, on the pages and airwaves further increasing Morgan State University's equity among key audiences and stakeholders. OPRSC continued this momentum with several key advertisers and media partners including: **Baltimore Ravens, Baltimore Business Journal, WJZ-TV CBS 13, Black College Today, Baltimore Times, U.S. Black Engineer Magazine and the Washington Monthly.**

As a part of our Morgan's sponsorship with the Baltimore Ravens and WJZ's Black History Oratory Competition, the MSU advertising inventories continued to run on high-profile platforms during the quarter. Digital ads for Morgan ran on **BaltimoreRavens.com** and within the **Ravens App**. Additionally, Morgan's 30-second TV spot ran during telecasts of premiere national programming, such as **NCAA March Madness** and **NFL Playoffs**, and during regular **WJZ-TV** weekly programming.

Partnering with MSU Athletics, OPRSC secured placement of Morgan's TV commercial on **ESPN3** and **TNT** during the inaugural NBA HBCU Classic basketball matchup between Morgan and Howard held at the NBA All-Star Game weekend festivities.

During this reporting period, OPRSC has been actively engaged in planning and developing a comprehensive digital marketing campaign with EAB, a leading consulting firm specializing in marketing education institutions. The initiative will be incrementally rolled out in phases with the initial phase focusing on new and unique academic programs. The effort will entail the development of webpages specific to the individual programs, and implementation of a digital marketing strategy and paid Google search campaign.

WJZ-TV CBS 13 – Black History Oratory Competition

In support of WJZ's annual Black History Oratory Competition, Morgan served as one of three title sponsors, bringing significant exposure for MSU during a special 90-minute broadcast for the annual event. OPRSC leveraged Morgan expertise and talent to increase visibility for the Morgan brand with appearances of Morgan faculty, staff and students. English Professor Dr. Inte'a DeShields served as a competition judge, University Archivist Dr. Ida Jones provided historical insights on several significant Black Americans, and Theater Arts students James Gallom and Martin Smith recited historical speeches from Frederick Douglas and Dr. Martin Luther King, Jr. for the production.





Martin Smith
Morgan State University



James Gallom
Morgan State University

Baltimore Business Journal

In support of Women's History Month, OPRSC sought strategies to highlight women administrators and faculty at Morgan. Having previously issued a news release touting key leadership hires—many of whom were women—OPRSC maximized the opportunity to promote Morgan's diverse leadership with a paid advertorial in Baltimore's leading business weekly publication, the *Baltimore Business Journal*. The outcome delivered 10 MSU profiles in a special Women's Month Spotlight – Celebrating Women's "Herstory" Month & International Women's Day by spotlighting women leaders in the Greater Baltimore region.

BALTIMORE BUSINESS JOURNAL PAID ADVERTISING | SPONSORED BY MORGAN STATE UNIVERSITY MARCH 25-31, 2022 11

Women's MONTH SPOTLIGHT

Celebrating Women's "Herstory" Month & International Women's Day by spotlighting women leaders in the Greater Baltimore region

Morgan State University is a Carnegie-classified high research (R2) institution and Maryland's Preeminent Public Urban Research University. Morgan serves a multiracial and multitalented student body and seeks to ensure that the doors of higher education are opened as wide as possible to as many as possible. As Maryland's largest historically Black college and university (HBCU) and the only university to have its entire campus designated as a National Treasure by the National Trust for Historic Preservation, Morgan offers nearly 140 academic programs leading to degrees from the baccalaureate to the doctorate with an enrollment of more than 8,400 students.

HIGHER EDUCATION
Professional Recognition

Cynthia Mendez Robinson
Deputy Chief Information Officer

For more than two decades, Dr. Cynthia Mendez Robinson has worked to improve Morgan IT services capabilities and efficiency. As deputy chief information officer for the University's Division of Information Technology, Mendez Robinson is a robust IT governance and advancing technology effectiveness in support of institutional goals. She's led the implementation of IT projects and has been involved with more than \$2 million in grants to improve the University's infrastructure.

HIGHER EDUCATION
Professional Recognition

Ida Jones
University Archivist

Dr. Ida Jones, a historian making history, is Morgan's first-ever university archivist providing historical context for the variety of efforts housed in the University Library's Eustis M. Davis Special Collections. Davis Room. Through the archival collections under her care, many of which document the African American experience in Maryland, Dr. Jones gives life to voices of the past, allowing them to tell their rich stories. Accordingly, she is a highly sought-after subject matter expert.

HIGHER EDUCATION
Professional Recognition

Kelisha Campbell
Executive Director of Enrollment Services and University Registrar

Kelisha Campbell, Morgan's executive director of Enrollment Services and University Registrar and interim director of Undergraduate Admission and Recruitment, is a "rising star" in higher education administration. Campbell, also a member of Morgan's University Council Executive Committee, has leveraged her passion for helping young people to advance access to education, propel student success and retention, and advance degree fulfillment.

HIGHER EDUCATION
Professional Recognition

Mary Anne Akers
Dean of the School of Architecture and Planning

Dr. Mary Anne Akers is Morgan's inaugural dean of the School of Architecture and Planning, the first Black woman to lead the school since its inception in 2008. Her expertise is aimed at improving urban communities through design and economic development. Dr. Akers' vision has helped students excel for advancing new and unique academic programs, such as a design program partnership with the National Institute of Standards and Technology (NIST), and for leadership, Morgan's S&P is ranked among the top architecture schools in MD.

HIGHER EDUCATION
Professional Recognition

Jacqueline Jones
Dean of the School of Global Journalism and Communication

Journalist "Jackie" Jones, dean of the School of Global Journalism and Communication at Morgan, is a Pulitzer Prize-winning journalist whose extensive experience at The Washington Post advances the school's mission of producing ethical, diverse communications and elevating diversity within the media profession. Having served on the NAAC's board of directors and the ACEJMC, Jones' innovative eye is integral in developing a Digital Newsroom for student in-depth news reporting.

HIGHER EDUCATION
Professional Recognition

Deborah Flavin
Associate Vice President for Accounting, Operations and Compliance

Morgan's associate vice president for Accounting, Operations and Compliance, Deborah Flavin, has more than 20 years of experience in strategic planning and fiscal oversight. A key contributor within the University's Division of Finance and Management leading with "Big Four" expertise, Flavin has been instrumental in strengthening Morgan's accountability, fiscal health and governance, which has led to successive years of achieving S&P A+ and Moody's A3 ratings.

HIGHER EDUCATION
Professional Recognition

Kim McCalla
Associate Vice President for Facilities, Design and Construction Management

Kim McCalla, associate vice president for Facilities, Design and Construction Management, has overseen Morgan's dynamic campus development. McCalla's expertise in strategic expansion is reflected in the University's \$271 million transformative design and construction over the past decade. A recent "Black Engineer of the Year" award recipient, McCalla has directed the modernization of Morgan's campus while preserving its historical integrity and protecting its National Treasure designation.

HIGHER EDUCATION
Professional Recognition

Malikah Morgan
Chair and Professor of the Department of Military Science

LL Col. Malikah Morgan serves as chair and professor of the Department of Military Science at Morgan and is the first woman in school history to lead the Blue Battalion Army ROTC program. LL Col. Morgan leverages her distinguished military experience to lead successful ROTC programs at Morgan and Coppin State. She encourages progress over perfection and strives to motivate future leaders from a program that historically produces more commissioned Black officers than any other university in MD.

HIGHER EDUCATION
Professional Recognition

Donna Howard
Vice President for Institutional Advancement

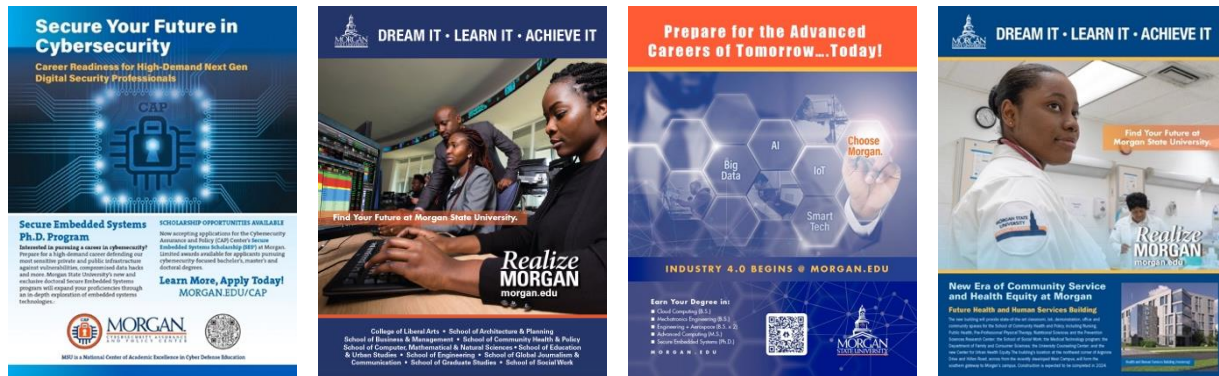
Donna Howard serves as Morgan's vice president for Institutional Advancement and executive director of the MSU Foundation, Inc. Howard is charged with overseeing strategic communications, alumni engagement, and development. In this capacity, she has stewarded major fundraising initiatives and secured notable gifts for the University and its students, including a \$254 million fundraising campaign, \$40 million and \$20 million private gifts, and more than doubling the institution's endowment.

HIGHER EDUCATION
Professional Recognition

Kara Turner
Vice President for Enrollment Management and Student Success

Dr. Kara Turner, vice president for Enrollment Management and Student Success at Morgan, is an accomplished higher education administrator who has held numerous leadership positions dedicated to student success. Dr. Turner's long-standing support of degree fulfillment for students from diverse socioeconomic backgrounds spans more than two decades. Responsible for leading eight student services units, Dr. Turner has guided successive years of increased enrollment, retention and graduation rates.

Ads Placed During Quarter



Print



Digital - Online

WEB/ONLINE PROJECTS:

OPRSC's web communications team continued to place significant attention to content migration of our university's academic units onto the newly redesign website layout and CMS. At the close of this reporting period, the web team is approximately 75% complete with Phase 2 of the tiered migration. Upon completion of Phase 2, OPRSC will initiate Phase 3 of the website migration project, which entails the full migration the university's administrative units.

Following the winter break and the beginning of the springs semester, upticks in omicron COVID-19 variant led to modifications to the University's communications surrounding the pandemic, protocols for the springs semester and updates related to testing and masking policies. Accordingly, OPRSC's web team performed several rounds of updates to Morgan's COVID-19 info page (www.morgan.edu/coronavirus).

OPRSC assumed a central role in partnership with Dr. Kim Sydnor, dean of the School of Community Health and Policy, with the development of a new website for Morgan's newest center, the Center for Urban Health Equity. OPRSC was consulted and is currently managing this effort. Additionally, OPRSC's web team is planning to make updates to Morgan's virtual tour and campus map to reflect the many enhancements and new buildings that have recently opened and are poised to come online. This effort is slated to take full swing in the summer/fall timeframe.

Per usual, the web team continuously fielded various web support requests for site updates and troubleshooting, as well as performed CMS trainings for existing and newly assigned site managers during the quarter.

SEARCH:

Popular MSU Website Queries (Top 10 Search terms)

Jan 2022

1. directory
2. health insurance
3. health insurance waiver
4. scholarships
5. websis
6. bursar
7. housing
8. transcript
9. forms
10. Websis

Feb 2022

1. directory
2. library
3. canvas
4. bursar
5. scholarships
6. websis
7. tuition
8. veterans
9. transcript
10. human resources

Mar 2022

1. directory
2. library
3. canvas
4. scholarships
5. comptroller
6. nursing
7. career center
8. bursar
9. transcript
10. housing

MOBILE APP:

New Installations (Jan 2022 – March 2022)

- iOS – **387** devices
- Android – **209** devices

EVENTS CALENDAR (events.morgan.edu):

Total Users signed up in the system: **130 new users** (MSU accounts only)

New user visits: **8,388 new users** engaging with the online events calendar.

NEWSROOM VISITOR DATA (news.morgan.edu):

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

1. **New Year Brings New Appointments to Key Leadership Positions at Morgan State University**
<https://www.morgan.edu/news/new-appointments-to-key-leadership>
2. **Morgan State University Employees to Receive Overall 9% Pay Increase in 2022**
<https://www.morgan.edu/news/2022-pay-increase>
3. **Spring Semester Plans: Navigating Through COVID Successfully**
<https://www.morgan.edu/news/spring-2022-plans>

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

morgan.edu Stats:

Total Pageviews: 1,971,593 (Current) / 655,445 (Legacy)

Unique Pageviews: 1,376,618 (Current) / 536,304 (Legacy)

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

FACEBOOK (facebook.com/morganstateu) —Total Number of Followers: **60,262 (+260)**

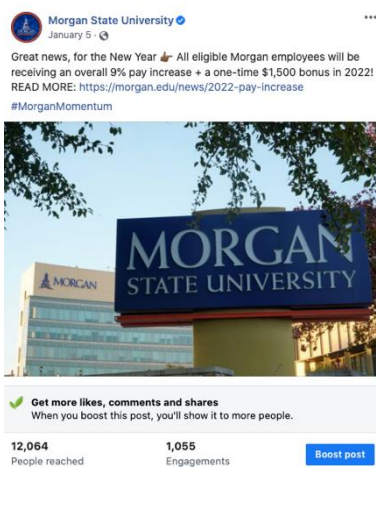
The following represents the top three (3) Facebook posts from January through March:



February 19, 2022 (POST)

People Reached: **29.8K**

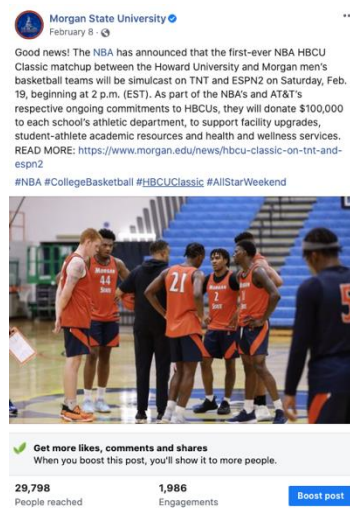
Total Engagement*: **1,986**



January 5, 2022 (POST)

People Reached: **12.1K**

Total Engagement*: **1,005**



February 8, 2022 (POST)

People Reached: **11.3K**

Total Engagement*: **488**

*Total Engagement: Reactions, Comments & Shares

INSTAGRAM ([instagram.com/morganstateu](https://www.instagram.com/morganstateu)) —Total Number of Followers: **26,434 (+1,271)**

The below photos represent the top three (3) posts from January through March:

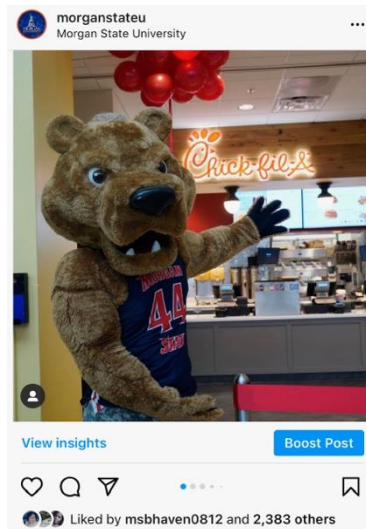


February 1, 2022 (POST)

Accounts Reached: **25,858**

Impressions: **27,635**

Total Engagement*: **6,100**



February 4, 2022 (POST)

Accounts Reached: **13,292**

Impressions: **16,012**

Total Engagement*: **2,906**



March 10, 2022 (POST)

Accounts Reached: **12,978**

Impressions: **14,643**

Total Engagement*: **2,952**

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

TWITTER (twitter.com/morganstateu)

Twitter Profile Visits: **69k**

Tweet Impressions: **589.6k**

Total Number of Followers: **23,432 (+881)**

The below chart represents the top three (3) Twitter posts from January through March:



February 1, 2022

Impressions: **299,500**

Total Engagement*: **2,489**

Engagement Rate: **0.8%**



February 19, 2022

Impressions: **36,723**

Total Engagement*: **368**

Engagement Rate: **1.0%**



February 1, 2022

Impressions: **20,046**

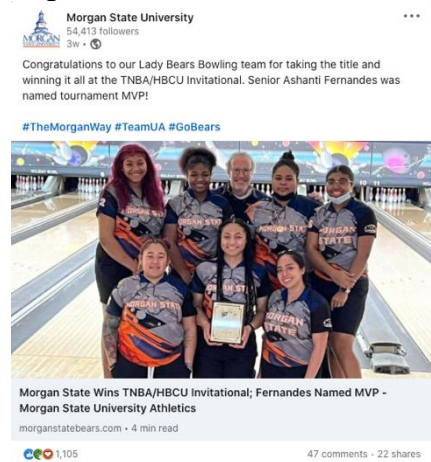
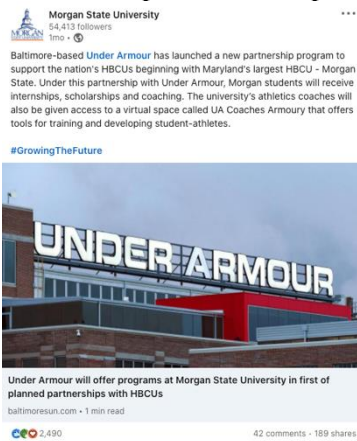
Total Engagement*: **684**

Engagement Rate: **3.4%**

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

Total Number of Followers: **53,354 (+1,917)**

The below represents the top three (3) LinkedIn posts from January through March:



February 10, 2022

Impressions: **2,723**

Total Engagement*: **4,569**

January 2, 2022

Impressions: **1,414**

Total Engagement*: **2,757**

March 9, 2022

Impressions: **1,176**

Total Engagement*: **1,555**

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

Campus Support

Graphic Design Services

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, continuously developed or completed during this period by OPRSC:

- Morgan Magazine, Vol. 1 2022 – content development, writing, editing, layout and design
- Alumni News, Spring 2022 – content development, writing, editing, layout and design
- General Assembly Operating Budget Testimony – copy editing, proofreading, layout and design
- General Assembly Capital Budget Testimony – copy editing, proofreading, layout and design
- U.S. House of Representatives Committee on the Judiciary Subcommittee on Crime, Terrorism, and Homeland Security written testimony on “The Rise in Violence Against Minority Institutions” – copy editing, layout and design
- President’s Distinguished Speaker Series, Heather McGhee Lecture – collateral included flyers, poster, yard signs and digital ad program, copy editing, proofreading, layout and design
- MSU Foundation 2020–21 Annual Report – copy editing, proofreading, layout and design
- Office of Development *Spring Fundraising Appeal* – copy editing
- New print ad layout concepts for *Morgan Completes You* (Two 4C full-page ads)
- Spring 2022 Commencement cover preparation
- Celebrating Philanthropy collateral (invitations, save the date, video production consultation/management) for the Office of Development

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
- Headshots for Admissions Staff, Biology Department,
- Center for Career Development Photography of Office
- Chick-Fil-A Ribbon-Cutting
- OPRSC Publications photography for Morgan Magazine and Alumni News
- Lt. Governor Rutherford delivery of masks and COVID-19 testing kits
- MSU Dining and SodexoMAGIC KiwiBot food delivery robot (photography and video)
- Secretary of Commerce Gina Raimondo visit and Goldman Sachs 10K Small Businesses event
- U.S. Trade Ambassador Tai visit to Morgan
- PDSS Lecturer Heather McGhee
- MEAC tournament play and associated alumni events
- OSHER-Crankstart program personnel
- Center for Career Development MSU JCPenney Suit Up event
- Under Secretary Kvaal visit to Morgan
- Mister and Miss Morgan Pageant
- U.S. Secretary of the Army Christine Wormuth visit to Morgan



ENROLLMENT UPDATE

BOARD OF REGENTS
MAY 2-3, 2022

RECORD HIGH APPS & ADMITS RECORD ENROLLMENT PROJECTED

**STUDENTS
APPLYING TO
MORE SCHOOLS
THAN EVER**

**HIGH
VISIBILITY OF
HBCUS
RIGHT NOW**

**High
visibility of
Morgan
right now**

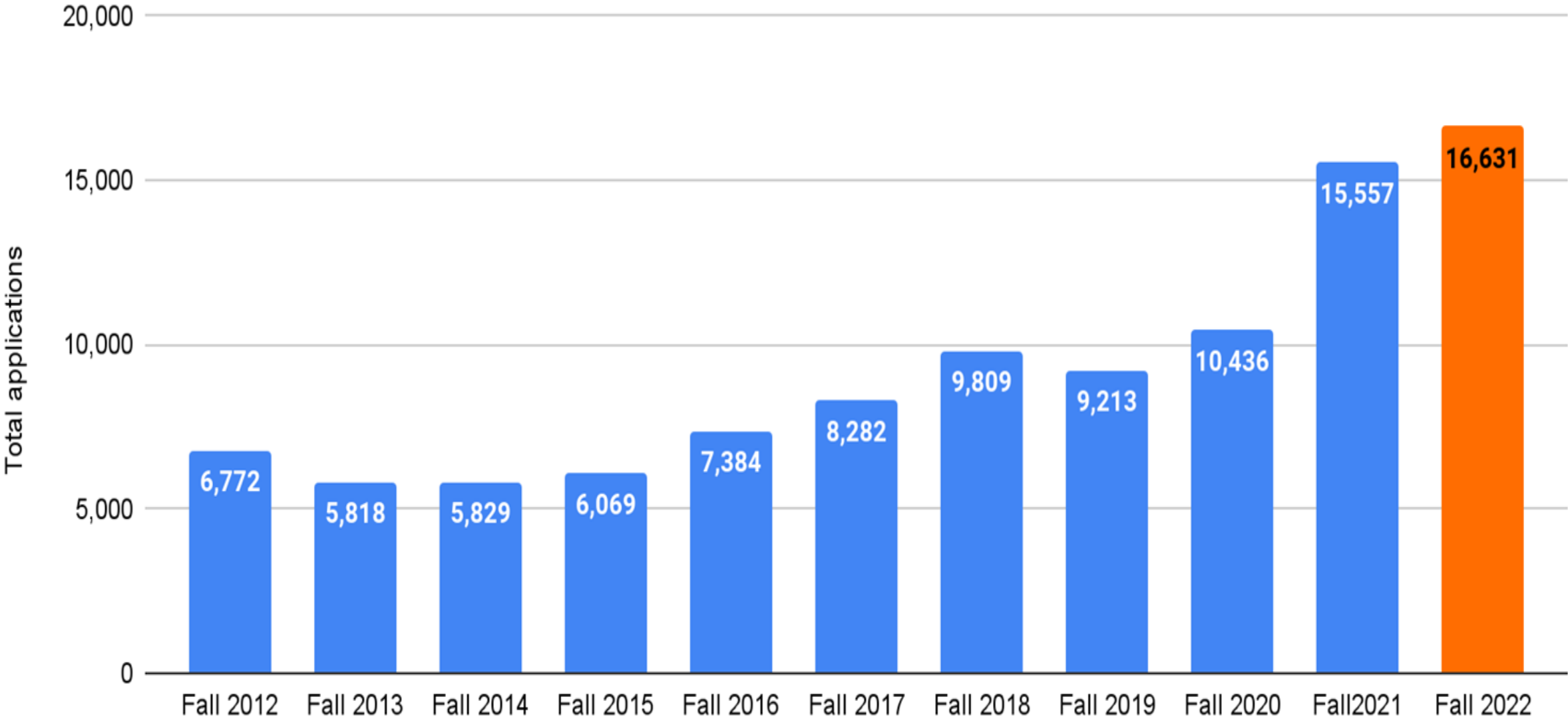
**Test
Optional**

**Investments
in
recruitment**

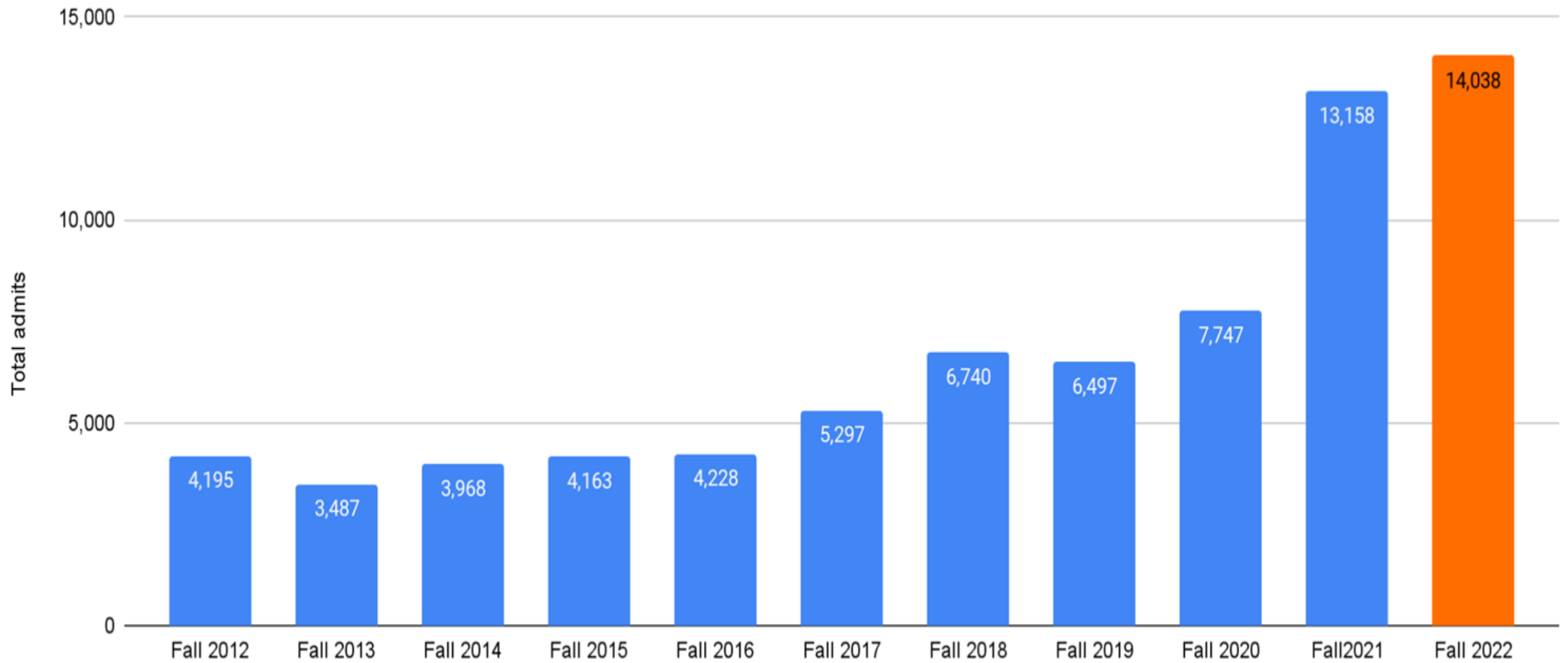
**Increased
financial
aid**

**Streamlined
application
process**

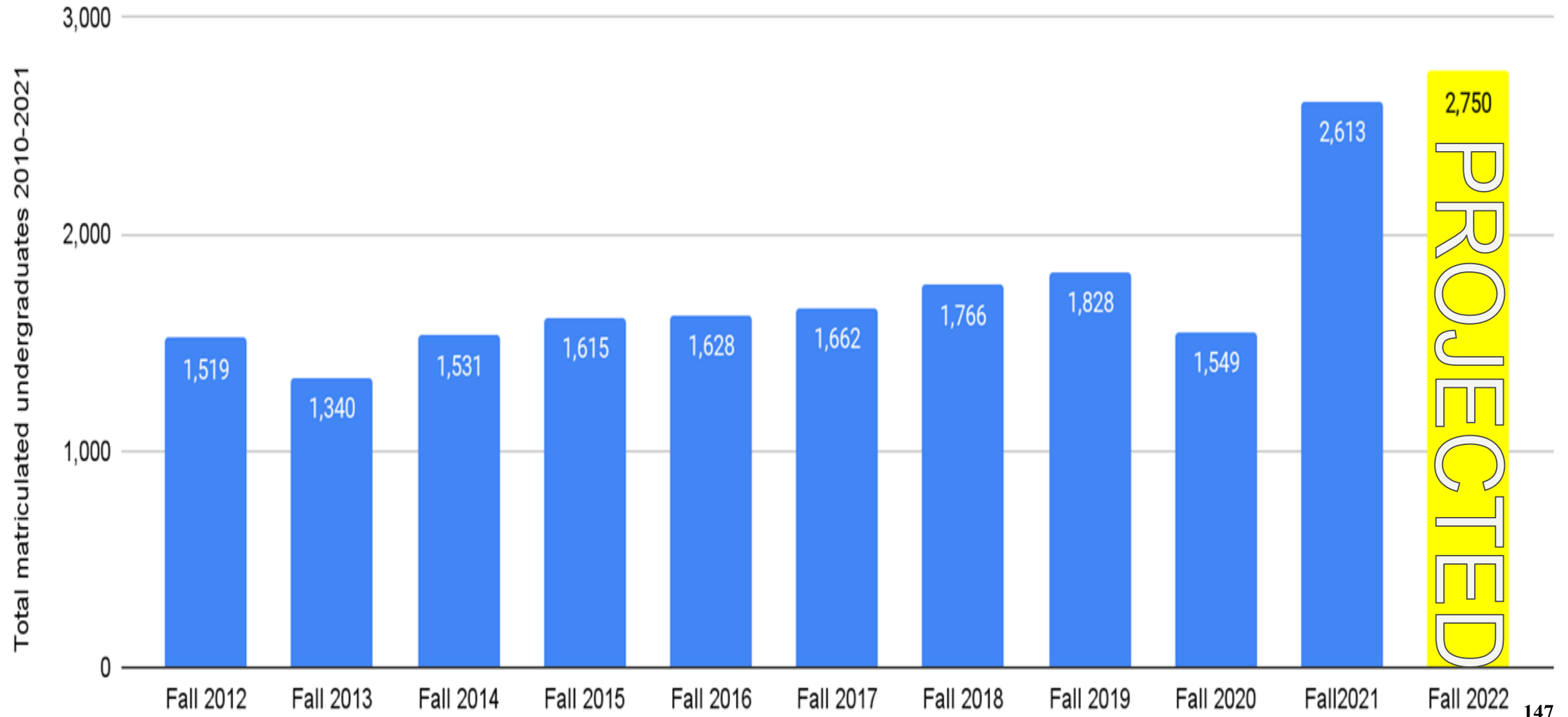
Total completed undergraduate applications 2012-2022



Total admitted undergraduates 2012-2022



Total new enrolled undergraduates 2012-2022



ITEMS FOR ACTION

MINUTES OF JANUARY 31, 2022



Finance and Facilities Committee

Monday, January 31, 2022

9:00 a.m.

Virtual

Committee Meeting Minutes

The quarterly meeting of the Board of Regents Finance and Facilities Committee met on Monday, January 31, 2022, via Zoom. Committee Chairwoman Shirley Malcom called the meeting to order at 9:03 a.m.

BOARD MEMBERS

Present: Chairwoman Shirley Malcom, Regent Harold Carter, Jr., Regent Wayne Resnick, Regent Carl Turnipseed, Regent Winston Wilkinson

Absent: Regent Shelonda Stokes

STAFF MEMBERS

Present: Dr. David Wilson, Dr. Timothy Akers, Dr. Kevin Banks, Mr. Sidney Evans, Mrs. Deborah Flavin, Mrs. Kassandra Grogan, Ms. Sherita Harrison, Ms. Donna Howard, Dr. Scott Knoche, Mr. David LaChina, Dr. Daniel Laughlin, Dr. Willie May, Ms. Kim McCalla, Dr. Adebisi Oladipupo, Mr. Jeff Palkovitz, Ms. Sadaf Shafique, Mr. Wayne Swann, Dr. Kara Turner, Mrs. Cynthia Wilder, Dr. Hongtao Yu

Remarks by the Chairwoman and the President

Chairwoman Malcom called for a moment of silence to honor the memory of Regent Stokes's brother. A warm welcome was extended to the Regents and members of the university administration. The Chairwoman yielded the floor to President Wilson for remarks.

Dr. Wilson extended his gratitude to Chairwoman Malcom and noted that he wanted to be cognizant of the Committee's agenda, including three critical action items. He conveyed his gratitude to all of his colleagues, many of whom were working hard to finish documents for the full Board meeting and legislative budget hearings. For Morgan, the Governor's proposed operating and capital budgets are laudable. We are delighted that the number of government-funded research facilities has increased. Recurring funds for the Center for Equitable AI Machine Learning (\$3.1 million), the Center for Urban Violence Reduction (\$2 million), and the Center for Predictive Analytics and Gaming (\$1.5 million) have been confirmed by the Governor's Office. An additional \$3 million will be added to the annual operating budget, totaling \$11.6 million. The Governor's plan also includes close to \$100 million in funding for Morgan's capital improvement program.

ITEMS FOR INFORMATION

Facilities, Design and Construction Management Update

Ms. McCalla stated that the University is recruiting for several positions in the Capital Planning, Physical Plant, and Design and Construction Management departments in order to accommodate the increased project activity on campus. The new Associate Director for the Physical Plant Department will start in mid-February, even though the Director's position is still vacant. Mrs. Cynthia Wilder will be assisted by a new assistant planner, and two assistant project managers were hired in Design and Construction Management.

We are hoping to expand our project management by either hiring more people or bringing in outside project managers. Ms. McCalla noted that our capital budget has been lowered from the initial requirements, but we will do everything within our means to achieve the University's goals for FY24. The Board book contains information on all requested capital projects, deferred maintenance, and other projects such as the Gilliam Concert Hall ceiling (construction bid will be out this week); the Chapel (windows will be replaced or repaired and water infiltration will be addressed shortly thereafter); and the Student Center Garage (plans to issue bid before the end of the month).

Ms. McCalla concluded her report with an update on the following projects: New Health and Human Services Building, New Science Building, New Thurgood Marshall, Public Safety Building, Northwood Shopping Center, and Hurt Gymnasium.

Chairwoman Malcom inquired about additional pressures since everyone appears to be having difficulty recruiting and filling jobs requiring distinct skill sets. Ms. McCalla responded that we are looking to attract individuals from other firms. The challenge is employees are looking for better pay and benefits. In order to accommodate additional workers, the internal compensation structure needs to be adjusted. Mr. Evans commented that a search firm has been hired to find a new Physical Plant Director, as this position is in great demand due to deferred maintenance across the higher education industry. However, the search firm is certain they can find Morgan the right individual.

Chairwoman Malcom commented that adding new employees, even at a lower salary, not only strains the institution's finances but also puts additional stress on the existing workforce. Furthermore, the institution must be stabilized, otherwise we will not be able to launch our projects. Dr. Wilson stated that when a public institution faces challenges like those mentioned by Ms. McCalla and Mr. Evans, it creates a salary compression issue. In light of the fact that we lack the recurring resources to alter all salaries on a regular basis, this needs to be addressed.

Institutional Advancement Update

Ms. Howard cited page 105 of the Board book that referenced outright and deferred donations and sponsorship revenue totaling \$16.7 million. The largest fiscal year to date gift is \$5 million from Google, followed by \$2.75 million from an anonymous donor and \$2.7 million from Goodnation Foundation. The division welcomed Ms. Heidi Bruce, as the new Assistant Vice President for Alumni Relations and Strategic Engagement. Ms. Joyce Brown retired on January 1, 2022, after 44½ years. New partnerships and collaborations have received a lot of attention in the media recently. Investments from the public and private sectors continue to enhance Morgan's facilities and activities. The Washington Post, Baltimore Business Journal, and a number of other publications have written about Morgan's partnership with UMBC and College Park to develop a diverse pipeline of academic leaders in the arts and humanities. The Washington Post ran an article on the three new endowed professorships, and Morgan's returned to division one wrestling. A few of the more noteworthy items from the third quarter pertain to campus development and new construction.

Regent Turnipseed congratulated Ms. Howard for hiring Ms. Bruce who, according to her bio, is a Morgan alumnus and that is a good indicator for someone in her position. He was pleased with EAB's ability to plan and implement a comprehensive digital marketing strategy and looks forward to seeing more of their work in the future.

Division of Research and Economic Development Update

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

Dr. May reported some of the division's administrative activities and cross-cutting studies. In the first half of the fiscal year, Morgan received \$89.7 million in authorized new commitments, an average of \$1 million

per proposal, and received approximately \$61 million in new proposals. For the new grants, Morgan received significant support from the National Science Foundation, as well as the Department of Health and Human Services. New funding was secured by D-RED (\$28.68 million), Academic Affairs (\$11.75 million, principally Title III), and the School of Computer, Mathematical, and Natural Sciences (\$10.35 million). Individuals have been invited to present and work with our faculty on identifying funding sources for social and behavioral sciences this year as part of a special emphasis on developing relationships.

Dr. May stated that two R2 institutions were added to Carnegie's 2021 ranking (Prairie View A&M University and Southern University and A&M College, while Delaware State and Hampton were removed), noting that Morgan was rated R2 in December 2018. This is where we were expected to be and we should attain R1 status by 2030. According to the Blue Ribbon Panel's finding, the majority of institutions in this category have a teaching load of one or fewer courses each semester; but Morgan's teaching load is four courses per semester. As a result of the panel's recommendations and support, Dr. Wilson was successful in convincing the Governor and the State to invest \$3.1 million for a Center for Equitable AI and Machine Learning. In addition to doing research, we have looked at building academic programs in conjunction with these activities and discussed where the money would come from. An updated comparison chart shows how Morgan continues to surpass the U.S. norms in innovation outputs and outcomes per research dollar spent (input), and Morgan is now ranked in the top 10 in all five criteria per expenditure. Dr. May praised Mr. Swann and his team for their hard work with faculty and students to uncover the potential for intellectual property creation, in addition to scaling up the research efforts.

Regent Turnipseed asked whether Morgan plans to create an advisory board to help guide the work as it progresses. He also asked Dr. May to identify a few key financial prerequisites related to the plan. Dr. May responded that there will be a meeting of the President's Blue Ribbon Panel on STEM Extension and the President's Advisory Task Force this summer to review progress. Their continued presence is important to Morgan's goal of gaining R1 status and establishing itself as a world-class research university. In response to the second question, Dr. May stated that there are no absolute prerequisites. The grant management function has to be strengthened in order to improve the infrastructure. Due to our limited financial resources, we are contemplating recruiting teams rather than a single star professor. Finding a leader and bringing in their team will require a greater effort on our part. Mr. Evans commented that the President commissioned a Research Infrastructure Committee to improve the infrastructure. As mentioned, infrastructure relates to three things: people, systems, and procedures. We need improvement in all three areas, and the committee has given recommendations to the President, which we will strive to execute in a cost-effective manner.

Regent Carter inquired about grant proposals and the improvements the University could make. Dr. May responded that there are numerous competitions and although we may submit excellent proposals, not all will be selected. Chairwoman Malcom commented that several agencies do research on the success or failure of proposals. One of the most productive things we can do is resubmit, which means taking the concerns we received throughout the review process, responding to them, and engaging in dialogue with the program officials. Additionally, the data indicates that some types of proposers often resubmit at lower levels. The most effective strategy is to address the issues highlighted during the review and to reinstate them. This is just a question of adopting what the study indicates is the most effective technique for obtaining support, even in the face of rejection. Dr. May echoed the Chairwoman's statement and added that, if feasible, at the next Board meeting, they will present statistics highlighting the success rate of other HBCUs and R1 institutions' submissions.

Chairwoman Malcom noted that there are a few areas of focus for federal grants right now: health disparities, social determinants of health, and climate. This allows us to aid the work at the PEARL since we have an asset that can support the priority task. She asked whether the issue of equitable AI was one of computing, mathematics, or algorithm design. She commented that interacting with AI in various areas like

health care or social work will increase Morgan's competitiveness. Dr. May asked Dr. Knoche to provide a brief update regarding the increased interest in the PEARL. Dr. Knoche reported on a proposed comprehensive bill to help restore and expand the Chesapeake Bay oyster population. As a consequence of this initiative, which will help with oyster restoration, Morgan's PEARL is looking to receive anywhere from \$100,000 to several million dollars. The seawater system is in desperate need of repair, and this may be an opportunity to obtain new research equipment and make other improvements. Chairwoman Malcom thanked Dr. May and his staff for their work and emphasized the importance of building on our strengths and resources.

Division of Enrollment Management and Student Success Update

Presentation: Enrollment Update

Dr. Turner presented comparative statistics on Morgan's performance in comparison to the state's other four-year public universities. A chart compares fall enrolment of full-time, first-time freshmen and the percentage growth or reduction in enrollment for each school from Fall 2020 to Fall 2021. The results greatly surpassed those of the competitors, both numerically and percentage-wise. Contrary to national enrollment patterns, we have seen a 90% rise in first-time freshmen. Overall headcount enrollment increased by 11%, mostly due to the large freshman class, and the total enrollment has increased by 835 students. We are pleased with the University's overall performance when comparing fall 2021 enrollment statistics to those of the previous year.

Dr. Wilson thanked Turner and her team for their outstanding work in ensuring that the institution communicates the correct message to potential students. The Honors College is now led by Dr. OluwaTosin Adegbola, which will place an even greater emphasis on the institution's ability to attract high-achieving students.

ITEMS FOR ACTIONS

Finance and Facilities Committee Minutes of November 1, 2021

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

Student Housing

Presentation: University Student Housing Plan

Chairwoman Malcom stated that Dr. Wilson and Mr. Evans were asked to give a comprehensive student housing plan presentation to reassure the Committee and the Board that this is being done wisely and strategically since it will greatly affect the institution. It was noted that as part of the comprehensive student housing plan, the administration is seeking approval on three items: (1) FY 23 housing rates; (2) amendment to the policy on student housing residency requirements; and (3) the Maryland Economic Development Corporation (MEDCO) Letter of Intent.

Mr. Evans provided an update on the University Student Housing Plan. He highlighted the following: (a) the BET Student Housing Team (consisting of Dr. Banks, Mr. Evans, and Dr. Turner); (b) the external consulting firm, Brailsford & Dunlavey, Inc., and their key findings and recommendations from 2013 and 2017; and (c) financial goals and renovation plans for the period 2022-2030.

Dr. Wilson stated that we will have three new residential facilities on campus by the fall of 2026. In eight years, we will have not only three new residential buildings but also updated all of our current legacy facilities. He noted that is a highly extensive and complete strategy for student housing by 2030. He emphasized the importance of the MEDCO Letter of Intent, since it would help us achieve our objective.

Regent Resnick asked whether Morgan had considered privatizing any of the facilities listed in the presentation. He noted that instead of renovating older buildings, it may be better to build new dorms since renovation might take longer than new construction. Mr. Evans responded that MEDCO is the primary housing privatization corporation in Maryland and the University administration has looked at various options. However, given the manner in which we financed and structured the first phase of student housing, it made sense to develop phase II (net 498 beds) with MEDCO. It is also preferable from a legal, financial, and cost perspective for students. However, the third phase (600 beds on campus) will be an entirely privatized housing structure.

Dr. Wilson stated that the recommendation is not to demolish any of the legacy buildings on campus except for O'Connell Hall, which was built during the war era. Chairwoman Malcom concurred with Dr. Wilson and noted that we are looking at demolishing buildings that have no historic importance or are in poor condition due to their age. Ms. McCalla stated that when buildings are refurbished, all plumbing and wiring is replaced, as well as roofing and mechanical systems, making it seem like a new structure. Dr. Banks noted that we need to connect the master leases with the housing refurbishment plan in Phase II and III of the Student Housing Plan.

Regent Wilkinson asked what would happen to the students if the building was shut down. Mr. Evans responded that students would be relocated. An eight-year graphic produced by our consultants indicates when and where we may gain or lose beds due to renovations with a net positive. Dr. Banks noted that we will be renegotiating existing contracts with Marble Hall Garden and HH Midtown to gain extra beds for swing space.

Chairwoman Malcom stated that the structures in the next six to eight years would not eliminate off-campus needs. We will still require off-campus housing because we cannot manage the construction timeline without it to meet the enrollment forecasts.

Regent Turnipseed asked if there is a measure that tracks the level of subsidy the University incurs in student housing, and was consideration given to raising the fees higher (than proposed) to avoid another increase in the next year or two. Dr. Wilson responded that a large increase in residential rates on existing stock is difficult to justify. As noted in the presentation, there are plans for differential housing rates. Housing costs may rise significantly when the two historic buildings are rebuilt and reopened. The units will include amenities that were not previously available, so they may be priced in the \$6,000 range.

Regent Resnick inquired about the building construction and opening timeframes with respect to the supply chain demand. Ms. McCalla responded that the New Thurgood Marshall project has had certain challenges, but they have been addressed, and the facility is now fully operational. Mr. Evans noted that the supply chain will be a challenge in Thurgood Marshall's next phase, which is why the MEDCO Letter of Intent is critical. MEDCO was very lucky to get ahead of the supply chain fiasco for the first phase.

FY 2023 Housing Rates

Mr. Evans stated that 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 project expected to come online in fall 2022. As per the credit ratings review for the project and the investment grade rating received, a commitment was made by the University to raise housing rates for new construction significantly. As a result, housing rates need to be increased in order to be in line with the financial pro forma developed for the financing and the student housing project. Based on our research, other public universities in Maryland also increased their rates substantially for new housing facilities. As such, we are proposing that housing rates for Morgan owned facilities be increased by 4% for FY 2023 to meet the

ongoing operating expenses and debt service requirements for current and future financing of the housing facility. It was noted that rates for Thurgood Marshall and Morgan View are set by MEDCO.

Chairwoman Malcom called for a motion to approve the FY 2023 housing rates. It was moved by Regent Turnipseed and seconded by Regent Resnick. The motion carried. The vote was unanimous.

Amendment to the Policy on Student Housing Residency Requirements

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 freshman 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 freshman effective fall 2024.

Chairwoman Malcom called for a motion to approve the Amendment to the Policy on Student Housing Residency Requirement for Freshmen. It was moved by Regent Carter and seconded by Regent Turnipseed. The motion carried. The vote was unanimous.

MEDCO Letter of Intent

As reported earlier, 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) is on-track for occupancy by August 2022. 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. Mr. Palkovitz stated that a similar letter of intent was completed two years ago for phase one, allowing MEDCO to advance funds to expedite the process.

Regent Resnick questioned why the letter was sent at this time, considering that it signals the preparation and modification of the master plan. Mr. Evans responded that since MEDCO owns both Morgan View and the New Thurgood Marshall, we have a commitment to bondholders. Morgan's ownership will be limited to Thurgood Marshall East. Additionally, we are required to have MEDCO engaged due to the terms of the loan arrangement and ground lease, but this does not preclude us from exploring additional privatized housing alternatives in the future.

Chairwoman Malcom called for a motion to approve the Maryland Economic Development Corporation Letter of Intent. It was moved by Regent Resnick and seconded by Regent Turnipseed. The motion carried. The vote was unanimous.

ITEMS FOR INFORMATION

Budget Updates

Mr. Evans referred to pages 148 to 177 of the Board and highlighted a few finance-related slides included in the Committee presentation. Morgan is appreciative of the \$125 million from the federal stimulus program for students, institutions, and HBCUs. We used \$12.7 million in FY 20, \$57.5 million in FY 21, and \$55 million in FY 22. Due to the closure of the campus, these funds were allocated for a number of improvements, including technological and PPE requirements, as well as cleaning and disinfecting

buildings. As previously disclosed, we plan to use federal stimulus funding to improve indoor air quality in the residence halls. Another critical feature of the federal stimulus package is that it must be spent by the summer of 2023. Mrs. Flavin is the manager of these funds, and they will be managed like government grants under our Title III program, which she will publish regularly on Morgan's website. Dr. Wilson commented that the University's base general fund operating budget will increase to \$139.5 million in FY 23 from \$113.1 million in FY 22, based on the Governor's recommendation. It was noted that Morgan's state appropriation has almost quadrupled in value during Dr. Wilson's tenure as president.

Mr. Evans stated that the Governor recommended \$98.6 million in his revised capital budget for the New Health and Human Services Building and New Science Center Phases I and II, as reported by Ms. McCalla in her update. We will receive another \$20 million for deferred maintenance on top of the \$39 million we received in the past. These funds are directly attributable to the deferred maintenance plan we presented to the state three and a half years ago.

Morgan State University has zero long-term debt as of June 30, 2021, according to audited financial statements. The pro forma for June 30, 2022 is expected to have \$16.3 million in HBCU capital debt. Morgan projects that the HBCU capital loan will reach \$34 million by June 30, 2023. As announced at the November Board meeting, Dr. Veal's office is working on a state bill to raise the debt ceiling from \$88 million to \$140 million. The rise in revenue in FY 2022 is mostly attributable to enrollment, notably the over 40% out-of-state mix. Enrollment has increased expenditures, such as faculty and classrooms, and the financial aid budget has increased to accommodate our students affected by the pandemic.

Mr. Evans provided brief updates on the Osteopathic Medical School, Northwood Commons, and Lake Clifton.

Dr. Wilson commented that maintaining a stable financial position for the institution takes considerable effort and time. We are grateful for the state's continued investment in us – \$240 million (operating budget of \$140M and capital budget of \$100M) including deferred maintenance funding for legacy buildings at Morgan. From our perspective, it should be the state of Maryland's obligation to attempt to rehabilitate legacy buildings.

Maryland Clean Energy Center (MCEC)/ Siemens Energy Performance Contract Financing

Mr. Evans stated that the collaboration between MCEC and Siemens is progressing well and that the first Energy Performance Contract (EPC) is nearing completion. Mr. Palkovitz was acknowledged for his expertise on the college portion of the EPC. It was noted that the Office of General Counsel is also currently reviewing the EPC's legal documentation. The University is considering entering into a financing agreement with Siemens Financial Services. They were chosen in collaboration with MCEC after a thorough RFQ. The overall cost of this project is \$10.2 million with an expected total savings of \$4 million over the life of the project. Three agreements (the shared savings agreement, the EPC, and the loan agreement) will be brought to the Board for approval in late February or early March. Other initiatives by Siemens include: Wet Lab, Fume Hoods, Murphy Fine Arts, and Hurt Gym.

Standard & Poor's Rating Update

Mr. Evans referred to pages 167-176 of the Board book and explained that Morgan does not have any long-term public debt and, therefore, rating agencies are not required to rate Morgan in the future. The current S&P rating is not a public debt rating; rather, it is an issuer rating, in which Morgan State University is evaluated as an entity.

Chairwoman Malcom commented that the reason we continue to request a review is to know the University's financial position and required financial requirements for the future. Regent Turnipseed commented that although this rating does not reflect Morgan's debt outstanding, it does reflect the

institution's overall creditworthiness. Mr. Evans added that Morgan is rated A1 by Moody's and A+ by S&P, with a steady outlook.

Adjournment

Chairwoman Malcom called for a motion to adjourn. It was moved by Regent Turnipseed and seconded by Regent Carter. The motion carried. The vote was unanimous. The meeting adjourned at 11:56 a.m.

Submitted by,
Sadaf Shafique, Recorder

MINUTES OF MARCH 1, 2022

Public Session Minutes

BOARD MEMBERS

Present: Regent Shirley Malcom, Regent Harold Carter, Regent Wayne Resnick, Regent Shelonda Stokes, Regent Carl Turnipseed, Regent Winston Wilkinson

STAFF Dr. David Wilson, Mr. Sidney Evans, Mr. Thomas Faulk, Ms. Julie Goodwin, Ms. Armada Grant, Mrs. Kassandra Grogan, Ms. Sherita Harrison, Chief Lance Hatcher, Mr. David LaChina, Mr. Jeff Palkovitz, Dr. Don-Terry Veal

The special meeting of the Finance and Facilities Committee of the Morgan State University Board of Regents was called to order by Chairwoman Shirley Malcom at 6:02 p.m. She welcomed all in attendance and thanked Regents for their flexibility and willingness to meet. Chairwoman Malcom offered an overview of the agenda and stated that following the Public Session, the Committee would convene in Closed Session to address the matter identified as such on the agenda. She then yielded the floor to Dr. Wilson for brief remarks.

Dr. Wilson thanked the Finance Committee for convening this special meeting to consider the two items referenced by Chairwoman Malcom.

Maryland Clean Energy Center (MCEC)/Siemens Financing

Mr. Evans provided a brief overview on the MSU/MCEC/Siemens partnership. He stated that the partnership is designed to accomplish a number of initiatives around energy conservation, energy sustainability, carbon footprint reduction as well as addressing deferred maintenance. Five (5) tasks have been presented and approved by the Finance Committee and the full Board. There are currently 11 tasks. Four of the five tasks initially presented are in various stages of completion. The fifth task is an Energy Performance Contract (EPC), which is being presented today as it has a financing component. The University is seeking approval to move forward with the financing as set forth in the terms and conditions. The EPC has three components – a shared savings agreement, the actual EPC agreement, and a loan agreement. All three documents are under review by the attorneys – Siemens, MCEC (via the Attorney General for the State of Maryland) as well as our General Counsel's Office and representatives from the Office of the Attorney General. Mr. Evans noted that the financing needs to be approved in order to place the terms and conditions in the loan agreement so that we can move to closing.

Regent Turnipseed commented that Coppin State University and the University of Maryland also have similar arrangements with regard to the EPC, like the one being considered by Morgan, as it relates to the structure. He asked if there was a standard template for the estimated \$4 million savings. Mr. Evans responded that we are operating under an approved State of Maryland energy performance umbrella. There is a standard process to include a set of analyses, an inspection assessment, and an investment grade audit, which is the template that produces both energy/utilities and operational savings.

Regent Turnipseed asked about the tax applicability. Mr. Evans responded that the loan financing is tax exempted; however, we have to ensure that the IRS private use policy is not violated when tax-exempt financing is utilized. The policy is violated when a private entity performs work or research on campus or owns a company on campus (i.e., if the private entity benefits from the financing associated with the EPC). He noted that there has to be a legal opinion provided by an attorney on this issue, and the University has completed a tax questionnaire in order for an opinion to be issued. Mr. Palkovitz concurred with the response provided by Mr. Evans.

Regent Turnipseed asked whether this transaction would be carried on the balance sheet by Morgan or MCEC. Chairwoman Malcom had the same question, highlighting that a final decision on the balance sheet may not be known until later in the year or possibly not until the project work is completed. Mr. Evans responded that the assumption is that \$6 million will be on Morgan's balance sheet and \$4 million will be on MCEC's balance sheet. It was noted that the entire \$10.3 million currently resides on MCEC's balance sheet. However, the final determination resides with our external auditors at some point in the future. In fair transparency, all possibilities are being presented to the Committee.

Regent Turnipseed asked how much it will cost going forward if, in fact, the transaction is carried on Morgan's balance sheet. Chairwoman Malcom stated that the repayment schedule reflects semi-annual payments of \$431K. Mr. Evans commented that the University currently has zero debt, adding that the payments will not affect our operating budget or bond rating.

Regent Malcom opened the floor for a motion to approve the MCEC/Siemens Financing. It was MOVED by Regent Turnipseed and SECONDED by Regent Stokes. The MOTION CARRIED unanimously.

Public Session Adjournment

Chairwoman Malcom announced that the Finance and Facilities Committee would convene in Closed Session to consider the Memorandum of Understanding between the Fraternal Order of Police (FOP) and Morgan State University, which is a matter specifically exempt from public consideration under § 3-305(b)(9) of the Open Meetings Act. The Committee may reconvene in Public Session at the conclusion of the Closed Session, if necessary.

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

The PUBLIC SESSION adjourned at 6:27 p.m.

Memorandum of Understanding Between the Fraternal Order of Police and Morgan State University (in Closed Session)

Chairwoman Malcom opened the floor for a motion to approve the Memorandum of Understanding. It was MOVED by Regent Turnipseed and SECONDED by Regent Carter. The MOTION CARRIED unanimously.

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

Date: Tuesday, March 1, 2022

Time: 6:00 p.m.

Location: Virtual

Motion to close meeting made by: Regent Stokes

Seconded by: Regent Resnick

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent:

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

General Provisions Article, § 3-305 (b)(9):

____ (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;
- X** (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 the Memorandum of Understanding between the Fraternal Order of Police and Morgan State University.

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):

REVISIONS TO POLICY ON STUDENT RESIDENCY

BOARD OF REGENTS

MORGAN STATE UNIVERSITY

SUMMARY OF ITEM FOR ACTION

TOPIC: Revisions to THE POLICY ON STUDENT RESIDENCY CLASSIFICATION FOR ADMISSION AND TUITION PURPOSES

DATE OF MEETING: May 3, 2022

BRIEF EXPLANATION: Two revisions are being requested: 1-In order to continue to be eligible to receive payments for any students eligible for VA Education benefits, the University must amend its policy on in-state tuition to allow in-state tuition for anyone using transferred entitlement educational assistance under Survivors' and Dependents' Educational Assistance Program (Chapter 35) of Public Law 117-68Public Law 1117-68 (38 U.S.C. § 3679(c)(2)(A) who lives in Maryland (regardless of their formal state of residence) while enrolled in the University. 2-To allow in-state tuition for students who have completed all service hours for an AmeriCorps Program in the State.

FISCAL IMPACT: Based on current veteran enrollment, **the fiscal impact of revising the section of the policy related to VA benefits** is estimated to be **\$345,576/year** [33 non-residents who may qualify as resident under revised policy x \$10,472 annual differential between in-state and out-of-state rates]. **Fiscal impact of not revising the policy** is estimated to be **\$2.7M** [335 students x \$8,008 per student in tuition and fees per year]. If the policy is not revised, students using VA benefits will not be able to receive those benefits at Morgan because the University will be ineligible to participate in VA educational assistance programs. Consequently, the University will not be able to recruit new veterans/dependents or retain most current veterans/dependents.

The **fiscal impact of adding the AmeriCorps section of the policy** is estimated to be \$16,016/year [2 non-resident students who may qualify as resident under revised policy x \$10,472 annual differential between in-state and out-of-state rates].

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

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

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

POLICY ON STUDENT RESIDENCY CLASSIFICATION FOR ADMISSION AND TUITION PURPOSES

I. POLICY

A. Purpose

To extend the benefits of higher education while encouraging the economical use of the State's resources,¹ it is the policy of the Board of Regents of Morgan State University ("University") to recognize the tuition categories of in-state and out-of-state students for the purpose of admission and assessing tuition at the University.

B. Burden of Proof

The person seeking in-state status shall have the burden of proving by clear and convincing evidence that they satisfy the requirements and standards set forth in this Policy on Student Residency Classification for Admission and Tuition Purposes ("Policy"). Assignment of in-state or out-of-state status will be made upon a review of the totality of facts known or presented to it.

C. In-state Status

To qualify for in-state tuition, a student must demonstrate that, for at least twelve (12) consecutive months immediately prior to and including the last date available to register for courses in the semester/term for which the student seeks in-state tuition status, the student had the continuous intent to:

1. Make Maryland their permanent home; and
2. Abandon their former home state or domicile; and
3. Reside in Maryland indefinitely; and
4. Reside in Maryland primarily for a purpose other than that of attending an educational institution in Maryland.

Satisfying all of the requirements in Section II (and Section III, when applicable) of this Policy demonstrates continuous intent and qualifies a student for in-state tuition.

¹Annotated Code of Maryland, Education Article, §14-101 and §14-104.

Students not entitled to in-state status under this Policy shall be assigned out-of-state status for admission and tuition purposes.

D. Presumption

Either of the following circumstances raises a presumption that the student is residing in the State of Maryland primarily for the purpose of attending an educational institution and therefore, does not qualify for in-state status under this Policy:

1. A student is attending school or living outside Maryland at the time of application for admission to the University, or
2. A student is Financially Dependent on a person who is not a resident of Maryland.

This presumption may be rebutted. The student bears the burden of rebutting the presumption. See "III. Rebuttal Evidence" below.

II. REQUIREMENTS

Before a request for classification to in-state status will be considered, a student must comply with all of the following requirements for a period of at least twelve (12) consecutive months (or shorter period indicated) immediately prior to and including the last date available to register for courses in the semester/term for which the student seeks in-state tuition status. The student must demonstrate that they:

A. Own or possess, and have continuously occupied, including during weekends, breaks and vacations, living quarters in Maryland. The student must provide evidence of a genuine deed or lease and documentation of rent payments made. In lieu of a deed or lease, a notarized affidavit from a landlord showing the address, name of the student as occupant, term of residence, and history of rent payments made will be considered. As an alternative, a student may demonstrate that they share living quarters in Maryland which are owned or rented and occupied by a parent, legal guardian or spouse.

B. Have substantially all of their personal property, such as household effects, furniture and pets in Maryland.

C. Have paid Maryland income tax on all taxable income including all taxable income earned outside the State and have filed a Maryland Resident tax return.

D. Have registered all owned or leased motor vehicles in Maryland for at least twelve (12) consecutive months, if previously registered in another state. Students who have lived in Maryland for at least twelve (12) consecutive months but who have had their motor vehicle(s) registered in Maryland for less than twelve (12)

months will be deemed to have satisfied this requirement if they can show evidence that their owned or leased motor vehicle(s) was (were) registered in Maryland within sixty (60) days after moving to the State.

E. Have possessed a valid Maryland driver's license for at least twelve (12) consecutive months, if previously licensed to drive in another state. Students who have lived in Maryland for at least twelve (12) consecutive months but who have held a Maryland driver's license for less than twelve (12) months will be deemed to have satisfied this requirement if they can show evidence that their driver's license was issued in Maryland within sixty (60) days after moving to the State.

F. Are currently registered to vote in Maryland, if previously registered to vote in another state (no time requirement).

G. Receive no public assistance from a state other than the State of Maryland or from a city, county or municipal agency other than one in Maryland.

H. Have a legal ability under Federal and Maryland law to live permanently without interruption in Maryland.

I. Have rebutted the presumption that they are in Maryland primarily to attend an educational institution, if the student's circumstances have raised the presumption.

III. REBUTTAL EVIDENCE

Satisfying the requirements listed in paragraphs A through I of Section II, does not rebut the presumption that a student is in Maryland primarily to attend an educational institution. To overcome the presumption, a student must present additional evidence.

To determine a student's intent, the University will evaluate evidence of a student's objectively verifiable conduct. Evidence that does not document a period of at least twelve (12) consecutive months immediately prior to and including the last date available to register for courses in the semester/term for which the student seeks in-state tuition status is generally considered an unfavorable factor under this Policy. Evidence of intent must be clear and convincing and will be evaluated not only by the amount presented but also based upon the reliability, authenticity, credibility and relevance of the evidence.

The absence of objective, relevant evidence is generally considered an unfavorable factor. A student's statement of intent to remain in Maryland in the future is generally not considered to be objective evidence under this Policy.

Additional evidence that will be considered includes, but is not limited to, the following:

A. Source of financial support:

1. Maryland employment and earnings history through sources beyond those

incident to enrollment as a student in an educational institution e.g., beyond support provided by work study, scholarships, grants, stipends, aid, student loans, etc. (Tuition costs will be considered as a student expense only to the extent tuition exceeds the amount of any educational scholarships, grants, student loans, etc.), or

2. Evidence the student is Financially Dependent upon a person who is a resident of Maryland.

B. Substantial participation as a member of a professional, social, community, civic, political, athletic or religious organization in Maryland, including professionally related school activities that demonstrate a commitment to the student's community or to the State of Maryland.

C. Registration as a Maryland resident with the Selective Service, if applicable.

D. Evidence that the student is married to a Maryland resident.

E. Evidence that the student attended schools in Maryland for grades K-12.

F. Evidence showing the student uses their Maryland address as their sole address of record for all purposes including on health and auto insurance records, bank accounts, tax records, loan and scholarship records, school records, military records, leases, etc.

G. An affidavit from a person unrelated to the student that provides objective, relevant evidence of a student's conduct demonstrating the student's intent to reside in Maryland primarily for a purpose other than that of attending an education institution in Maryland.

H. Evidence of life and employment changes that caused the student to relocate to Maryland for reasons other than primarily educational purposes (e.g., divorce, family relocation, taking care of a sick family member, etc.).

IV. NON-RESIDENTS WHO MAY TEMPORARILY QUALIFY FOR IN-STATE STATUS.

In addition, persons with the following status shall be accorded the benefits of in-state status for the period in which they hold such status:

A. A full-time or part-time (at least 50 percent time) regular employee of the University.

B. The spouse or Financially Dependent child of a full-time or part-time (at least 50 percent time) regular employee of the University.

C. An active duty member of the Armed Forces of the United States whose home

of residency is Maryland or one who resides in, or is stationed in, or is domiciled in Maryland, or the spouse or a Financially Dependent child of such a person. Students that qualify under this provision will retain in-state status for tuition purposes as long as they are Continuously Enrolled regardless of a change in military assignment or status of the active member of the military.

D. A veteran of the United States Armed Forces who presents documentation that they were honorably discharged, and currently reside, or are domiciled, in the State.

E. A veteran using educational assistance under either Chapter 30 (Montgomery G.I. Bill® • Active Duty Program) or Chapter 33 (Post-9/11 G.I. Bill®), of title 38, United States Code, who lives in Maryland (regardless of their formal state of residence) and enrolls in the University.

F. Anyone using transferred Post-9/11 G.I. Bill® benefits (38 U.S.C. § 3319) who lives in Maryland (regardless of their formal state of residence) and enrolls in the University.

G. Anyone using transferred Post-9/11 G.I. Bill® benefits (38 U.S.C. § 3319) who lives in Maryland (regardless of their formal state of residence), and the transferor is a member of the uniformed service who is serving on active duty.

H. Anyone using benefits under the Marine Gunnery Sergeant John David Fry Scholarship (38 U.S.C. § 3311(b)(9)) who lives in Maryland (regardless of their formal state of residence). Section IV, paragraphs E-H of this Policy shall be effective as of July 1, 2017.

I. An individual using educational assistance under Chapter 31, Vocational Rehabilitation and Employment (VR&E) who lives in the State of Maryland while attending a school located in the State of Maryland (regardless of their formal state of residence) effective for courses, semesters, or terms beginning after March 1, 2019.

J. Anyone described in paragraphs E, F, H or I of this Section IV while they remain continuously enrolled (other than during regularly scheduled breaks between courses, semesters, or terms) at the University. The persons so described must be using educational benefits under either chapter 30 or chapter 33, of title 38, United States Code.

J.K. Anyone using transferred entitlement educational assistance under Survivors' and Dependents' Educational Assistance Program (Chapter 35) of Public Law 117-68Public Law 1117-68 (38 U.S.C. § 3679(c)(2)(A) who lives in Maryland (regardless of their formal state of residence) while enrolled in the University for courses, semesters, or terms in the academic period beginning on or after August 1, 2022.

~~K.L.~~ A spouse or financially dependent child shall continue to be exempt from paying nonresident tuition if the active duty member no longer meets the requirements of this Section IV of this Policy and the spouse or financially dependent child remains continuously enrolled at Morgan State University.

~~L.M.~~ An active duty member of the Maryland National Guard (MNG) who is stationed, resides or is domiciled in Maryland who joined or subsequently serves

in the MNG to provide a Critical Military Occupational Skill or to be a member of the Air Force Critical Specialty Code as determined by the MNG. A “member” of the MNG is defined as one who is regularly enlisted or holds a commission in the MNG as an officer in the grade of major or below or a warrant officer. This Section ~~L~~M of the Policy shall be effective as of July 1, 2009.

~~M~~N. The son or daughter of a State or Maryland county public safety employee who is eligible for a scholarship in accordance with §18-601(d)(3)(iii) of the Education Article of the Annotated Code of Maryland which provides for a scholarship for the offspring of a public safety employee killed in the line of duty.

O. A graduate assistant appointed at the University for the semester/term of the appointment.

~~N~~P. Students who have completed all service hours for an AmeriCorps Program in the State. However, such students are responsible for the difference between in-state and out-of-state tuition if the student does not retain residence in the State for the remainder of the school year for which in-state tuition was received.

~~O~~Q. Effective July 1, 2011, an undocumented immigrant individual (not including non-immigrant aliens within the meaning of 8 U.S.C. §1101(A)(15) of the Aliens and Nationality Title of the United States Code) is eligible to pay a tuition rate equivalent to the resident tuition rate at the University, if the individual:

- a. Has attended a community college not earlier than the 2010 fall semester and met the requirements of §15-106.8(B)(2011) of the Education Article of the Annotated Code of Maryland (except the requirement set forth in this section that provides that an individual must register as an entering student in a community college in the State not earlier than the 2011 Fall Semester);
- b. Was awarded an associate’s degree by, or achieved sixty (60) credits at a community college in the State;
- c. Provides the University with a copy of the affidavit that was submitted to the individual’s community college which stated the individual will file an application to become a permanent resident within thirty (30) days after the individual became eligible to do so;
- d. Provides to the University documentation that the individual or the individual’s parent or legal guardian has filed a Maryland income tax return:
 - (i) Annually while the individual attended community college in the State;
 - (ii) Annually during the period, if any, between graduation from or achieving sixty (60) credits at a community college in the State, and registration at the University; and
 - (iii) Annually during the period of attendance at the University; and

- e. Registers at the University not later than four (4) years after graduating from or achieving sixty (60) credits at a community college in the State.

V. PROCEDURES

A. An initial determination of in-state status will be made at the time of admission. The determination made at that time, and any determination made thereafter, shall prevail for each semester/term until the determination is successfully challenged in a timely manner.

B. A change in status must be requested by submitting a "Petition for Change in Classification for Tuition Purposes". A student applying for a change to in-state status must furnish all evidence that the student wishes the University to consider at the time the petition is due which is the last published date to register for the forthcoming semester/term for which the change in classification is sought.

C. The student shall notify the University in writing within fifteen (15) days of any change in circumstances which may alter in-state status.

D. In the event incomplete, false, or misleading information is presented, the University may, at its discretion, revoke in-state status and take disciplinary action provided for by the University's policies. Such action may include suspension or expulsion. If in-state status is gained due to false or misleading information, the University reserves the right to retroactively assess all out-of-state charges for each semester/term affected.

E. The University shall develop and publish additional procedures to implement this Policy. Procedures shall provide that on request the President or designee has the authority to waive any requirement set forth in Section II if it is determined that the application of the requirements creates an unjust result.

VI. DEFINITIONS

A. Financially Dependent: For the purposes of this Policy, a financially dependent student is one who is claimed as a dependent for tax purposes.

B. Parent: A parent may be a natural parent, or, if established by a court order recognized under the law of the State of Maryland, an adoptive parent.

C. Guardian: A guardian is a person so appointed by a court order recognized under the law of the State of Maryland.

D. Spouse: A spouse is a partner in a legally contracted marriage.

E. Child: A child is a natural child or a child legally adopted pursuant to a court order recognized under the law of Maryland.

F. Regular Employee: A regular employee is a person employed by the University who is assigned to a State budget line or who is otherwise eligible to enroll in a State retirement system. Examples of categories NOT considered regular employees are graduate students, contingent employees, and independent contractors.

G. Continuous Enrollment:

1. Undergraduate Student - An undergraduate student who is enrolled at the University for consecutive fall and spring semesters, until completion of the student's current degree program or unless on an approved leave of absence or participating in an approved program off-campus.

2. Graduate and Professional - Continuous enrollment for a graduate or professional student is defined by the University in accordance with program requirement.

H. Armed Forces of the United States: As defined in 38 U.S.C.A. § 101(10) as the United States Army, Navy, Marine Corps, Air Force, and Coast Guard, including the reserve components thereof.

VII. IMPLEMENTATION

This Policy as amended by the Board of Regents on ~~August 3, 2021~~ May 3, 2022, shall supersede all prior approvals of this Policy and shall be applied to all student tuition classification decisions made after this date, unless stated otherwise in this Policy.

POLICY ON STUDENT RESIDENCY CLASSIFICATION FOR ADMISSION AND TUITION PURPOSES

I. POLICY

A. Purpose

To extend the benefits of higher education while encouraging the economical use of the State's resources,¹ it is the policy of the Board of Regents of Morgan State University ("University") to recognize the tuition categories of in-state and out-of-state students for the purpose of admission and assessing tuition at the University.

B. Burden of Proof

The person seeking in-state status shall have the burden of proving by clear and convincing evidence that they satisfy the requirements and standards set forth in this Policy on Student Residency Classification for Admission and Tuition Purposes ("Policy"). Assignment of in-state or out-of-state status will be made upon a review of the totality of facts known or presented to it.

C. In-state Status

To qualify for in-state tuition, a student must demonstrate that, for at least twelve (12) consecutive months immediately prior to and including the last date available to register for courses in the semester/term for which the student seeks in-state tuition status, the student had the continuous intent to:

1. Make Maryland their permanent home; and
2. Abandon their former home state or domicile; and
3. Reside in Maryland indefinitely; and
4. Reside in Maryland primarily for a purpose other than that of attending an educational institution in Maryland.

Satisfying all of the requirements in Section II (and Section III, when applicable) of this Policy demonstrates continuous intent and qualifies a student for in-state tuition.

¹Annotated Code of Maryland, Education Article, §14-101 and §14-104.

Students not entitled to in-state status under this Policy shall be assigned out-of-state status for admission and tuition purposes.

D. Presumption

Either of the following circumstances raises a presumption that the student is residing in the State of Maryland primarily for the purpose of attending an educational institution and therefore, does not qualify for in-state status under this Policy:

1. A student is attending school or living outside Maryland at the time of application for admission to the University, or
2. A student is Financially Dependent on a person who is not a resident of Maryland.

This presumption may be rebutted. The student bears the burden of rebutting the presumption. See "III. Rebuttal Evidence" below.

II. REQUIREMENTS

Before a request for classification to in-state status will be considered, a student must comply with all of the following requirements for a period of at least twelve (12) consecutive months (or shorter period indicated) immediately prior to and including the last date available to register for courses in the semester/term for which the student seeks in-state tuition status. The student must demonstrate that they:

A. Own or possess, and have continuously occupied, including during weekends, breaks and vacations, living quarters in Maryland. The student must provide evidence of a genuine deed or lease and documentation of rent payments made. In lieu of a deed or lease, a notarized affidavit from a landlord showing the address, name of the student as occupant, term of residence, and history of rent payments made will be considered. As an alternative, a student may demonstrate that they share living quarters in Maryland which are owned or rented and occupied by a parent, legal guardian or spouse.

B. Have substantially all of their personal property, such as household effects, furniture and pets in Maryland.

C. Have paid Maryland income tax on all taxable income including all taxable income earned outside the State and have filed a Maryland Resident tax return.

D. Have registered all owned or leased motor vehicles in Maryland for at least twelve (12) consecutive months, if previously registered in another state. Students who have lived in Maryland for at least twelve (12) consecutive months but who have had their motor vehicle(s) registered in Maryland for less than twelve (12) months will be

deemed to have satisfied this requirement if they can show evidence that their owned or leased motor vehicle(s) was (were) registered in Maryland within sixty (60) days after moving to the State.

E. Have possessed a valid Maryland driver's license for at least twelve (12) consecutive months, if previously licensed to drive in another state. Students who have lived in Maryland for at least twelve (12) consecutive months but who have held a Maryland driver's license for less than twelve (12) months will be deemed to have satisfied this requirement if they can show evidence that their driver's license was issued in Maryland within sixty (60) days after moving to the State.

F. Are currently registered to vote in Maryland, if previously registered to vote in another state (no time requirement).

G. Receive no public assistance from a state other than the State of Maryland or from a city, county or municipal agency other than one in Maryland.

H. Have a legal ability under Federal and Maryland law to live permanently without interruption in Maryland.

I. Have rebutted the presumption that they are in Maryland primarily to attend an educational institution, if the student's circumstances have raised the presumption.

III. REBUTTAL EVIDENCE

Satisfying the requirements listed in paragraphs A through I of Section II, does not rebut the presumption that a student is in Maryland primarily to attend an educational institution. To overcome the presumption, a student must present additional evidence.

To determine a student's intent, the University will evaluate evidence of a student's objectively verifiable conduct. Evidence that does not document a period of at least twelve (12) consecutive months immediately prior to and including the last date available to register for courses in the semester/term for which the student seeks in-state tuition status is generally considered an unfavorable factor under this Policy. Evidence of intent must be clear and convincing and will be evaluated not only by the amount presented but also based upon the reliability, authenticity, credibility and relevance of the evidence.

The absence of objective, relevant evidence is generally considered an unfavorable factor. A student's statement of intent to remain in Maryland in the future is generally not considered to be objective evidence under this Policy.

Additional evidence that will be considered includes, but is not limited to, the following:

A. Source of financial support:

1. Maryland employment and earnings history through sources beyond those

incident to enrollment as a student in an educational institution e.g., beyond support provided by work study, scholarships, grants, stipends, aid, student loans, etc. (Tuition costs will be considered as a student expense only to the extent tuition exceeds the amount of any educational scholarships, grants, student loans, etc.), or

2. Evidence the student is Financially Dependent upon a person who is a resident of Maryland.

B. Substantial participation as a member of a professional, social, community, civic, political, athletic or religious organization in Maryland, including professionally related school activities that demonstrate a commitment to the student's community or to the State of Maryland.

C. Registration as a Maryland resident with the Selective Service, if applicable.

D. Evidence that the student is married to a Maryland resident.

E. Evidence that the student attended schools in Maryland for grades K-12.

F. Evidence showing the student uses their Maryland address as their sole address of record for all purposes including on health and auto insurance records, bank accounts, tax records, loan and scholarship records, school records, military records, leases, etc.

G. An affidavit from a person unrelated to the student that provides objective, relevant evidence of a student's conduct demonstrating the student's intent to reside in Maryland primarily for a purpose other than that of attending an education institution in Maryland.

H. Evidence of life and employment changes that caused the student to relocate to Maryland for reasons other than primarily educational purposes (e.g., divorce, family relocation, taking care of a sick family member, etc.).

IV. NON-RESIDENTS WHO MAY TEMPORARILY QUALIFY FOR IN-STATE STATUS.

In addition, persons with the following status shall be accorded the benefits of in-state status for the period in which they hold such status:

A. A full-time or part-time (at least 50 percent time) regular employee of the University.

B. The spouse or Financially Dependent child of a full-time or part-time (at least 50 percent time) regular employee of the University.

C. An active duty member of the Armed Forces of the United States whose home

of residency is Maryland or one who resides in, or is stationed in, or is domiciled in Maryland, or the spouse or a Financially Dependent child of such a person. Students that qualify under this provision will retain in-state status for tuition purposes as long as they are Continuously Enrolled regardless of a change in military assignment or status of the active member of the military.

D. A veteran of the United States Armed Forces who presents documentation that they were honorably discharged, and currently reside, or are domiciled, in the State.

E. A veteran using educational assistance under either Chapter 30 (Montgomery G.I. Bill® • Active Duty Program) or Chapter 33 (Post-9/11 G.I. Bill®), of title 38, United States Code, who lives in Maryland (regardless of their formal state of residence) and enrolls in the University.

F. Anyone using transferred Post-9/11 G.I. Bill® benefits (38 U.S.C. § 3319) who lives in Maryland (regardless of their formal state of residence) and enrolls in the University.

G. Anyone using transferred Post-9/11 G.I. Bill® benefits (38 U.S.C. § 3319) who lives in Maryland (regardless of their formal state of residence), and the transferor is a member of the uniformed service who is serving on active duty.

H. Anyone using benefits under the Marine Gunnery Sergeant John David Fry Scholarship (38 U.S.C. § 3311(b)(9)) who lives in Maryland (regardless of their formal state of residence). Section IV, paragraphs E-H of this Policy shall be effective as of July 1, 2017.

I. An individual using educational assistance under Chapter 31, Vocational Rehabilitation and Employment (VR&E) who lives in the State of Maryland while attending a school located in the State of Maryland (regardless of their formal state of residence) effective for courses, semesters, or terms beginning after March 1, 2019.

J. Anyone described in paragraphs E, F, H or I of this Section IV while they remain continuously enrolled (other than during regularly scheduled breaks between courses, semesters, or terms) at the University. The persons so described must be using educational benefits under either chapter 30 or chapter 33, of title 38, United States Code.

K. Anyone using transferred entitlement educational assistance under Survivors' and Dependents' Educational Assistance Program (Chapter 35) of Public Law 117-68 (38 U.S.C. § 3679(c)(2)(A) who lives in Maryland (regardless of their formal state of residence) while enrolled in the University for courses, semesters, or terms in the academic period beginning on or after August 1, 2022.

- L. A spouse or financially dependent child shall continue to be exempt from paying nonresident tuition if the active duty member no longer meets the requirements of this Section IV of this Policy and the spouse or financially dependent child remains continuously enrolled at Morgan State University.
- M. An active duty member of the Maryland National Guard (MNG) who is stationed, resides or is domiciled in Maryland who joined or subsequently serves in the MNG to provide a Critical Military Occupational Skill or to be a member of the Air Force Critical Specialty Code as determined by the MNG. A “member” of the MNG is defined as one who is regularly enlisted or holds a commission in the MNG as an officer in the grade of major or below or a warrant officer. This Section M of the Policy shall be effective as of July 1, 2009.
- N. The son or daughter of a State or Maryland county public safety employee who is eligible for a scholarship in accordance with §18-601(d)(3)(iii) of the Education Article of the Annotated Code of Maryland which provides for a scholarship for the offspring of a public safety employee killed in the line of duty.
- O. A graduate assistant appointed at the University for the semester/term of the appointment.
- P. Students who have completed all service hours for an AmeriCorps Program in the State. However, such students are responsible for the difference between in-state and out-of-state tuition if the student does not retain residence in the State for the remainder of the school year for which in-state tuition was received.
- Q. Effective July 1, 2011, an undocumented immigrant individual (not including non-immigrant aliens within the meaning of 8 U.S.C. §1101(A)(15) of the Aliens and Nationality Title of the United States Code) is eligible to pay a tuition rate equivalent to the resident tuition rate at the University, if the individual:
- a. Has attended a community college not earlier than the 2010 fall semester and met the requirements of §15-106.8(B)(2011) of the Education Article of the Annotated Code of Maryland (except the requirement set forth in this section that provides that an individual must register as an entering student in a community college in the State not earlier than the 2011 Fall Semester);
 - b. Was awarded an associate’s degree by, or achieved sixty (60) credits at a community college in the State;
 - c. Provides the University with a copy of the affidavit that was submitted to the individual’s community college which stated the individual will file an application to become a permanent resident within thirty (30) days after the individual became eligible to do so;
 - d. Provides to the University documentation that the individual or the individual’s parent or legal guardian has filed a Maryland income tax return:

- (i) Annually while the individual attended community college in the State;
 - (ii) Annually during the period, if any, between graduation from or achieving sixty (60) credits at a community college in the State, and registration at the University; and
 - (iii) Annually during the period of attendance at the University; and
- e. Registers at the University not later than four (4) years after graduating from or achieving sixty (60) credits at a community college in the State.

V. PROCEDURES

A. An initial determination of in-state status will be made at the time of admission. The determination made at that time, and any determination made thereafter, shall prevail for each semester/term until the determination is successfully challenged in a timely manner.

B. A change in status must be requested by submitting a "Petition for Change in Classification for Tuition Purposes". A student applying for a change to in-state status must furnish all evidence that the student wishes the University to consider at the time the petition is due which is the last published date to register for the forthcoming semester/term for which the change in classification is sought.

C. The student shall notify the University in writing within fifteen (15) days of any change in circumstances which may alter in-state status.

D. In the event incomplete, false, or misleading information is presented, the University may, at its discretion, revoke in-state status and take disciplinary action provided for by the University's policies. Such action may include suspension or expulsion. If in-state status is gained due to false or misleading information, the University reserves the right to retroactively assess all out-of-state charges for each semester/term affected.

E. The University shall develop and publish additional procedures to implement this Policy. Procedures shall provide that on request the President or designee has the authority to waive any requirement set forth in Section II if it is determined that the application of the requirements creates an unjust result.

VI. DEFINITIONS

A. Financially Dependent: For the purposes of this Policy, a financially dependent student is one who is claimed as a dependent for tax purposes.

B. Parent: A parent may be a natural parent, or, if established by a court order recognized under the law of the State of Maryland, an adoptive parent.

C. Guardian: A guardian is a person so appointed by a court order recognized under the law of the State of Maryland.

D. Spouse: A spouse is a partner in a legally contracted marriage.

E. Child: A child is a natural child or a child legally adopted pursuant to a court order recognized under the law of Maryland.

F. Regular Employee: A regular employee is a person employed by the University who is assigned to a State budget line or who is otherwise eligible to enroll in a State retirement system. Examples of categories NOT considered regular employees are graduate students, contingent employees, and independent contractors.

G. Continuous Enrollment:

1. Undergraduate Student - An undergraduate student who is enrolled at the University for consecutive fall and spring semesters, until completion of the student's current degree program or unless on an approved leave of absence or participating in an approved program off-campus.

2. Graduate and Professional - Continuous enrollment for a graduate or professional student is defined by the University in accordance with program requirement.

H. Armed Forces of the United States: As defined in 38 U.S.C.A. § 101(10) as the United States Army, Navy, Marine Corps, Air Force, and Coast Guard, including the reserve components thereof.

VII. IMPLEMENTATION

This Policy as amended by the Board of Regents on May 3, 2022, shall supersede all prior approvals of this Policy and shall be applied to all student tuition classification decisions made after this date, unless stated otherwise in this Policy.

FY 2024 CAPITAL BUDGET REQUEST

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: FY 2024 Capital Budget Request

COMMITTEE: Finance and Facilities

DATE OF MEETING: May 2, 2022

BRIEF EXPLANATION: The University will submit its FY 2024 Five-Year Capital Budget Request to the Department of Budget and Management (DBM) on July 1, 2022. The five-year request totals \$518.8 million of which \$126 million is requested for FY 2024. It is important to note that these figures are estimates. The President shall be authorized to make adjustments as future events dictate. Such revisions, if any, shall be reported to the Board at its next scheduled meeting.

FISCAL IMPACT: TBD

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

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

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

MORGAN STATE UNIVERSITY
BOARD OF REGENTS
Finance and Facilities Committee
May 2, 2022

FY 2024 CAPITAL BUDGET REQUEST

The University's FY 2024 Five-Year Capital Budget Request is due to the Department of Budget and Management (DBM) on July 1, 2022. The projects for which we will be requesting funding are listed below. Based on preliminary estimates, the five-year request will total \$518.8M of which \$126 million is for FY 2024 (see Attachment).

Of the \$126 million being requested for FY 2024, \$117.5 million is being requested for ongoing/funded projects and \$8.5 million is being requested for new projects to include an electrical upgrade and funds to initiate design for the demolition of the old Jenkins Building.

FY 2024 Request
(\$ in millions)

Ongoing/Funded	Phase	FY 2024 Request	Funded to Date	Total Cost
New HHS, Phase II	C, E	\$ 63.4	\$ 108.9	\$ 172.2
New Science Center, Phase I	P, C	10.2	4.1	14.4
New Science Center, Phase II	P, C	25.6	7.0	250.1
Campus Expansion: Lake Clifton Anchor Bldg.	P, C	8.3	5.0	16.8
Carter-Grant-Wilson Renovation	P	5.0	1.2	37.4
PEARL Oyster Lab	P, C, E	\$ 2.0	\$ 0.5	\$ 2.5
<i>Sub-Total</i>		\$ 114.5	\$ 126.7	\$ 493.4
New				
Campus-wide Electric Upgrades	P	\$ 7.0	-	\$ 62.0
Concrete Lab	P, C, E	3.0		3.0
Jenkins Demolition	P, C	1.5	-	\$ 13.8
<i>Sub-Total</i>		\$ 11.5	\$ -	\$ 78.8
Total		\$ 126.0	\$ 126.7	\$ 572.2

New Health & Human Services, Phase II

This request provides the final phase of construction and equipment funding for the New Health and Human Services (HHS) Building, which will house the School of Community Health and Policy including Public Health, Nutrition Sciences, Nursing, Pre-Professional Physical Therapy and Health Education; the School of Social Work; the Department of Family and Consumer Sciences; and Medical Technology. The University Counseling Center will also be housed in this facility. The academic programs to be located in the new HHS are located in Jenkins, which is to be demolished, off-campus in the Portage Avenue Facility, which is inadequate and unsafe, and

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 was demolished.

Construction funding in the amount of \$51,028,000 was pre-authorized during this Session for FY 2024.

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

This request provides construction funding for the demolition of the Washington Service Center (WSC) to make way for the New Science Center. The WSC was constructed in 1980 as a warehouse and until recently provided administrative office space for the Police, Physical Plant, and Procurement and Property Control departments. Its companion building, the Washington Service Center Annex, was built in 1952 and renovated in 1980 during the construction of the Service Center. The Annex building provides a shop, vehicle, and equipment repair spaces. 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 never 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. Procurement and portions of Police and Public Safety are currently in surge space. With the exception of Police and Public Safety, long-term plans are to consolidate these functions in a proposed new facility on the south campus. Police and Public Safety will be housed in a facility currently under construction and located immediately adjacent to the West Campus. This project also includes the relocation of fuel tanks that are located on the site. The WSC site will be used to house the proposed New Science 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 for the second phase of design and the first phase of construction for the New Science Building to house the Biology and Chemistry departments and the Dean's Office of 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 the buildings are obsolete and need to be replaced. Additionally, there is insufficient space in the Science Complex to appropriately serve the sciences because of growth in the science disciplines, and the configuration of the building does not lend itself to the type of instructional and research spaces required to support the sciences.

Campus Expansion, Physical Education Complex at Lake Clifton, Phase I (Demolition of Lake Clifton/Valve House Stabilization)

This request provides additional construction funds for the demolition of Lake Clifton High School and the stabilization of the historic Valve House. Constructed in 1971, the school is now closed and was declared surplus at the end of December 2019. Landlocked with limited opportunities for expansion, the acquisition of this property provides a unique and rare development opportunity for the University. The University intends to demolish the facility and redevelop the site to meet University needs including the construction of a Health and Physical Education Complex. The property, located approximately two miles from the campus, is approximately 59 acres.

Carter-Grant-Wilson Renovation

This request provides the second phase of design funding for the renovation of Carter-Grant-Wilson (CGW) for the Graduate School and International Affairs, both of which were located in facilities that are to be demolished and are now in surge space. Located at the intersection of Cold Spring Lane and Hillen Road, CGW is currently closed for health and safety reasons. Until recently, the building housed Human Resources, the Counseling Center, Internal Audit and Information Technology. Human Resources and Information Technology are now located in Tyler Hall. Both the Counseling Center and Internal Audit are in temporary space. The Counseling Center will be located in the New Health and Human Services Building, and Internal Audit will remain in temporary space until a permanent location is identified. The Graduate School was located in McKeldin but is currently in surge space due to environmental concerns. International Affairs has temporarily relocated to the Richardson Library due to the impending demolition of the Montebello Complex in 2023.

Campus-wide Electric Upgrades

This request provides for the construction of an electrical substation for the campus. We recently learned that the electrical supply is not sufficient to support any future construction beyond completion of the New Health and Human Services Building. Supplied by the existing BGE Montebello substation, it will be replaced with a substation dedicated to Morgan that will be fed from Clifton Park. The electric upgrade will provide us with a dedicated substation, which along with the Cold Spring substation, will be sufficient to support existing and future construction and the required redundancy for the entire campus.

Patuxent Environmental and Aquatic Research Laboratory (PEARL) Center

This request provides funds to design, construct and equip infrastructure improvements to the PEARL oyster laboratory.

Jenkins Demolition

This request provides funds for the demolition of the old Jenkins Building. The building, constructed in 1974, is 89,400 GSF and has not had any significant renewal since its original construction. The interior and exterior of the building are in poor condition, including building systems that are unreliable and frequently cause system failures resulting in service disruptions. The building's instructional spaces are insufficient and functionally inadequate. In fall 2017, a new replacement facility to house the behavioral and social sciences programs was constructed on the West Campus, and many of the functions that were formerly housed in Jenkins were relocated to the new facility. The project includes demolition of the old Jenkins Building, removal of debris,

and site work to create an open green space serving as a visual entryway to the Academic Quad until a new building is designated for this space. The New Health and Human Services Building (to be constructed on the site of Turner’s Armory) will relocate the remaining occupants of the old Jenkins Building.

Out-year Projects

In the out-years we are requesting funds for the initiation of the following new projects:

Legacy Renovations	2026	\$500,000,000
Campus Expansion-PE Complex at Lake Clifton	2027	\$265,847,000
McKeldin Demolition/Welcome Bridge	2027	\$ 32,000,000
Dixon Renovation for Physics	2027	\$124,073,500
Engineering	2028	\$ 14,775,000
Physical Plant Building	2028	\$ 61,000,000
Total		<u>\$997,695,500</u>

Requested Action

The President recommends approval of the five-year (2024-2028) Capital Budget Request for submission to DBM as summarized in the spreadsheet. The estimated amount for FY 2024 is \$126M and the five-year request is estimated at \$518.8M. The President shall be authorized to make adjustments as future events dictate. Such revisions, if any, shall be submitted to the Board at its next scheduled meeting for action.

Capital Project Request FY24-FY28 - Preliminary

Project		Prior Authorization		2023 FY 2024	2024 FY 2025	2025 FY 2026	2026 FY 2027	2027 FY 2028		Total 5-Year Request	Total Project Cost
001	New Health & Human Services Building, Phase II	\$108,877,000	C,E	\$63,365,000	C,E					\$63,365,000	\$172,242,000
002	Deferred Maintenance & Site Improvements	\$62,000,000	P,C	\$0	P,C	\$5,000,000	P,C	\$5,000,000	P,C	\$10,000,000	\$92,000,000
003a	New Science Center Phase I	\$4,111,000	P	\$10,242,000	D					\$10,242,000	\$14,353,000
003b	New Science Center Phase II	\$7,040,000	P	\$25,606,000	P,C	\$86,615,000	C,E	\$90,987,000	C,E	\$39,814,000	\$250,062,000
004a	Campus Expansion - Physical Education Complex at Lake Clifton / Valve House Stabilization, Phase I	\$5,000,000	P	\$8,275,000	P,D,C	\$3,491,000	D			\$11,766,000	\$16,766,000
004b	Campus Expansion - Physical Education Complex at Lake Clifton, Phase II (Part 1)							\$12,000,000	P	\$62,750,000	\$265,847,000
005	Carter Grant Wilson Renovation	\$1,196,000	P	\$5,000,000	P	\$17,359,000	P,C	\$13,847,000	C,E	\$36,206,000	\$37,402,000
006	Campus Wide Electric Upgrades			\$7,000,000	P,C	\$30,000,000	C	\$25,000,000	C	\$62,000,000	\$62,000,000
007	Jenkins Demolition			\$1,500,000	P	\$4,982,000	P,D	\$7,271,000	D	\$13,753,000	\$13,753,000
008	Misc Legacy Renovations					\$3,000,000	P	\$25,000,000	P,R	\$28,000,000	\$500,000,000
009a	McKeldin Demo/Welcome Bridge							\$8,000,000	P	\$10,000,000	\$32,000,000
009b	New McKeldin										
010a	Surge for Physics @ Science MSU OP							\$1,500,000		\$5,000,000	
010b	Renovate Dixon Research Center							\$5,489,100	P	\$25,066,500	\$30,555,600
011	Engineering New Electrical/Cyber									\$10,000,000	\$170,000,000
012	Physical Plant Building									\$6,000,000	\$61,000,000
013	Pearl Oyster Lab	\$500,000	P	\$2,000,000	P,R,E					\$2,000,000	\$2,500,000
014	CBEIS Concrete Lab			\$3,000,000	P,R,E					\$3,000,000	\$3,000,000
		\$188,724,000		\$125,988,000		\$147,447,000		\$145,105,000		\$100,303,100	\$123,816,500
										\$518,843,100	\$1,816,998,500

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

**OFF-CAMPUS STUDENT
HOUSING RESOLUTIONS -
TOWN TOWN PLACE,
ALTUS APARTMENTS
& HH MIDTOWN**

RESOLUTION OF THE BOARD OF REGENTS OF THE MORGAN STATE UNIVERSITY REGARDING REVIEW OF CONTRACTS FOR ADDITIONAL OFF-CAMPUS STUDENT HOUSING.

RECITALS

WHEREAS, MSU is expecting continuation of its historic enrollment for the fall 2022 semester, which will exceed 8,500 for the first time in history. This record enrollment includes both a continuation of the record number of freshmen admitted in 2021, and the anticipated yield numbers for Fall 2022; and

WHEREAS, MSU's current housing capacity of 2,644 is inadequate to accommodate this surge in enrollment, and the high level of interest among students for residing in university owned or affiliated housing; and

WHEREAS, MSU is currently negotiating several additional contracts/leases including nearby apartment complexes, including Towson Town Place Apartments to provide housing for approximately 400 students; and

WHEREAS, MSU currently has a record number of applications to date and strong evidence that total housing applications will exceed current supply of on campus and off-campus available beds for the Fall, 2022. Further, the privatized housing facilities (Morgan View and Thurgood Marshall Hall) will reach full capacity for the upcoming academic year; and

WHEREAS, the Office of Residential Life has recommended that the University add additional housing beds in a location it can control in terms of a safe and healthy college environment; and

WHEREAS, the Towson Town Place Apartments have been identified as a potential location to house students; and

WHEREAS, Towson Town Place has offered to provide up to 210 beds, as follows, sixty (60)

units located in 1-bedroom, private bathroom; and 150 1-bedroom, shared bathroom double occupancy apartments for a total annual amount of \$2,606,083; and

WHEREAS, the University must prepare the appropriate University lease form to respond to Towson Town Place apartment offer, and complete the negotiations regarding the student housing lease in a timely way to be able to meet student demand and ensure housing; and

WHEREAS, the Towson Town Place Apartments term is a two (2) year lease, with two (2) one (1) year options, for a total of four possible years.

NOW, THEREFORE, BE IT RESOVLED THAT: the Board of Regents authorizes the President, in coordination with the Chair of the Finance and Facilities Committee, to finalize the negotiated lease terms for additional student housing at Towson Town Place and have said lease approved for form and legal sufficiency by the Office of the General Counsel and Office of the Attorney General; and approval by the Board of Public Works, if necessary, following approval by Board of Regents meeting of May 3, 2022.

FURTHER, BE IT RESOLVED: The Board authorizes the President to take any other actions as set forth by the Board of Regents following the meeting of May 3, 2022.

Chairman, Morgan State University Board of Regents

**RESOLUTION OF THE BOARD OF REGENTS OF THE MORGAN STATE
UNIVERSITY REGARDING REVIEW OF CONTRACTS FOR ADDITIONAL OFF-
CAMPUS STUDENT HOUSING.**

RECITALS

WHEREAS, MSU is expecting continuation of its historic enrollment for the fall 2022 semester, which will exceed 8,500 for the first time in history. This record enrollment includes both a continuation of the record number of freshmen admitted in 2021, and the anticipated yield numbers for Fall 2022; and

WHEREAS, MSU's current housing capacity of 2,644 is inadequate to accommodate this surge in enrollment, and the high level of interest among students for residing in university owned or affiliated housing; and

WHEREAS, MSU is currently negotiating several additional contracts/leases including nearby apartment complexes, including the Altus Apartments to provide housing for approximately 400 students;

WHEREAS, MSU currently has a record number of applications to date and strong evidence that total housing applications will exceed current supply of on campus and off-campus available beds for the Fall, 2022. Further, the privatized housing facilities (Morgan View and Thurgood Marshall Hall) will reach full capacity for the upcoming academic year; and

WHEREAS, the Office of Residential Life has recommended that the University add additional housing beds in a location it can control in terms of a safe and healthy college environment; and

WHEREAS, the Altus Apartments have been identified as a potential location to house students; and

WHEREAS, the Altus has offered to provide up to 150 beds, as follows, thirty-six (36)

bedrooms located in 2-bedroom, 2-bath double occupancy apartments (in which each bedroom is assigned to and occupied by two (2) Residents), and one hundred sixteen (116) bedrooms located in 4-bedroom, 4-bath apartments. One hundred fifty-two (152) total bedrooms. Includes the use of fifty (50) parking spaces in the Property's parking facilities for a total annual amount of \$1,973,000; and

WHEREAS, the University must prepare the appropriate University lease form to respond to Altus' apartment offer, and complete the negotiations regarding the student housing lease in a timely way to be able to meet student demand and ensure housing; and

WHEREAS, the Altus Apartments term is a two (2) year lease, with two (2) one (1) year options, for a total of four possible years.

NOW, THEREFORE, BE IT RESOVLED THAT: the Board of Regents authorizes the President, in coordination with the Chair of the Finance and Facilities Committee, to finalize the negotiated lease terms for additional student housing at the Altus and have said lease approved for form and legal sufficiency by the Office of the General Counsel and Office of the Attorney General; and approval by the Board of Public Works, if necessary, following approval by Board of Regents meeting of May 3, 2022.

FURTHER, BE IT RESOLVED: The Board authorizes the President to take any other actions as set forth by the Board of Regents following the meeting of May 3, 2022.

Chairman, Morgan State University Board of Regents

**RESOLUTION OF THE BOARD OF REGENTS OF THE MORGAN STATE
UNIVERSITY REGARDING REVIEW OF CONTRACTS FOR ADDITIONAL OFF-
CAMPUS STUDENT HOUSING.**

RECITALS

WHEREAS, MSU is expecting continuation of its historic enrollment for the fall 2022 semester, which will exceed 8,500 for the first time in history. This record enrollment includes both a continuation of the record number of freshmen admitted in 2021, and the anticipated yield numbers for Fall 2022; and

WHEREAS, MSU's current housing capacity of 2,644 is inadequate to accommodate this surge in enrollment, and the high level of interest among students for residing in university owned or affiliated housing; and

WHEREAS, MSU is currently negotiating several additional contracts/leases including nearby apartment complexes, including HH Midtown Apartments to provide housing for approximately 400 students; and

WHEREAS, MSU currently has a record number of applications to date and strong evidence that total housing applications will exceed current supply of on campus and off-campus available beds for the Fall, 2022. Further, the privatized housing facilities (Morgan view and Thurgood Marshall Hall) will reach full capacity for the upcoming academic year; and

WHEREAS, the Office of Residential Life has recommended that the University add additional housing beds in a location it can control in terms of a safe and healthy college environment; and

WHEREAS, the HH Midtown Apartments have been identified as a potential location to house students; and

WHEREAS, HH Midtown has offered to provide the following:

Double Occupancy:

- 4-bedrooms 2-bathrooms floorplan: \$629 per person - double occupancy
- 4-bedrooms 4-bathrooms floorplan: \$649 per room - double occupancy
- Studio 1-bathroom floorplan: \$719 per room - double occupancy

Single Occupancy:

- 4-bedrooms 2-bathrooms floorplan: \$935 per room - single occupancy
- 4-bedrooms 4-bathrooms floorplan: \$995 per room - single occupancy
- * 2-bedrooms 2-bathrooms floorplan: \$1115 per room - single occupancy
- * Studio 1-bathroom floorplan: \$1389 per room - single occupancy
(*only to be provided if Lessee requests those unit type based on availability);
and

WHEREAS, the University must prepare the appropriate University lease form to respond to HH Midtown apartment offer, and complete the negotiations regarding the student housing lease in a timely way to be able to meet student demand and ensure housing; and

WHEREAS, the HH Midtown Apartments term is a three (3) year lease.

NOW, THEREFORE, BE IT RESOVLED THAT: the Board of Regents authorizes the President, in coordination with the Chair of the Finance and Facilities Committee, to finalize the negotiated lease terms for additional student housing at HH Midtown and have said lease approved for form and legal sufficiency by the Office of the General Counsel and Office of the Attorney General; and approval by the Board of Public Works, if necessary, following approval by Board of Regents meeting of May 3, 2022.

FURTHER, BE IT RESOLVED: The Board authorizes the President to take any other actions as set forth by the Board of Regents following the meeting of May 3, 2022.

Chairman, Morgan State University Board of Regents

**FY 2023 ADDITIONAL
OFF-CAMPUS LEASE
HOUSING RATE
RECOMMENDATIONS**

BOARD OF REGENTS

MORGAN STATE UNIVERSITY

SUMMARY OF ITEM FOR ACTION

TOPIC: FY 2023 Additional Off-Campus Lease Housing Rate Recommendations

COMMITTEE: Finance and Facilities

DATE OF MEETING: May 2, 2022

BRIEF EXPLANATION: Additional off-campus student housing facilities are required to meet increased student housing demand as the current owned and leased housing inventory is not sufficient. An additional housing rate structure is being proposed for the off-campus student housing leases to essentially cover the cost of the leases. The rate structure and resulting fiscal impact (essentially break-even) is presented in the attached summary. Use of the University's approved housing rates for fall 2022 for current owned and leased inventory would result in an estimated \$1.3 million subsidy.

FISCAL IMPACT: As noted above.

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

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

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

**MORGAN STATE UNIVERSITY
BOARD OF REGENTS
Finance and Facilities Committee
May 2, 2022**

**FY 2023 ADDITIONAL OFF-CAMPUS LEASE HOUSING RATE
RECOMMENDATIONS**

SUMMARY

Provided below is a summary of the proposed room rate recommendations for additional off-campus leases required to meet the housing demand for FY 2023, which are submitted for approval.

	FY 2023 Rate per Semester	FY 2023 Rate per Year
Towson Town Place		
1 BR, Prvt BT (SGL)	\$6,625	\$13,250
1 BR, Shared BT (DBL)	\$6,425	\$12,850
The Altus		
2 BR, 2 BT (DBL)	\$5,700	\$11,500
4 BR, 4 BT (SGL)	\$6,425	\$12,850

Rates are developed to substantially cover the costs of the lease.

	Units	Total Lease Cost	Total Lease Revenue
Towson Town Place*			
1 BR, Prvt BT (SGL)	60	\$689,911	\$690,000
1 BR, Shared BT (DBL)	150	\$1,916,172	\$1,927,500
Total		\$2,606,083	\$2,617,500
Net			\$11,417
The Altus			
2 BR, 2 BT (DBL)	36	\$409,968	\$410,000
4 BR, 4 BT (SGL)	116	\$1,488,048	\$1,490,600
Parking	50	\$72,000	\$72,000
Total		1,970,016	\$1,973,000
Net			\$2,984

** Note: Units for Towson Town Place have not been finalized.*

HBCU CAPITAL FINANCING PROGRAM APPLICATION

BOARD OF REGENTS

MORGAN STATE UNIVERSITY

SUMMARY OF ITEM FOR ACTION

TOPIC: HBCU Capital Financing Program Application

COMMITTEE: Finance and Facilities

DATE OF MEETING: May 2, 2022

BRIEF EXPLANATION: The administration would like to submit an application to the HBCU Capital Financing Program through the Department of Education for up to \$65M. There is a current backlog of renovation and deferred maintenance projects totaling approximately \$200M. The University anticipates additional debt will be needed to finance the critical renovations and deferred maintenance of legacy and student housing facilities. Various funding sources are being used to address these urgent needs (in order of priority): federal HEERF funding; state funding (capital and deferred maintenance); energy performance contracts; debt (HBCU cap fin loan); and cash. The HBCU Capital Financing Program through the Department of Education is the most efficient capital, in terms of low interest rates, currently available to the institution. It should be noted that submission of an application does not commit the University to borrow money. The University is therefore seeking Board approval to move forward with the application to borrow up to \$65 million.

FISCAL IMPACT: As noted above.

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

COMMITTEE

ACTION: _____ **DATE:** _____

BOARD

ACTION: _____ **DATE:** _____

ACQUISITION OF AIR RIGHTS OVER LEGACY BRIDGE

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Acquisition of Air Rights Over Legacy Bridge

COMMITTEE: Finance and Facilities

DATE OF MEETING: May 2, 2022


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

FISCAL IMPACT: \$2,600.00

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

COMMITTEE
ACTION: _____ **DATE:** _____

BOARD
ACTION: _____ **DATE:** _____

F R O M	Name & Title	Andy Frank, Real Estate Officer <i>af</i>	CITY OF BALTIMORE MEMO <i>28</i>	
	Agency Name & Address	Department of Real Estate 304 City Hall		
	Subject	Deed for Morgan State University Department of Transportation		

TO: Honorable President and Members
of the Board of Estimates

DATE: December 17, 2021

Dear President and Board Members:

ACTION REQUESTED OF BOARD OF ESTIMATES:

The Board is requested to approve and authorize execution of a deed with Morgan State University for the sale of all interests in the closing of air rights area over a portion of the public right of way of the 4100 Block Hillen Road and no longer needed for public use.

AMOUNT OF MONEY AND SOURCE:

\$2,600.00

BACKGROUND/EXPLANATION:

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

The deed was recently submitted by the Department of Transportation and to the Law Department for approval. The deed has been approved by the Law Department for form and legal sufficiency.

AF/cbz

APPROVED BY BOARD OF ESTIMATES

[Signature]
CLERK

JAN - 5 2022

EXEMPT FROM RECORDATION TAX AS A TRANSFER TO A PUBLIC AGENCY PURSUANT TO SECTION 12-108(a) OF THE TAX-PROPERTY ARTICLE OF THE ANNOTATED CODE OF MARYLAND.

EXEMPT FROM TRANSFER TAX AS A TRANSFER TO A PUBLIC AGENCY PURSUANT TO SECTION 13-207(a)(1) OF THE TAX-PROPERTY ARTICLE OF THE ANNOTATED CODE OF MARYLAND.

DEED

THIS DEED, is made this ____ day of JAN - 5 2022, 2021, by the MAYOR AND CITY COUNCIL OF BALTIMORE, a municipal Corporation of the State of Maryland, (the "Grantor"), to State of Maryland to the use of MORGAN STATE UNIVERSITY (the "Grantee").

WHEREAS, the Grantor, in pursuance of the power and authority contained in the provisions of Article V, Section 5(b) of the Baltimore City Charter (1996 Revision), and pursuant to Ordinance No. 19-268, which became law on June 26, 2019 pursuant to Article IV, Section 5(c) of the Baltimore City Charter, has sold the property hereinafter described to the Grantee;

WHEREAS, the actual consideration paid or to be paid for the conveyance of the real property described herein is Two Thousand Six Hundred Dollars (\$2,600.00); and

WHEREAS, the total payment per Section 10-912(b) of the Tax-General Articles of the Annotated Code of Maryland is Two Thousand Six Hundred Dollars (\$2,600.00); and

WHEREAS, the transferor, the Mayor and City Council of Baltimore is a resident entity as defined in Section 10-912(a)(4) of the Tax General Article of the Annotated Code of Maryland; and

WHEREAS, the provisions of Section 10-912(c) of the Tax-General Article of the Annotated Code of Maryland are not applicable to the transfer of real property by the Mayor and City Council of Baltimore, which is exempt pursuant to Section 10-912(d)(4); and

WHEREAS, the City Comptroller, acting under said authority has sold at private sale to the Grantee the real property described below, for the total sum Two Thousand Six Hundred Dollars (\$2,600.00), which sale was approved by the Board of Estimates on May 29, 2019 and so entered in the minutes.

NOW, THEREFORE, for and in consideration of the premises and the said sum Two Thousand Six Hundred Dollars (\$2,600.00), the receipt of which is hereby acknowledged, the Grantor does hereby grant, convey, and assign to the Grantee, its successors and assigns, the following parcels of land, situate in Baltimore City, Maryland, in fee simple:

Description for Parcel No. 1:

Description for Parcel No. 1:

Beginning for Parcel No. 1 for the same at a point on the west side of Hillen Road 120 feet wide the point of beginning being distant Northerly 596.6 feet, more or less, from a point formed by the intersection of the west side of Hillen Road and the north side of Argonne Drive 80 feet wide, the point also being in a horizontal plane 14.75 feet above street level at its lowest point; thence binding on the west side of Hillen Road North 16 degrees 24 minutes 40 seconds East 19.80 feet to a point on the north side of the air rights over a portion of the public right of way of the 4100 block of Hillen Road; thence crossing Hillen Road North 81 degrees 49 minutes 21 seconds East 131.49 feet to intersect the east side of Hillen Road; thence binding on the east side of Hillen Road South 15 degrees 44 minutes 42 seconds West 19.69 feet to a point on the south side of the air rights over a portion of the public right of way of the 4100 block of Hillen Road; thence crossing Hillen Road South 81 degrees 49 minutes 21 seconds West 131.74 feet to the point of beginning.

Containing 2,730 square feet or 0.054 acres, more or less.

SUBJECT, HOWEVER, to the following covenants, conditions, and reservations:

1. The Grantor retains a full width Perpetual Easement for all existing Municipal Utilities and Services, not to be abandoned, over the entire hereinabove described parcel of land.
2. The Grantee agrees to indemnify, protect, and save and hold harmless the Grantor for any acts arising out of or in connection with the opening, closing, or conveyance of the subject property (including the Grantor's failure to acquire the rights of all parties with an interest in the subject property). Notwithstanding any other provision of this Deed, it is expressly agreed that in accordance with Maryland law, as summarized in Opinion of the Maryland Attorney General No. 86-064 dated December 1, 1986, absent already available appropriations to fund indemnification or contribution, attorneys' fees, other similar obligations that may arise under this Deed, any such obligations of a Maryland Entity are conditioned on the availability of appropriations for use by such Maryland Entity at the time the indemnification or contribution obligations arise and are further limited to the extent of the State of Maryland's statutory waiver of its sovereign immunity.
3. All courses and distances in the above description refer to the true meridian as adopted by the Baltimore Survey Control System.
4. For title to the Grantor, see condemnation proceedings for the closing of said property as authorized under Ordinance 20-4433 approved on December 2, 2020.

5. All right, title, and interest in and to the right of way in all streets, avenues, boulevards, or roads adjacent to the above described property is reserved in the Grantor.
6. The mention of any alleyways, streets, avenues, ways, or roads is for the purpose of description only and is not intended as a dedication of the same to public use.

TOGETHER with the improvements thereon and all rights, ways, alleyways, privileges, and appurtenances thereto belonging or in anywise appertaining.

TO HAVE AND TO HOLD, the said property unto and to the use of the Grantee, its successors and assigns, in fee simple.

AND the Grantor covenants that it will warrant specially the property herein conveyed and that it has done no act to encumber the property, and that it will execute such further assurances thereto as may be requisite.

[SIGNATURES FOLLOW]

WHEREFORE, the parties hereto have caused this Deed to be executed as of the day and year first above written.

ATTEST:

MAYOR AND CITY COUNCIL OF
BALTIMORE

Alternate

[Signature]
Custodian of City Seal

By:

[Signature]
Bill Henry
Comptroller

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY THIS 16th
DAY OF December, 2021.

[Signature]
Special Chief Solicitor

APPROVED BY THE
BOARD OF ESTIMATES

By:

[Signature]
CLERK

Date: JAN - 5 2022, 2021

STATE OF MARYLAND)
CITY OF BALTIMORE)

County

On this 5th day of JANUARY, 2022, before me, a notary public for said city and state, personally appeared BILL HENRY, Comptroller, who acknowledged himself to be the duly authorized Comptroller of the Mayor and City Council of Baltimore, and that as such officer, being authorized to do so, acknowledged the foregoing deed to be the act and deed of the Mayor and City Council of Baltimore, and in my presence executed the same for the purposes therein contained and in the capacity therein stated.

In witness whereof, I have hereunto set my hand and fixed my seal the day and year above written.

[Signature]
Notary Public

My commission expires on JUNE 11,, 2022



ATTEST:
UNIVERSITY

State of Maryland to the use of MORGAN STATE

By: _____
Name: _____
Title: _____

STATE OF Maryland
CITY OF Baltimore

On this 20th day of December, 2021, before me, a notary public for said city and state, personally appeared Sidney H. Evans of Morgan, a, who acknowledged self to be the duly authorized _____ of State of Maryland to the use of MORGAN STATE UNIVERSITY, and that as such officer, being authorized to do so, executed the same for the purposes therein contained and in the capacity therein stated.

In witness whereof, I have hereunto set my hand and fixed my seal the day and year above written.

Charmada W. Grant
Notary Public

My commission expires on Aug. 29, 2022

Approved for form and legal sufficiency this 7th day of April, 2022

Jeffrey C. Palkovitz
Jeffrey C. Palkovitz, Assistant Attorney General

Approved by Board of Public Works of the State of Maryland at a meeting held on the ____ day of _____, 20__.

ATTEST:
UNIVERSITY

State of Maryland to the use of MORGAN STATE

By: _____
Name: _____
Title: _____

STATE OF Maryland
CITY OF Baltimore

On this 20th day of December, 2021, before me, a notary public for said city and state, personally appeared Sidney H. Evans of Morgan, a, who acknowledged self to be the duly authorized _____ of State of Maryland to the use of MORGAN STATE UNIVERSITY, and that as such officer, being authorized to do so, executed the same for the purposes therein contained and in the capacity therein stated.

In witness whereof, I have hereunto set my hand and fixed my seal the day and year above written.

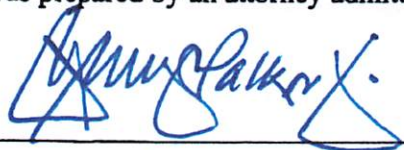
Charmada H. Grant
Notary Public
My commission expires on Aug. 29, 2022

Approved for form and legal sufficiency this _____ day of _____, 201__.

Jeffrey C. Palkovitz, Assistant Attorney General

Approved by Board of Public Works of the State of Maryland at a meeting held on the ____ day of _____, 20__.

This is to certify that the within instrument was prepared by an attorney admitted to practice before the Court of Appeals of Maryland.



Jeffrey C. Palkovitz

4817-6092-8214, v. 1

NORTHWOOD BASEMENT LEASE

BOARD OF REGENTS

MORGAN STATE UNIVERSITY

SUMMARY OF ITEM FOR ACTION

TOPIC: Lease with MCB Northwood, LLC for the Use of Certain Space Under Barnes and Noble/MSU Campus Store, known as the Basement or Lower Level

COMMITTEE: Finance and Facilities

DATE OF MEETING: May 2, 2022

BRIEF EXPLANATION: The University proposes to enter a 10-year lease for 11,605 GSF at the lower level of the Northwood Commons Shopping Center. The lease has two (2) renewal options of five (5) years each. The property is contiguous to the University campus – both the New Jenkins and School of Business facilities. The purpose of the space will be to house any one of the three new academic centers or as surge/growth office space. The final determination will be through a transparent process with the appropriate administrators.

FISCAL IMPACT: The lease price is 1 dollar per year plus common area maintenance (CAM), other shared costs, and a one-time build out capital investment of \$1.8M. The \$1.8M is for a cold dark shell. Design and Construction Management estimates another \$1.5-\$2.0M to completely build out the space for specific needs. The \$1.8M, if converted to rent, would be slightly more than 50% of a market commercial rental, namely \$15.51 per square foot. The longer we stay in the space, the greater the benefit of having a rental space well below the market rate. By year 15, the investment would be 75% below the market rate. The build out costs will be leasehold improvements and will be capitalized on our balance sheet. Additionally, we could remove the leasehold improvements if we wanted to leave the space.

PRESIDENT'S RECOMMENDATION: The President recommends approval of Morgan's lease for the Northwood basement space for 10 years with two five-year options.

COMMITTEE

ACTION: _____ **DATE:** _____

BOARD

ACTION: _____ **DATE:** _____

LAKE CLIFTON HIGH SCHOOL LAND DISPOSITION AGREEMENT

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Lake Clifton High School Land Disposition Agreement

COMMITTEE: Finance and Facilities

DATE OF MEETING: May 2, 2022

BRIEF EXPLANATION: Purchase the Lake Clifton High School and associated land (approximately 58.9242 acres) from the City of Baltimore, which is less than 1.5 miles from campus. This property acquisition is significant in addressing Morgan's landlocked position and Morgan's ability to expand beyond its current campus radius. The vision for the property includes a multi-purpose convocation center, research/innovation building, graduate/family student housing, other educational facilities, and retail and mixed-use properties.

FISCAL IMPACT: Total \$254,902.80 consisting of \$93,652.80 to pay the debt still owed by the City to the State, and \$161,250 to relocate Baltimore City Recreation and Park's basketball court. Other costs will be determined as the property is developed.

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

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

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

**BOARD OF REGENTS
LAKE CLIFTON ACQUISITION
Frequently Asked Questions (FAQ)**

1. What is the parcel and where is it located?

In 2019, Baltimore City Public Schools / Baltimore City declared the “Lake Clifton” High School as surplus property. The City is selling three contiguous parcels: 4801 Saint Lo Drive, the former Lake Clifton High School which sits on 44 acres; .65 acres Valve house; and 14.1 acres that wraps around the southern and eastern boundaries of the high school. The total number of acres is 59. The properties are less than 1.5 miles from campus, off Harford Road just south of Hillen Road on St. Lo Drive.

2. What is the sell price and how was it determined?

The Purchase Price was determined by the City – The price was the City’s balance owed the State – \$93,652.80 for the loan on the property. The purchase price compares favorably to the two appraisals performed by:

- Morgan: \$2,030,000
- City: \$4,300,000

3. What are plans for the high School building?

School building is more than 460,000 sf. and will be razed to make room for the development of the property. The cost to raze the building is estimated to be \$10-15M. The State has funded \$5M in the University’s Capital Improvement Plan (CIP) for the demolition, and MSU is submitting a request for the remaining amount – \$8.3M for FY 2023 and \$3.5M in FY 2025. If we are unsuccessful with the State, we will look at other options to pay for the demolition.

4. What else is on the property?

Property contains:

- a. A cell tower antenna in the southeast corner of the site will remain on the property of Baltimore City with an easement provided.
- b. A basketball court which will be relocated at a cost to Morgan to not exceed \$165K.
- c. A non-profit garden which will be allowed to stay for the time being and possibly incorporated into one of Morgan’s programs (this will be determined during the master planning process).
- d. “Former Lake Clifton’s” Valve House – which will be preserved by the University with a use yet to be determined.
- e. Artwork: Morgan will have the agreed upon artwork removed and stored on campus, preserved, and eventually installed on campus or in a building at the Clifton Property. The City of Baltimore will retain ownership of the art. The cost of storing and removing art has not been determined.

The property is being purchased “as is”. An environmental report and analysis were conducted and is under review by Morgan.

5. What are current, interim and long-term plans for property?

This property transfer is significant in addressing Morgan's landlocked position and Morgan's ability to expand beyond its current campus radius. When this opportunity presented itself to the University leadership, President Wilson created a 10-person working group to develop a strategic vision for the property. The group included key members of the University leadership team which included employees from academic affairs, administration, athletics, and others. This team developed a draft set of ideas and opportunities for the site. The draft vision includes the following:

- A multi-purpose facility which would include an 8,000-seat arena, fitness/wellness center, classrooms, intramural sports, and other multi-purpose rooms.
- Research/innovation building to support R1 research activities.
- Graduate/family student housing.
- Retail and mixed-use properties.
- Restore and renovate Valve House.
- Green space for community activities.
- Activate development along Harford Road to North Avenue and Hillen to campus.

The University will develop a master plan for the site with a professional planner/developer within the next three years. An RFP is being developed to secure a planning team.

The current plan for next steps is as follows:

- Set up meeting with Community Groups to discuss salvage memorabilia (summer)
- Write RFP for Demolition and Valve House Preservation Design, then construction (Summer/Fall 2022)
- Write RFP for Master Plan Developer (Fall 2022)
- Continue internal planning discussion of projects, including academic projects/programs (2002/2023)
- Write Access "Rental" Agreement for the Farm (summer)
- Write RFP for the documentation and removal of the Artwork (summer)
- Set up for security and maintenance of area as soon as property is transferred

6. What is the fiscal impact of this acquisition?

This fiscal impact long term should be several revenue-producing opportunities for the University, including but not limited to, ground lease payments, retail revenue, fee structure and other concessions payments.

For the immediate term, we estimate an annual cost for utilities, security and maintenance of approximately \$1M.

7. Approval requirements?

- a. The City of Baltimore Board of Estimates approved transfer sale to Morgan on April 6, 2022.
- b. Anticipated Morgan Board of Regents approval, May 3, 2022. We are asking the BOR to approve the transfer of property at the current price of \$93K.
- c. The Board of Public Works (BPW) scheduled for May 11, 2022.
- d. Subsequent to BPW approval, we will need a closing date to effectuate the final transfer. It may be another three months before the actual transfer takes place.

WORKFORCE TECHNOLOGY CENTER LEASE

BOARD OF REGENTS

MORGAN STATE UNIVERSITY

SUMMARY OF ITEM FOR ACTION

TOPIC: Lease with the Maryland State Department of Education at the Workforce Technology Center (WTC)

COMMITTEE: Finance and Facilities

DATE OF MEETING: May 2, 2022

BRIEF EXPLANATION: The University proposes to enter a 10-year lease for 18,500 GSF at the Workforce Technology Center, which is contiguous to the University campus. This space is required to provide office space for the Physical Plant staff and allows for the demolition of the Washington Service Center and construction of the Science Center. The lease has two five-year extensions for continued use by the Physical Plant or for surge/growth offices. A permanent home for the Physical Plant is being planned.

FISCAL IMPACT: Total \$220,500 annual lease for years 1-5 and \$238,500 annually for years 6-10 for a total of \$2,295,000 over the life of the agreement. The annual lease payment covers our portion of the operating expenses for the building. A budget of \$3.5M has been established for technology, finishes and renovations to retrofit the facility for Physical Plant employees.

PRESIDENT'S RECOMMENDATION: The President recommends approval of Morgan's lease at the Workforce Technology Center for 10 years.

COMMITTEE

ACTION: _____ **DATE:** _____

BOARD

ACTION: _____ **DATE:** _____

ORE File No:
Type of Lease: New Lease Agreement
Specifications Date: July 2013
Leasing Contact:

STATE OF MARYLAND

INTERGOVERNMENTAL LEASE

(Revised 5/22/18)

THIS INTERGOVERNMENTAL LEASE AGREEMENT (“Lease”), fully executed by the parties this day of Two Thousand Twenty-Two (~~“2022”~~) (~~“Effective Date”~~), is between, State of Maryland, to the use of the Department of Education (hereinafter called the “Lessor”), and the State of Maryland to the use of Morgan State University, (hereinafter called the “Lessee”).

WHEREAS, the Lessor owns a 10.532 acre parcel of land known as 2301 Argonne Drive, Baltimore, Maryland, -21218 (the “**Land**”) that is improved by a 316,308 square foot building (the “**Building**”); -Hereinafter the Land and the Building shall be collectively referred to as the “**Property**”.

WHEREAS, the parties hereto enter into this Lease for the purpose of creating a tenancy in the Demised Premises, hereinafter defined, under the following terms and conditions.

The Lessor demises and leases unto Lessee that portion of the Building, as shown on Exhibit A-1, hereinafter the “**Demised Premises**”, together with the right to use in common with others in the Property common areas including but not limited to hallways, elevators, lobbies, sidewalks, parking areas, and public restrooms.

The Demised Premises contains (18,000) net usable square feet of space, more or less (hereinafter “NUSF”, as defined in the State of Maryland General Performance Standards and Specifications for Leased Space as of 07/2013.

This Lease shall be effective from the date of execution by the Maryland Board of Public Works (the “Effective Date”). Lessee shall have access, beginning on the Effective Date, to the Demised Premises for the purpose of construction and preparing said Demised Premises for the intended use by the Lessee.

The term of the Lease is ten (10) years (the “Term”), and subject to Section 7 of the Standard State of Maryland Lease General Terms and Conditions, attached hereto as Addendum A, shall commence ~~on the date of full occupation of the Demised Premises by the Lessee (the “Commencement Date”)~~ as agreed to in a Supplemental Lease Agreement by the parties- The obligation to pay rent shall begin on hereinafter the Commencement Date. “Commencement Date”.

This Lease specifically incorporates the following as terms and conditions of this Lease:

~~1- State of Maryland General Performance Standards and Specifications for Leased Space as of 05/22/2018.~~

~~2-1~~ Regulations set forth in Title 21 of the Code of Maryland Regulations (COMAR Title 21) as of the Effective Date of this Lease.

~~3-2~~ State of Maryland Intergovernmental Lease General Terms and Conditions, attached hereto as **Addendum A**.

~~4-3~~ State of Maryland Intergovernmental Lease Affidavit, attached hereto as **Addendum B**.

~~5-4~~ The following Exhibits:

- ☒ **Exhibit A-1**
☒ **Exhibit A-2**
☒ **Exhibit A-3**
☐ **Exhibit A-4**
☐ **Exhibit B**
☐ **Exhibit C**

Additional Description of Property
Existing Floor Plan
Site Plan of Property and Parking Plan
Approved Space Plan (to be attached)
Lessor’s Construction Budget (to be attached)
[Intentionally deleted]

Commented [PJ1]: Commencement Date could have up to three (3) components: (1) Period between lease execution and the time for LL to complete its work to prepare the space; (2) Period from when LL turns over the space to Morgan and for Morgan to complete its tenant improvements (\$3 million); and (3) once Morgan has completed its tenant improvements, and moves in, then Rent Commencement.

Formatted: No bullets or numbering

Commented [PJ2]: Morgan needs to review and approve.

Commented [PJ3]: Morgan needs to review and approve

Commented [S4]: I would remove Addendum B

Commented [PJ5]: What work does LL need to complete?

Commented [S6]: I would remove this Exhibit or change it to Lessee’s Budget.

- ☒ **Exhibit E**

☐ **Exhibit F**

☐ **Exhibit G**

☐ **Exhibit H**
- HVAC/Mechanical Equipment and Maintenance Standards
[Intentionally Deleted]
Acceptance Form
Describe -

Commented [PJ7]: Morgan needs to review and approve

Commented [PJ8]: Morgan needs to review and approve

Commented [S9]: Since Morgan is constructing its own space, do we need an Acceptance Form?

Commented [S10]: Some of these Exhibits may be unnecessary.

6. Lessor and Lessee:

LESSOR		LESSEE	
Maryland Department of Education		Morgan State University	

7. Lessor’s affirmation of title and authority to lease the Property:

- ☒ Fee Simple-

☐ Leasehold-
- ☒ Copy of Deed

☐ Copy of Lease

Instrument Date:	June 20, 1996
County:	Baltimore City
Recording Reference:	SEB 6159/00245
Grantor:	State of Maryland to the use of the State of Maryland Department of Health and Mental Hygiene
Grantee:	State of Maryland to the use of the Department of Education
Notes:	
Lessor confirms the information above and attests to the below Signatory’s title and authority to execute this Lease Agreement.	
Authorized Signatory:	
Signatory Title:	

Commented [PJ11]: Need to add a specific covenant of quiet enjoyment from the State to Morgan

8. Lessee’s Using Units:

Using Unit	of Demised Premises Use	% of Demised Premises Expenses	Type of Use	Type of Use
Morgan State University	100%	100%	Admin Office	Admin Office

Commented [S12]: Can we remove empty boxes?

Notes:

9. Parking:

	Reserved Spaces	Use in Common Spaces
Number of Spaces	n/a	n/a
Location of Spaces	Parking Lot D/approximately 50 spaces	n/a
Rate per Space ('N/A' if included in Rent)	n/a	n/a
Notes: See Attachment A-2		

10. Improvements to be made by Lessor prior to Lease Commencement:

- ☒ None
- ☐ Construction or Renovation of Demised Premises

Commented [PJ13]: Does the LL have any preparation work to do before Morgan enters the space?

Additional Construction Terms: Lessor acknowledges and agrees that Lessee shall have the right, but not the obligation, to make any and all capital and personal property improvements to the Premises in the sole discretion of the Lessee (the “Lessee’s Leasehold Improvements”). Lessee shall own all Lessee’s Leasehold Improvements. At the end of the Term, Lessee shall have the right to remove Lessee’s Leasehold Improvements. [Lessee shall repair any damage caused to the Demised Premises caused by the removal of said Lessee’s Leasehold Improvements.](#)
The Lessor will provide space that is clean and free of trash/equipment and furniture upon commencement of the lease.

11. Term of the Lease:

Term:	10 years
Number of Renewal Terms	Two 5-year extensions
Length of Each Renewal	Five (5) years

Notes:

12. Base Rent:

Years	Per Square Foot Amount	Monthly	Annual
1-5	\$12.25	\$18,375	\$220,500
6-10	\$13.25	\$19,875	\$238,500

Commented [PJ14]: Business term.

13. Renewal and Renewal Rent:

- ☒ Lessee’s Renewal and Renewal Rent to be negotiated and subject to BPW approval.
- ☐ Lessee’s Renewal and Renewal Rent negotiated:

Commented [PJ15]: Note: does Morgan want to include the rent for the renewal terms now for BPW approval?

Renewal Number	Length of Renewal Term	Per Square Foot Amount	Monthly	Annual
	TBD	TBD	TBD	TBD

☐ Renewal(s) subject to the following additional terms and conditions:

Discuss:

14. Operating Services Expenses:

Operating Service Expense	Procured by	Invoiced to	Paid by	Passed through to Lessee	% passed through to Lessee	Base Year
Electricity	Lessee	Lessee	Lessee	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Heating Fuel	Lessor	Lessor	Lessor	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Cleaning Services & Supplies (including, but not limited to Waste Collection and Recycling)	Lessee	Lessee	Lessee	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Sewer and Water	Lessor	Lessor	Lessor	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Snow and Ice Removal	Lessor	Lessor	Lessor	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Other:	Lessor	Lessor	Lessor	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Base Year Notes:						
Notes:						

Commented [PJ16]: This does not reflect the difference between premises expenses (electricity, HVAC, cleaning for the premises only) and any Common Area shared expenses. Therefore, I assume there are no shared CAM expenses even though Scott mentioned shared HVAC, etc. capital costs, etc.

Commented [PJ17]: Here would be where we could discuss Morgan's snow removal of its parking spaces and sidewalk.

14A. Real Estate Taxes:

Percentage of Property's Real Estate Taxes passed through to Lessee	N/A
Base Year Notes:	
Notes: Property is tax exempt	

Using Unit(s) percentage share: N/A
Notes:

15. Maintenance Inspections to occur in accordance with Section 8.6 of Addendum A, however no less than:

Commented [PJ18]: Need to review and approve Addendum A

<input type="checkbox"/> Semi-annually	<input type="checkbox"/> Quarterly	<input checked="" type="checkbox"/> Annually
--	------------------------------------	--

16. Other Terms and Conditions: Lessor agrees that if during the Term of this Lease, any additional space becomes available within the Building, Lessor promptly shall give Lessee the right of first refusal to lease the additional space by written notice provided to Lessee giving all details of the proposed lease, including size of space, rent, and term. If Lessee declines to lease such space at the terms listed, then Lessor may lease the space to another party only if within 10% of the terms listed by Lessor to Lessee.

17. This Lease shall only be effective and binding upon the State with full execution by the parties and approval by the Maryland Board of Public Works. Lessor has no right to institute

any action or proceedings to compel the State to present this Lease to the Board of Public Works or to compel the Board of Public Works to approve this Lease. In the event this Lease is not fully executed or approved by the State, Lessor’s only remedy shall be to declare this Lease null and void.

18. In the event of any conflict between this Standard Lease Form DGS-680-3 and any other document attached hereto, incorporated by reference, or otherwise made part of this Lease, apart from applicable Maryland Annotated Code Statutes and COMAR regulations, the provisions of this Intergovernmental Lease shall prevail.

19. If and so long as Lessee shall pay all Base Rent and shall observe and perform all covenants, agreements, and obligations contained herein within applicable notice and cure periods herein provided, Lessee shall quietly enjoy the Demised Premises as such covenant is construed pursuant to Maryland Annotated Real Property Code Section 2-109 in effect as of the date hereof free of hindrance, ejection or molestation.”

[Signature page follows]

IN WITNESS WHEREOF, the parties hereto for themselves, their successors and assigns have set their hand and seal on the day and year first above written.

ATTEST:

LESSOR: STATE OF MARYLAND
TO THE USE OF THE DEPARTMENT
OF EDUCATION

By:_____

By:_____

ATTEST:

LESSEE: STATE OF MARYLAND TO
THE USE OF MORGAN STATE
UNIVERSITY

By:_____

By:_____
Its:_____

Execution of the above Intergovernmental Lease was authorized and approved by the Board of Public Works at a meeting held on _____ as DGS Action Agenda Item _____.

Department of General Services
Office of Real Estate

This Intergovernmental Lease has been reviewed for form and legal sufficiency and approved by the Office of the Attorney General on _____ by [Steven R. Brown](#), Assistant Attorney General.

Department of General Services
Assistant Attorney General

ITEMS FOR INFORMATION

**MORGAN STATE UNIVERSITY
BOARD OF REGENTS
Finance and Facilities Committee
May 2, 2022**

FY 2022 FINANCIAL STATUS UPDATE

Third quarter ending March 31, 2022

OVERVIEW

The pandemic continues to cause pressure on the University's budget, its ability to operate within existing resources, and on the day-to-day operations. As we move to the west side of COVID, new challenges have been identified – inflation, the war in Ukraine, the uncertainty of the U.S. economy, and how all of this impacts the University's financial position. 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, resulting in the largest enrollment in the University's history led by the largest freshman class in the University's history. Final spring enrollment was 7,651, an increase of 848 students (12%) over spring 2021, but a decrease of 818 students (-10%) from fall 2021. Despite the decline in spring enrollment, tuition revenue projections are expected to hold steady.

The record number of freshman as well as an increase in the out-of-state mix created record demand for university-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. Strong enrollment numbers are expected to persist for the next fiscal year, as is the increased faculty infrastructure and need for additional off-campus housing leases. Inflation will also impact next fiscal year's expense base. We are currently working on the FY 2023 operating budget process. The most recently approved Governor's budget has a number of very important additions to the state appropriation, which will be discussed in the operating budget section.

As shown in Attachment I, the University realized \$266.7 million in operating revenues as of March 31, 2022. This represents 83.8 percent of the total university operating budget, which includes state support and self-supporting programs, including Restricted Funds and Auxiliary Enterprises. Operating expenses for the same period were \$234.8 million, representing 73.8 percent of the total university 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	21,781,902	26,757,923	77,010,438	125,550,263

Covid Funding Recognized / Utilized	Students	Institution	HBCU	Total
FY20	4,200,918	556,554	7,945,351	12,702,823
FY21	4,700,267	12,966,813	39,832,525	57,499,604
FY22 (proforma)	12,880,718	13,234,556	29,232,562	55,347,836
	21,781,902	26,757,923	77,010,438	125,550,263

For FY22, approximately \$24.5 million of HEERF funds have been utilized through 3/31/22, leaving a remaining balance of \$31.0 million. The Department of Education recently issued a notice of automatic extension of the HEERF funds through June 30, 2023, essentially extending the period for which the remaining HEERF funds can be utilized. Much of the remaining HEERF balance is earmarked for various critical safety and wellness infrastructure capital projects.

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

STATE SUPPORT

Per Attachment I, the University realized \$166.4 million of revenues or 80.6 percent of the budget while the University expended \$143.7 million or 69.5 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 \$100.2 million of revenues or 89.8 percent of the budget resulting from increased housing and board activity as well as strong research activity. As outlined per Attachment I, the program expended \$91.3 million or 81.8 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 economy continues to add pressure on the University's ability to operate within existing resources and to invest for the future. While the increase in enrollment has resulted in welcome additional resources, the University has also incurred additional costs resulting from the increased demand and challenges for instruction, and student and facilities infrastructures. Considerable financial uncertainty remains, both in the form of unexpected costs and potential future pressure on revenue. Inflation is approaching levels not seen in 40 plus years, which will add pressure on the University's cost base. Further, the Federal Reserve started 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. Additionally, the current supply chain bottlenecks will have a direct impact on our operating

expenses in terms of higher cost for the goods and services we pay for. Labor shortages are also putting pressure on the University's salary structure as the cost to hire new employees increases, resulting in salary compression for existing employees. All of these challenges are being taken into consideration for the current budget development process.

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

FY 2022 REVISED OPERATING BUDGET

Increased enrollment had a positive impact to the FY22 budget resulting in a revision of the revenue 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 March 2022 reflects the enrollment-based revenue through spring 2022, along with adjustments based on current run rates. The expected FY22 operating deficit remains at \$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. Revised remaining budget allocations for operational needs of \$2.1 million create a revised deficit of \$6.4 million based on the current run rates for the current fiscal year. The revised deficit will be fully offset through a combination of planned unfilled vacancies for the year of \$4 million, and a \$2.4 million balancing adjustment to the FY21 fund balance. It is important to note that this is a conservative forecast, while the University remains cautiously optimistic about the remaining three months of the fiscal year.

Deficit Recovery Plan

	FY22 Revised Budget (v9 1/25/22)	FY22 Revised Budget (v10 4/12/22)	
Projected deficit:			
State Support	\$ -	\$ -	
Auxiliary & Business Services	(4,222,000)	(4,222,000)	
Total	\$ (4,222,000)	\$ (4,222,000)	
Additional allocation needs:			
One-time	(1,000,000)	-	
Recurring	(2,540,000)	(2,140,000)	
Total additional needs	(3,540,000)	(2,140,000)	
Revised deficit	\$ (7,762,000)	\$ (6,362,000)	
Recovery Plan:			Comments
Vacancy listing	3,000,000	4,000,000	Open funded positions
FY21 Fund Balance funding	4,762,000	2,362,000	surplus from FY21 HEERF lost revenue recovery
Total deficit funding	7,762,000	6,362,000	
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 fall 2020 and fall 2021 were foregone in light of the financial hardships endured by students and their families as a result of the COVID pandemic. Although we understand that other state universities are considering an increase to tuition of 2%, the administration has decided to forgo an increase in tuition and fees for fall 2022 and spring 2023 given the continued uncertainty of the pandemic, the economy, financial hardships and inflation impacts experienced by students and their families. 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. The cumulative impact of the forgone tuition increases is estimated to be approximately \$5-6 million. The lost revenue is not sustainable and strong consideration of a tuition rate increase must be considered in the immediate future. In addition, 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.

An increase in existing owned and managed housing rates was approved at the February 2022 Board meeting. Supplementary housing rates are currently being proposed for approval in connection with additional off-campus leased facilities to meet expected housing demand in the fall 2022 given that the current level of enrollment is expected to continue. The cost of off-campus housing is rising and represents the most expensive program to offer student housing. This is why the implementation of the approved strategic student housing plan is critical. Housing rates will require a significant review with respect to strategy and pricing with the new Thurgood Marshall Housing and Dining project expected to come online in fall 2022. As per the credit ratings review for the Thurgood Marshall 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 of the Thurgood Marshall 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. 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. Introductory pricing of board plans will be extended into fall 2022 and the related academic year.

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

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

Actual for the Period Ending March 31, 2022

	FUNDING SOURCE	ADJUSTED BASE OPERATING BUDGET	REVENUES	BALANCE	PERCENT REALIZED
STATE - SUPPORTED PROGRAMS:					
Tuition and Fees	State	80,275,000	75,506,318	4,768,682	94.1%
State Appropriations	State	117,029,000	84,790,825	32,238,175	72.5%
Grants and Contracts	State	4,321,000	3,831,876	489,124	88.7%
Other Sources	State	4,957,000	2,317,436	2,639,564	46.8%
TOTAL STATE - SUPPORTED PROGRAMS		206,582,000	166,446,455	40,135,545	80.6%
SELF - SUPPORTED PROGRAMS:					
Sales and Services - Auxiliary Enterprises	Auxiliary	58,580,000	50,918,133	7,661,867	86.9%
Federal Grants and Contracts	Restricted Funds / Grants	50,300,000	46,310,301	3,989,700	92.1%
State Grants and Contracts	Restricted Funds / Grants	900,000	558,799	341,201	62.1%
Private Grants and Contracts	Restricted Funds / Grants	1,800,000	1,306,021	493,979	72.6%
TOTAL SELF - SUPPORTED PROGRAM		111,580,000	99,093,253	12,486,747	88.8%
TOTAL UNIVERSITY OPERATING		318,162,000	265,539,708	52,622,292	83.5%
CARES III Funding (ARP)	Stimulus	55,347,000	24,445,473	30,901,527	44.2%
TOTAL STIMULUS FUNDING		55,347,000	24,445,473	30,901,527	44.2%
TOTAL UNIVERSITY + STIMULUS		373,509,000	289,985,181	83,523,819	77.6%

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

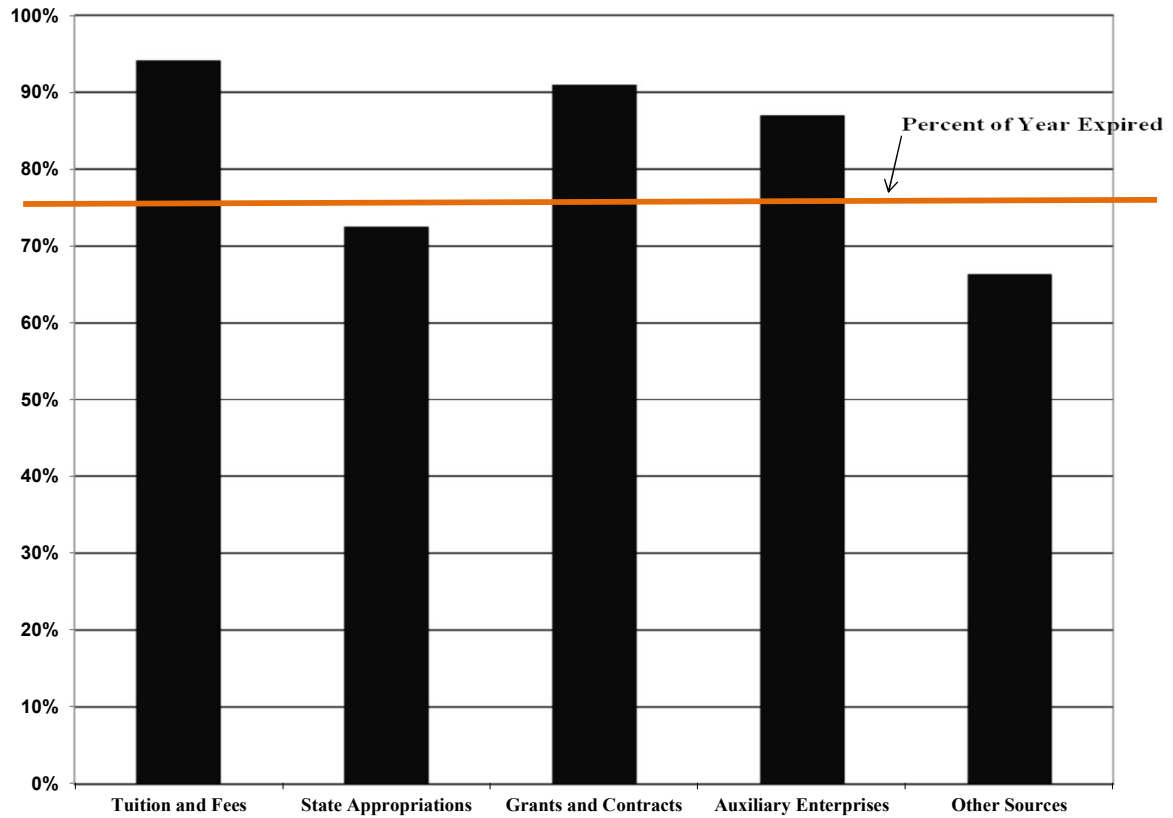
Actual for the Period Ending March 31, 2022

		ADJUSTED BASE OPERATING BUDGET	EXPENDITURES	BALANCE	PERCENT EXPENDED
STATE - SUPPORTED PROGRAMS:					
Instruction	State	67,224,000	37,304,029	29,919,971	55.5%
Research	State	6,654,000	3,279,020	3,374,981	49.3%
Public Service	State	577,000	142,864	434,136	24.8%
Academic Support	State	27,602,000	18,415,602	9,186,398	66.7%
Student Services	State	9,711,000	6,180,881	3,530,119	63.6%
Institutional Support	State	49,199,000	37,217,740	11,981,260	75.6%
Plant Operations and Maintenance	State	23,961,000	19,351,821	4,609,179	80.8%
Scholarships and Fellowships	State	21,654,000	21,668,612	(14,612)	100.1%
TOTAL STATE - SUPPORTED PROGRAM		206,582,000	143,560,569	63,021,431	69.5%
SELF-SUPPORTED PROGRAMS:					
Auxiliary Enterprises	Auxiliary	58,580,000	41,985,799	16,594,201	71.7%
Research	Restricted Funds / Grants	35,000,000	34,083,635	916,365	97.4%
Restricted Scholarships and Fellowships	Restricted Funds / Grants	18,000,000	14,091,486	3,908,514	78.3%
TOTAL SELF-SUPPORTED PROGRAM		111,580,000	90,160,919	21,419,081	80.8%
TOTAL UNIVERSITY OPERATING		318,162,000	233,721,488	84,440,512	73.5%
CARES III Funding (ARP)	Stimulus	55,347,000	24,445,473	30,901,527	44.2%
TOTAL STIMULUS FUNDING		55,347,000	24,445,473	30,901,527	44.2%
TOTAL UNIVERSITY + STIMULUS		373,509,000	258,166,961	115,342,039	69.1%

WORKING BUDGET VS. REVENUE REALIZED

FISCAL YEAR 2022

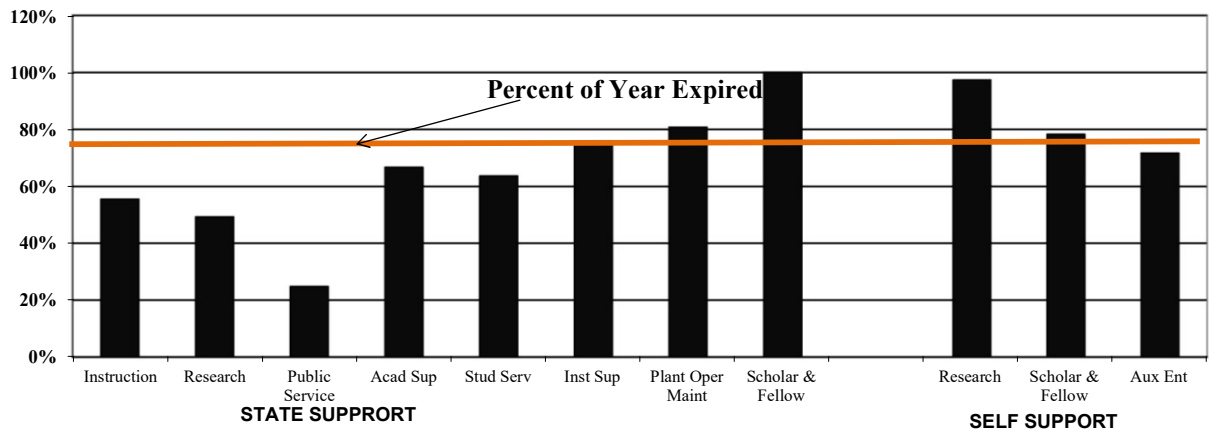
Actual for the Period Ending March 31, 2022



PERCENT OF BUDGET EXPENDED BY PROGRAM

FISCAL YEAR 2022

Actual for the Period March 31, 2022



MORGAN STATE UNIVERSITY
BOARD OF REGENTS
Finance and Facilities Committee
May 2, 2022

LEGISLATIVE DECISION – FY 2023 OPERATING BUDGET

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

BPW Restoration Request	\$3.0M
Center for Equitable Artificial Intelligence	3.1
Interdisciplinary Center on Urban Crime Reduction	2.0
Safety Enhancements	2.0
HBCU Funding	15.1
Statewide Sub-Object Adjustments	(0.2)
Analytics and Sports Gaming	1.5
Need-Based Financial Aid	1.5
FY23 Salary Adjustments (COLA, Increments)	<u>6.5</u>
Total	<u>\$34.5M</u>

Included in the above funding are the COLA and salary increments for FY23. These funds are currently in DBM's budget and will be appropriated to the University upon the passing of the budget bill.

The increase also includes a statewide adjustment of health insurance and retirement benefits. As such, this funding is not accessible to the University. Additionally, the HBCU funding is also included and is based on the HBCU Settlement (Chapter 41) beginning in FY23.

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

MORGAN STATE UNIVERSITY
BOARD OF REGENTS
Finance and Facilities Committee
May 2, 2022

LEGISLATIVE DECISION - FY 2023 CAPITAL BUDGET

The University requested \$100.4 million in the FY 2023 Capital Budget for the projects listed below of which the Governor recommended \$97.6 million and the Legislature authorized \$108.1 million.

Project	University Request		Governor's Recommendation		Legislative Decision
New HHS, Phase II	\$66,500,000	C, E	\$66,020,000	C, E	\$66,020,000
Deferred Maintenance	\$4,000,000	P, C, E	\$20,000,000	P, C	\$30,000,000
New Science Center, Phase I (WSC Demolition)	\$9,144,000	P, D	\$3,327,000	P, C	\$3,327,000
New Science Center, Phase II	\$12,000,000	P	\$7,040,000	P	\$7,040,000
Carter-Grant-Wilson Renovation	-		\$1,196,000	P	\$1,196,000
New Convocation Center, Phase I (Lake Clifton Demo)	\$8,750,000		-		-
PEARL Oyster Lab	-		-		\$500,000
TOTAL	\$100,394,000		\$97,583,000		\$108,083,000

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

New Health & Human Services, Phase II

This authorization provides 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 Technology. The University Counseling Center will also be housed in this facility. The academic programs to be located in the new HHS are located in Jenkins, which is to be demolished, off-campus in the Portage Avenue Facility, which is inadequate and unsafe, and 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 was 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 authorization includes funding to complete several major projects – roof repairs to the Health Center, HVAC replacement at Mitchell Engineering, campus-wide bridge structural repairs, electrical substation upgrades, and other critical maintenance issues as they arise.

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

This authorization provides 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 building 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 never 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 authorization provides design funds for the construction of a New Sciences Center to house the Biology and Chemistry departments and the Dean's Office of 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 the buildings are obsolete and need to be replaced. Additionally, there is insufficient space in the Science Complex to appropriately serve the sciences because of growth in the science disciplines, and the configuration of the building does not lend itself to the type of instructional and research spaces required to support the sciences.

Patuxent Environmental and Aquatic Research Laboratory (PEARL) Center

This funding will be used to design, construct and equip infrastructure improvements to the PEARL oyster laboratory.

Pre-Authorizations

A total of \$67,797,00 in construction funding was pre-authorized for FY 2024 for the following projects:

- Lake Clifton Expansion, Phase I - \$5,527,000
- New Health and Human Services Building, Phase II - \$51,028,000
- New Science Complex, Phase I - \$6,242,000
- PEARL Center Oyster Lab - \$2,000,000
- Concrete Lab - \$3,000,000

In FY 2025, \$3,491,000 was pre-authorized for Lake Clifton Phase I (demolition and stabilization of the Valve House).



Audit and Institutional Assessment Committee Meeting
Richardson Library Boardroom
Tuesday, May 3, 2022
8:30 a.m.

Agenda

OPEN SESSION

- | | |
|--|------------------------------------|
| • Chairman's Opening Remarks | Regent Larry Ellis |
| • President's Remarks | Dr. David Wilson, <i>President</i> |
| • Draft Policy on Enterprise Risk Management | Dr. David Wilson, et al |
| • Draft Enterprise Risk Assessment Grid | Dr. David Wilson, et al |
| • Update on Cybersecurity Governance Committee | Dr. David Wilson |
| • Vote to go into Closed Session | Regent Larry Ellis |

CLOSED SESSION

- | | |
|-------------------------------------|--|
| • Office of Internal Audit's Update | Mr. Abraham Mauer, <i>Director
Internal Audit & Management</i> |
| • Closing Remarks | Regent Larry Ellis |

Public Session Minutes

BOARD MEMBERS

Present: Regent Larry Ellis, Committee Chair; Regent Tracey Parker-Warren, Vice Chair; Regent Shirley Malcom; Regent Wayne Resnick; Regent Carl Turnipseed

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

Committee Chair Ellis called the meeting to order at 8:34 a.m. He welcomed all in attendance and read the agenda for members of the public who may be joining. He stated that these are unprecedented times in higher education and the pandemic has impacted every segment of this institution. COVID-19 has disrupted many of our normal procedures, processes, and management functions. Consequently, many of our delivery systems, processes and controls have been upended. Yet the pandemic has not deterred the likes of the Office of Legislative Audits (OLA) or the likes of cybersecurity challenges, which threatens the higher education arena across the nation. Nevertheless, Morgan continues to do a good job of being good stewards and fiduciaries given the operating environment that we are currently in. However, the COVID situation causes us to be even more vigilant in our internal controls and oversight functions, which is one of the key functions of this Committee. He then yielded the floor to the President for brief remarks.

President Wilson endorsed the Chair's remarks, noting that during these unprecedented times we have to pay attention to internal controls and continue doing the things that the University and investors expect us to do. We also need to do everything we can to ensure that we have a secure IT infrastructure in place. He publicly thanked all of the members of the Morgan community who have been working so assiduously through this very challenging period with the understanding that the eyes of the auditors are on us. He noted his appreciation of their leadership and efforts.

Cybersecurity Governance Committee Formation

Dr. Wilson stated that he recently participated on a podcast with the President of the Association of Governing Boards (AGB) and one of the national experts in the cybersecurity field about Cyber Risk Oversight for Higher Education Boards. Flowing out of this discussion, he believes it is timely for Morgan to embrace this concept and he looks forward to discussing the formation of a committee at the administrative level, which is the advice coming from AGB, that is not rooted in IT. It would be a university-wide committee reporting to the President. He anticipates bringing forth a comprehensive plan at the next meeting in May for input and support.

Regent Ellis commented that the publication referenced in the podcast, which was circulated to Audit Committee members, was wonderful and appears to be a great blueprint for where we need to go in terms of developing our plan. He encouraged everyone to read it and to support the University as it forms this new committee.

Regent Turnipseed commented that the publication is a good keepsake to use with regard to the oversight responsibilities of the Audit Committee. It is a rich and practical document that any of us can use in our

personal life, on other boards, and work assignments. He recommended that the publication be shared with the full Board.

Dr. Wilson encouraged the Audit Committee to listen to the 25-minute podcast, if they have not had an opportunity to do so. He added that the discussion talks about the appropriate role of the Board and the appropriate role of the administration as Morgan prepares to go down this path.

Revision to FY 2022 Audit Plan

Mr. Mauer directed the Committee's attention to the revised FY 2022 Audit Plan to provide a status update on the progress made to the plan that was previously approved, which now includes midstream recommended revisions to address some perceived risks during the fiscal year. The general overview highlighted the accounts payable cost recovery component (a data analytics tool that is still being integrated with Banner to be able to automate certain analyses and work with workflow capabilities – postponed until fully implemented) and focus on physical inventory inspection. There have been various focus tests added to the plan (i.e., CARES Act annual report, athletics cash handling procedures, third party outsourcing of certain procedures, etc.). There have also been some new programs instituted such as the Travel Card Program, which Internal Audit (IA) encourages partnering with Finance to make sure controls are in place before the program is fully launched. IA continues to partner with IT on various projects like the Cybersecurity Governance Committee and anticipates serving in a consulting role to help that committee consider the various risks that need to be given attention to.

Mr. Mauer stated that professional development continues. He noted that Mr. Small received a new certification in white collar crime investigations. It is the highest level of certification in that discipline, and Mr. Small continues to be a leader in that space, in addition to being an ex-officio President of the State of Maryland chapter of the Association of Certified Fraud Examiners.

Regent Ellis asked if there are sufficient resources to get things done. Mr. Mauer responded that he believes so, encouraging units to work with IA in the most efficient way for them to get these projects done timely.

Regent Resnick asked whether the matter related to parking tickets and tracking had been resolved. A brief discussion followed. Mr. Small responded that the issue had been addressed and shared what was learned. Mr. Evans commented that our process is antiquated and needs to be reevaluated and reengineered. We did an RFP two and a half years ago to look at bringing in a new company. Unfortunately, the company in question was acquired by a parent company and they were not in a position to take on any clients. In addition, the pandemic has obviously affected this initiative since the University did not have a need for a whole lot of parking. He noted that one of the goals established by the Director of Auxiliary Enterprise for the upcoming fiscal year is to start the process all over to see what the options are.

Regent Ellis requested that this item be put on the color-coded chart, and that the responsible unit come forward with an action plan and an estimated time to get things in place.

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 an update from the Office of Internal Audit. Regent Ellis stated that the Committee may reconvene in Public Session at the conclusion of the Closed Session, if necessary. After reading the closed session citation into the record, it was MOVED by Regent Parker-Warren and SECONDED by Regent Turnipseed to enter into CLOSED SESSION.

The Committee moved into Closed Session at 9:17 a.m.

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

Date: Tuesday, February 1, 2022

Time: 8:30 a.m.

Location: Virtual

Motion to close meeting made by: Regent Parker-Warren

Seconded by: Regent Turnipseed

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent:

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

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

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

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

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

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

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

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

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

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

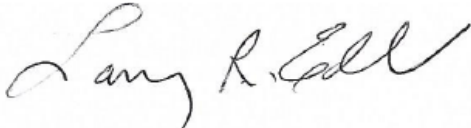
FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:

1. To receive an update from the Office of Internal Audit.

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

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

SIGNATURE:



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

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

Enterprise Risk Management Policy (DRAFT)

SUMMARY

Enterprise Risk Management (ERM) is a comprehensive view of risk. Morgan State University recognizes it is subject to a number of risks, including: strategic, financial, operational, compliance, hazard, and reputational risks, and is committed to implementing and utilizing an (ERM) Program for identifying, assessing, monitoring, mitigating and managing risks and opportunities to effectuate the achievement of the University's goals and objectives. The ERM Program should be a formal and continuous process involving all programmatic and functional areas of the University. The goal is to foster a culture of risk awareness that provides leaders the risk information they need to make the right decisions.

I. PURPOSE

This policy is expected to formalize a process by which the University will maintain a systematic organization-wide approach for proactively identifying, assessing, and managing risks and opportunities that affect the University's ability to meet its strategic, operational, reputational and financial goals and objectives; preserve its reputation for excellence; and provide a safe environment for the University community. To meet these objectives, the University will develop and maintain an ERM Program that is intended to incorporate risk management principles at all levels of the University.

II. REQUIREMENTS

The ERM Program will leverage and enhance the University's existing programs of internal control and compliance. These programs are designed to help ensure that the University has a system of accountability for and oversight of its operations, assist the University in achieving its goals and objectives, and facilitate ethical behavior, integrity of operations, and compliance with applicable laws, regulations, and policies. The function of an ERM Program is to (1) educate all campus constituencies regarding the scope of risks, (2) establish a framework and process to identify the risks, (3) identify who "owns" each risk, and (4) assess the likelihood of occurrence and potential impact to the institution's strategic interests and goals. It will also provide a framework for assessing the Board of Regents' risk tolerance and assure that the ERP Program effectively prioritizes, implements, and monitors risk mitigation strategies consistent with the Board's requirements.

Furthermore, the ERM Program supports the University's efforts to fulfill its mission, promote performance leading to the effective accomplishment of University goals and objectives, safeguard assets, provide for the accuracy and reliability of financial and other key data, promote operational efficiency and effectiveness, and ensure

adherence to applicable laws, regulations, policies and procedures. The ERM Program will elevate risk awareness by developing a strategic focus on risk management through education, monitoring and enforcement of fulfilling the goals of the ERM Program.

Design

Elements of the University's ERM Program shall:

- Assess the effectiveness of existing internal controls and compliance programs and structures at the University.
- Establish an Enterprise Risk Management Committee.
- Establish and fill a Director of Risk Management position.
- Monitor internal and external audit reports and findings and consider the inclusion of risk management initiatives to address and mitigate repeat findings.
- Identify and establish risk management initiatives designed to assess the University's risks and opportunities using a framework that may include, but not be limited to, control environment, risk assessment, control activities, education, training, information and communication, and monitoring activities.
- Inform and communicate, when appropriate, on risk management activities, including the sharing of best practices to help mitigate risks.
- Train appropriate campus constituencies regarding risk management issues and concerns.
- Provide periodic reports regarding ERM milestones and activities to the President and the Board of Regents, the frequency of which shall be set by the Board of Regents.

III. RESPONSIBILITIES

- The Board of Regents is responsible for establishing an Enterprise Risk Management Policy which is designed to strengthen the University's management of risk through the proactive process of identifying, assessing, evaluating, mitigating and monitoring risks in all University operations and activities. The Board of Regents delegates to the President the responsibility to devise appropriate procedures for the effective implementation of this policy and to share those procedures with the Board. It is the Board of Regents expectation that an appropriate culture of risk-awareness exists throughout the University.
- In order to support the Board, the President shall be responsible for assuring the Board is kept informed of the Office of Enterprise Risk Management (ERM's) regular and repeatable processes designed to manage institutional risks pursuant to this Policy.

- The ERM Committee is comprised of the Provost, Executive Vice President for Finance and Administration, Vice President for Information Systems and Technology, Vice President for Enrollment Management and Student Success, Vice President for Research and Economic Development, Vice President for Institutional Advancement, Vice President for Government Relations, Vice President for Student Affairs, Vice President for Athletics and Intramural Sports, Director of Internal Audit* and General Counsel*, or their designees. The ERM Committee meets as needed (but no less than semi-annually) and is charged with guiding the advancement of Enterprise Risk Management at the University in accordance with the purpose of this Policy. *Internal Audit and General Counsel shall serve in advisory capacities and consultants to the University administration in the development and implementation of the Enterprise Risk Management program and for the purpose of assisting the Board of Regents in its fiduciary role for risk management.
- The Director of ERM provides university-wide leadership to identify and manage possible strategic, financial, operational, compliance, hazard or reputational risk. The ERM Director develops the University's ERM Program for the University, applying best practices, the standards mentioned above and other guidance applicable to public higher education. In order to foster a risk management culture, the ERM Director is available for consultation and discussion relative to issues of institutional risk as well as forwarding those issues to appropriate leadership.

The ERM Director chairs the University Enterprise Risk Management Committee and works with committee member to identify items for meeting inclusion. The Director works with the ERM Committee to collaborate on a holistic approach to evaluate university risks and select optimal risk treatments.

IV. REPORTING REQUIREMENTS

The President shall communicate to the Chair of the Board of Regents and the Audit Committee that an institutional enterprise risk management process is in place.

The President shall notify the Board by July 31st annually that a review or update of the University's risk assessment and management plan has been performed and is to provide a listing of significant events that have occurred in the prior calendar year that was contemplated and planned for the University's risk management process.

Pursuant to the President's leadership, the Director of Risk Management, responsible for coordinating the Enterprise Risk Management functions, shall report to the President, ensuring that a University risk management process is in place and operational.

The President should determine a schedule for reporting the University's risk assessment and management plan presented to the President's Cabinet and to the Board of Regents, which shall not be less than annually.

AWG per DW 042922

DRAFT

ENTERPRISE RISK ASSESSMENT (ERA) GRID

#	Risk Type	Risk Description	Likelihood	Severity	Score	Internal Controls Currently in Place	Residual Risk Score	Proposed New/Additional Risk Mitigation Plan	Plan Owner	Mitigation Due Date	Plan Monitoring Frequency
1	<ul style="list-style-type: none">• Strategic• Operational• Financial• Compliance• Reputational	Pandemic (other safety risks will be addressed separately) breaks out causing illness, death, disruption of services, inability to access resources, reduction in productivity, loss of revenue and resources, and increased expenditures.	Medium	High	High	<ol style="list-style-type: none">1. Comprehensive pandemic preparedness plan was developed, tested, and deployed. Policies were set and implemented.2. Vaccination site on/near campus and Health Center administered vaccines and training/messaging was conducted.3. Plan for modifying and treating infrastructure, acquiring alternate facilities, and distributing supplies to meet social distancing and health requirements (CDC, OSHA, etc.) for suitable work and learning conditions was developed and deployed. Vaccination verification and enforcement is conducted.4. Morgan-flex/distance education program was developed and deployed. This included revising curriculum, upgrading scores of classrooms with smart technology, and training instructors.5. Telework policy that complies with union contract and other regulatory requirements was developed and deployed.	Medium	<ol style="list-style-type: none">8. Accumulate a cash reserve to cover six months of operations by developing the next fundraising campaign, and developing and instituting a plan to diversify and increase revenue.	<ol style="list-style-type: none">1. President and Advisory Committee2. VP of Student Affairs (SA) and Advisory Committee with support from Public Relations3. EVP of F&A, Provost, and VP of SA4. Provost with support from DIT and F&A5. EVP of F&A6. VP of SA7. President, EVP of F&A, VP of Institutional Advancement, and VP of DRED8. President, EVP of F&A, and VP of Institutional Advancement		

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High	75% or Greater Probability	Imperils
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ENTERPRISE RISK ASSESSMENT (ERA) GRID

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						6. Student counseling and health centers ramped up services to meet increased needs and demand (e.g., contingency provider contracts and alternate work deployment models/tele-medicine). 7. A plan for securing and distributing additional financial aid packages (e.g., HEERF funds and Donor Campaign) and resources (computers and PPE) was developed and deployed. A refund process for unused services and temporary tuition pricing structure was implemented. Research opportunities and new funding sources are identified and taken advantage of.					
2	<ul style="list-style-type: none">OperationalFinancialCompliance	<p>Business processes are disrupted due to loss of access to facilities and technologies</p> <ul style="list-style-type: none">Governor’s order to stay home due to a pandemic.Destruction of buildings on campus due to a natural or man-made disasterData corruption	High	High	High	<p>1. Continuity of Operations Planning (COOP) document was developed, stakeholders were trained, and some testing was conducted.</p> <p>2. Limited insurance coverage is maintained to mitigate the financial risk.</p> <p>3. Data is backed up regularly and media storage is rotated and archived. Disaster recovery plan (DRP) was developed, tested to a</p>	Medium	<p>1. Expand COOP to each individual unit (e.g., OHR shall develop its own alternate payroll processing document for when a disaster occurs) and conduct more testing and education.</p> <p>2. Transfer liability through outsourcing certain aspects of the cyber security program that includes insurance against loss.</p>	EVP of F&A with support from CIO		

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		<ul style="list-style-type: none">• Ransomware or other technological (e.g. Denial of Service or malware) attack• Network fiber cut by external parties				limited extent, and stakeholders were somewhat trained. Alternate facilities and redundant technologies were acquired (or can be setup quickly through contingency plans), tested, and deployed to prevent disruption and loss of data and to ensure resumption of service within the specified timeframes for the Enterprise Resource Planning (ERP) system (Banner). 4. Environmental safety program was established and is maintained. 5. Information Security Systems Office (ISSO) under the leadership of the Chief Information Security Officer (CISO) and the Chief Information Officer (CIO) was established, which has developed a comprehensive security plan and has implemented several components within.		3. Expand DRP to other critical systems and conduct additional scenario testing for the ERP system. 4. Expand the services and programs offered by the Safety, Health and Environment Office. 5. Establish a Cyber Security Governance Committee that will empower the CIO and CISO to procure and deploy a defense-in-depth security program that mitigates the threats to an acceptable level. Technology and staffing plan will be developed and investments made optimally.			
3	<ul style="list-style-type: none">• Strategic• Operational• Financial	Enrollment decline due to a host of dynamically changing factors: <ul style="list-style-type: none">• Demographic shift and shrinking pool of prospective students• Fiercer competition and rise in other	High	Medium	Medium	1. Developed and instituted a comprehensive enrollment plan with strategies for recruiting additional populations of students: <ul style="list-style-type: none">• Hired and deployed recruiters to the mid and northwest regions of the U.S.	Low	11. Establish the School of Osteopathic Medicine. 12. Expand the enrollment plan and execution.	1. VP of EMASS, Provost, and Dean of Graduate School 2. Provost 3. Provost and VP of DRED		

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		<p>remote learning and Big Tech training opportunities</p> <ul style="list-style-type: none"> • Rising cost of living (inflation) and affordability of attending school causing high student debt and default rate • Travel barriers prevent international students from attending (pandemic, war, geopolitical). • Perceived benefit of education drops (e.g., Governor eliminates minimum education requirements for State jobs) • Academic programs do not prepare student for jobs of the future with a high earning potential and are no longer in demand • Limited research opportunities • Limited and deteriorating on-campus housing and learning environments 				<ul style="list-style-type: none"> • Streamlined the student application process (Recruit, Common Application, EAB). • Streamlining student transfer process • Partnering with recruiting and marketing firms • Partnering with K-12 schools to cultivate feeder/pipeline programs • Hired bilingual recruiters and concentrate on the Hispanic student population <p>2. Developed high-impact and interdisciplinary academic programs that are in demand and aligned with future employment opportunities. Created new centers. Established a process to right-size, merge, and/or eliminate programs that are lagging. Established the Morgan Completes You program and ramped up Morgan’s online presence.</p> <p>3. Provided additional research and internship opportunities at recognized research institutions for students (e.g. GESTAR/Goddard).</p> <p>4. Implemented a cost containment program and secure State and</p>			<p>4. EVP of F&A</p> <p>5. VP of Institutional Advancement, Provost, and VP of DRED</p> <p>6. VP of SA</p> <p>7. President and EVP of F&A</p> <p>8. President and VP and Director of Athletics</p> <p>9. Provost and AVP of International Affairs</p> <p>10. President</p> <p>11. VP of EMASS and Dean of Graduate School</p>		

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		<ul style="list-style-type: none">Athletics program in decline and recreational programs are not instituted to meet the current demand				<p>other support to keep tuition, fees, and housing costs affordable.</p> <p>5. Increased scholarships and student funding through fundraising and securing additional paid research opportunities.</p> <p>6. Expanded Career Development office’s reach and ability to help students secure high paying jobs after graduation. Monitor progress and advertise success.</p> <p>7. Developed and funded through partnerships and other sources a robust capital construction plan that is helping erect and maintain state-of-the-art academic, administrative, and student housing facilities. Secured additional funding from the State for deferred maintenance.</p> <p>8. Installed a vice president who will implement a dynamic athletics and recreational program. Participating in NCAA rule setting to help position Morgan to remain competitive and active in sports competition.</p> <p>9. Increased international footprint through the International Affairs office (add overseas programs in</p>					

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						Africa, South America, and the Middle East) and aggressively recruiting students from those locations. 10. Offer additional services and amenities that cater to international students.					
4	<ul style="list-style-type: none">• Strategic• Compliance• Reputational	Governance is ineffective and/or impaired. <ul style="list-style-type: none">• Board member’s independence is impaired due to a conflict of interest• Governing board does not promulgate the necessary policies and codes of conduct• Oversight is not exercised adequately• Board member is not qualified to discharge his or her fiduciary duties	Medium	High	High	1. All Board members must comply with the State of Maryland Ethics Law, which prohibits using prestige of office for personal gain and mandates filing a financial disclosure to manage conflicts of interest and taking training. The Board Chairperson reminds all members to do so by the due date. The Assistant Attorney General and General Counsel provided legal advice when questions arise and are posed to them. 2. Policy subcommittee was formed to review policies for adequacy. Also, the President commissioned a consultant to review all policies for adequacy. 3. Various standing committees were established to oversee all critical operations and the authority and scope of each is outlined in the By-Laws. Ad-hoc	Medium to Low	5. Consider developing a Code of Conduct for Board members. 6. A plan to review the adequacy of all policies every three years will be adopted. New policies will be added, as warranted. The supporting business process will be streamlined. 7. Committee Charters will be developed for each standing committee. 8. Assess whether additional governance committees need to be established and do so. 9. Ethics Commission representative is invited to conduct a training session for Board members periodically.	Board Chairman		

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						subcommittees are established, as needed. 4. An extensive vetting and appointment process is conducted for each Board member. Orientation training is held at the start of service.					
5	<ul style="list-style-type: none">• Strategic• Reputational	University does not achieve Carnegie R1 classification by the year 2030 due to a host of changing factors (e.g. federal funding decreases, research landscape reorganizes to focus on certain interdisciplinary and new capabilities that the University does not attain).	Medium	Medium	Medium	DRED has developed and initiated an enterprise-wide plan to achieve R1 status. This includes, but is not limited to: <ul style="list-style-type: none">• Creating programs to attract, grow, and cultivate high performing research staff (includes postdoc fellows) to target goals and in areas that provide a unique competitive edge, thereby distinguishing Morgan as a center of research excellence• Increasing the level of annual sponsored and non-sponsored research and development revenues and expenditures to predefined numbers and in specific growth clusters• Creating specific institutes with an expertise in urban research in the social sciences• Establishing a research foundation and expanding endowments to predefined goals	Medium to Low	Continue to implement and mature the aforementioned plan that is in its fledgling state.	VP of DRED with support from Provost, Deans, and President’s administrative cabinet members		

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						<ul style="list-style-type: none">Investing in and optimizing supporting infrastructure and business processes (e.g., construct world-class research laboratories, implement better electronic workflow document submission and review					
6	<ul style="list-style-type: none">StrategicOperationalFinancialReputational	The University is unable to recruit, develop, and retain a superior workforce.	Medium	High	Medium	<ul style="list-style-type: none">Recruitment occurs on multiple levels.Compensation packages are competitive (contractual employees were converted to State PINS, historic salary increase was recently implemented, and minimum wage was increased).Raised University profile and stellar reputation has helped recruit top employees.	Medium to Low	<ul style="list-style-type: none">Offer better recruitment packages to attract top talent.Implement a robust staff development program through training and education.Increase diversity.Improve succession planning.Improve the exit interview process to solicit feedback how to improve the work environment and do so.	Provost and EVP of F&A		
7	<ul style="list-style-type: none">StrategicOperationalFinancial	Assets are misappropriated, destroyed, deteriorated, or wasted.	High	High	High	<ol style="list-style-type: none">Comprehensive energy efficiency management program (conservation measures) was launched in partnership with SIEMENS. Additionally, green campus initiatives and recycling efforts are spearheaded by the Physical Plant Department.Fire prevention system is deployed and maintained.	Medium	<ol style="list-style-type: none">ERM process is implemented and various risks are identified, mitigated, and monitored.Deferred maintenance plan was developed and is in the process of being funded and implemented.	1-9. EVP of F&A 10. DRED and OGC 11. Internal Audit 12. President		

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						<div>3. Hazardous materials are controlled properly.</div> <div>4. Inventory management process is overseen by Property Control.</div> <div>5. Physical Plant Department tracks large ticket items in a Work Order system.</div> <div>6. Cash handling controls are implemented by F&A and independently audited periodically.</div> <div>7. Various independent supervisory reviews are performed at various offices to safeguard assets (Office of the Bursar and Financial Aid).</div> <div>8. Physical and logical security controls are strategically deployed to safeguard assets (door locks/vaults/lockboxes, alarms, multi-factor authentication for logical access, camera footage and ingress logs are monitored, armored vehicle service is used for deposits, etc.).</div> <div>9. Environmental controls are deployed to preserve valuable assets.</div> <div>10. Intellectual property is protected via patents through the Technology Transfer Office. Trademarks are protected by the program managed by OGC.</div>					

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						Export controls are exercised by DRED. 11. Fraud and abuse hotline referrals are investigated and followed-up on.					
8	Compliance	Laws, regulations, and policies are not complied with subjecting the University to the risk of loss of life/resources/reputation; impeding the University's ability to achieve its strategic and operational goals/going concern; and triggering lawsuits, sanctions, and/or fines. The breadth and complexity of compliance for institutions of higher education is staggering. See https://www.higheredcompliance.org/compliance-matrix/ for a partial list.	High	High	High	<ul style="list-style-type: none">Legal review by the Office of General Counsel and Attorney General's Office.Safety, Health and Environment Office has developed certain health and safety programs.Accounting Compliance Unit and Comptroller's Office has implemented processes and reviews to ensure compliance with various regulations.Grant compliance review by DRED and the Office of Restricted Funds AccountingAuditors provide consulting services and raise awareness (GASB, GLBA, etc.)Office of Procurement and Property Control and Purchasing Card OfficePolice and Public Safety (Clery Act)DIT (various technological privacy and security controls)Office of Financial Aid (Title IV) and other Student Services units (e.g. Registrar for FERPA, Bursar	Medium to High	<ol style="list-style-type: none">ERM process is implemented that has a focus on identifying, preventing, and mitigating noncompliance. A formal compliance monitoring and reporting plan is instituted. Consider establishing a compliance unit dedicated to this effort.Develop, roll out, require, and enforce a robust compliance training program.Ensure that compliance is incorporated in employee evaluations.Allocate additional funding for additional compliance reviews.	<ol style="list-style-type: none">PresidentEVP of F&A with AVP of OHREVP of F&A with AVP of OHRPresident and EVP of F&A		

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						<div>for promissory notes, Office of Student Rights and Resp.)</div> <ul style="list-style-type: none">• Office of Human Resources• Title IX and EEO and Diversity• Office of Student Disability Support Services, BearTransit, Health Center, Counseling Center (HIPAA)• Facilities Planning and Design and Construction Management• Athletics compliance officer• IRB (human subjects)• IACUC (animal care and use)• Government Relations• State’s Ethics Commission review and approval• Various training sessions are administered by the offices referenced above.• State Fraud Hotline is monitored and allegations are investigated and corrective action is taken.• Compliance audits are conducted.					

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