



# **BOARD OF REGENTS**

**Tuesday, May 6, 2025**  
**12 noon**

*Earl S. Richardson Library Conference Room*

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# Agenda





Board of Regents Meeting  
Richardson Library Conference Room  
Tuesday, May 6, 2025  
12 Noon

Agenda

Public Session

- |      |   |                          |
|------|---|--------------------------|
| I.   | Meeting Called to Order                                   | Chair Kweisi Mfume       |
| II.  | Approval of Minutes of February 4, 2025                   | Chair Mfume              |
| III. | Opening Remarks   | Chair Mfume              |
| IV.  | Nominating Committee Report and Election of Officers      | Regent Winston Wilkinson |
| V.   | Report from the University President                      | Dr. David Wilson         |
| VI.  | Report of the Executive Committee                         | Chair Mfume              |
| VII. | Reports of Standing Committees                            |                          |
|      | A. Academic and Student Affairs Committee                 | Regent Linda Gilliam     |
|      | Items for Information (see Board book for details)        |                          |
|      | 1. Academic Affairs                                       |                          |
|      | 2. Enrollment Management                                  |                          |
|      | 3. Student Affairs  |                          |
|      | 4. Athletics  |                          |
|      | Items for Action  |                          |
|      | 1. New Program: M.S. in Community Health Nutrition        |                          |
|      | 2. Proposed One-Year Extension of Cultural Diversity Plan |                          |
|      | B. Finance and Facilities Committee                       | Regent Shirley Malcom    |

Items for Information (see Board book for details)

1. Division of 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. Division of Finance and Administration Update

Items for Action

1. Amendment to MEDCO Ground Lease – Harper-Tubman Project
2. Approval of HBCU Loan
3. **O’Connell Hall Reimbursement** Resolution

C. Audit and Institutional Assessment Committee                      Regent Larry Ellis

Item for Action

1. Approval of FY 2026 Audit Plan

VIII. New Business

IX. Adjournment of Public Session    Chair Mfume

X. Closed Session

- |   |                           |
|---|---------------------------|
| A. Personnel Matter                         | Mr. Thomas Faulk          |
| B. Evaluation Committee Update              | Regent Linda Gilliam      |
| C. Fundraising Report                       | Dr. Wilson/Ms. DeCordova  |
| D. FY 2027 Capital Budget Request           | Regent Malcom/Dr. Wilson  |
| E. Medical School Update                    | Dr. David Wilson          |
| F. EEO Report                               | Ms. Tara Berrien          |
| G. Litigation Update                        | Mr. Faulk/Ms. Goodwin     |
| H. Honorary Degree Candidate Recommendation | Regent Gilliam/Dr. Wilson |
| I. New Student Regent Recommendation        | Regent Gilliam/Dr. Wilson |

## **Public Session**

### Public Session Minutes

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

Present: Hon. Kweisi Mfume, Chair, Regent; General (Ret.) Larry Ellis, Vice Chair, Regent; Mr. Carl Turnipseed, Secretary, Regent; Ms. Swati Agrawal, Regent; Rev. Dr. Harold Carter, Regent; Dr. Linda Gilliam, Regent; Ms. Emily Hunter, Regent; Dr. Shirley Malcom, Regent; Hon. Tracey Parker-Warren, Regent; Mr. Jared Patterson, Student Regent; Mr. Brian Pieninck, Regent; Mr. William Sherman, Regent; Ms. Shelonda Stokes, Regent; Mr. Winston Wilkinson, Regent; Dr. David Wilson, University President; Mr. Thomas Faulk, Principal Counsel for Morgan State University, Office of the Attorney General

#### Remarks by the Chair

Chair Mfume opened the meeting by welcoming Regents, university administration, students, alumni, members of the public and working press in attendance. He extended appreciation to Regents for taking part in various events since the last Board meeting to include: **Fall Commencement and the Annual Choir Holiday Concert and Regents' Reception**. He highlighted a few upcoming events to include: **the President's legislative testimony in Annapolis; Honors Convocation**; and the Annual Board Retreat (to be held on June 21<sup>st</sup> or 28<sup>th</sup> in the Baltimore metropolitan area). Board members were reminded about the financial disclosure statement required to be submitted to the State Ethics Commission on or before April 30th. He also 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.

Chair Mfume recognized Mrs. Grogan for her hard work and dedication which, he noted, might get taken for granted or be underappreciated. He stated that the Board and the President have benefitted from her assistance and that it has been great working with her over the years. He yielded the floor to Regent Stokes to share brief remarks, on behalf of the full Board, and to present her with a gift as a small token of the **Board's** appreciation. Chair Mfume echoed all of the kind words expressed by Regent Stokes, adding that it is well earned and certainly well deserved.

Chair Mfume also recognized former Student Regent, Jeffon Stubbs (Class of 2020). He noted that Mr. Stubbs served us well during his tenure and thanked him for coming back to be with us today.

On a somber note, Chair Mfume shared news of the campus death of Annie Sollers. Dr. Wilson stated that we are never in a good place when our circle is broken, which happened last night with the unfortunate and untimely passing of Ms. Sollers, who served as an administrative assistant in the Counseling Center. She had been with us since 2012 and was a very high-performing member of our team. He asked everyone in attendance to take a moment of silence in memory of Ms. Sollers.

#### Minutes

Chair Mfume opened the floor for a motion to adopt the minutes of November 12, 2024. It was MOVED by Regent Turnipseed and SECONDED by Regent Stokes. The MOTION CARRIED unanimously.

#### Report of the President

Dr. Wilson provided a report to the Board covering some major developments that occurred at the University since the last meeting in November 2024. Those highlights include: (a) new leadership hires – VP/CIO for Information Technology, Associate VP for Advancement Operations, and Assistant VP for Advancement Services/Donors Relations; (b) fall 2024 enrollment; (c) Founders Day Convocation; (d) engagement with students, faculty and staff; (e) Counseling Center; (f) Marching Band Show; (g) Choir Christmas Concert; (h) Fall Commencement; (i) Earl G. Graves School of Business and Management; (j) research update; (k) continued capital preeminence; (l) building update; (m) scenario planning; (n) task force on the decline in black male enrollment; (o) upcoming budget hearings; and (p) Morgan staff and students – Dr. Willie May (VP for Research and Economic Development), Ms. Dena Freeman-Patton (VP/Director of Athletics), and Ms. Yasmine Bryant (80<sup>th</sup> Miss Morgan).

Chair Mfume extended congratulations to the new hires. He asked if these individuals were hired into new positions or going into positions that were once or recently vacant. Dr. Wilson responded that two positions are new in the Division of Institutional Advancement as we gear up for next campaign, and the other is filling a position that was vacant.

Regent Gilliam commented that it would be helpful to get a report from Institutional Advancement on fundraising. Chair Mfume asked Mrs. Grogan to add this to the agenda for the next Board meeting in May to be received in Closed Session.

Chair Mfume recognized former Regent, Wayne Resnick, who also joined us today. He thanked him for being with us, and extended thanks posthumously to his father (Martin Resnick who was also a member of the Board of Regents) for the bequeath of \$250,000 to the University.

Chair Mfume shared that we are losing a valued member of the Morgan staff and legal team – Sherita Harrison, Associate General Counsel. He yielded the floor to Julie Goodwin, General Counsel, and Thomas Faulk who work directly with her for brief remarks. Ms. Goodwin stated that it is bittersweet that while we do not want to lose her, we recognize the talent that we have and are always happy when individuals are able to continue to advance. She added that Sherita has been in the Office of General Counsel for eight plus years, and it has been a pleasure to work with her.

Ms. Harrison stated that these have been the most rewarding eight years of her legal career. She added that she has thoroughly enjoyed the work that she has been able to do here at Morgan, the people that she has met, and the relationships that she has been able to form. She concluded that this is a see you later not a goodbye.

Dr. Wilson joined the Board in extending thanks to Ms. Harrison for the incredible service she offered to the University. He shared that Sherita served as interim General Counsel during COVID, and he and the extended Cabinet were so appreciative to have her in the war room providing timely advice to enable the institution to make critical and timely decisions. On behalf of the Morgan administration, he expressed appreciation for all that she has done to advance the institution during her time here. He wished her well.

#### Report of the Executive Committee

Chair Mfume provided an update from the Executive Committee meeting on January 30, 2025. He stated that the meeting was informational in nature and there were no items for action.

#### Report of the Standing Committees

##### Academic and Student Affairs Committee

Regent Gilliam highlighted the information items to include: (i) Academic Affairs – Earl Graves School of Business national and state rankings, Nursing National Council Licensure Examination (NCLEX) passing rate, update on the course program submission process, and curriculum process modifications; (ii) Enrollment Management – uptick in the College of Interdisciplinary and Continuing Studies and marketing targeting cities with concentration of HBCU alums; (iii) Student Affairs – announced Strada Grant focused on first generation students; (iv) SGA – initiatives (no label and Morgan memorial), pitch program, organization scholarship, and upcoming town hall meeting focused on Immigration and Customs Enforcement (ICE) and impact of state funding; and (v) Athletics – fall 2024 academic report and youth education day initiative.

##### Finance and Facilities Committee

Regent Malcom stated that the Committee received updates from (i) Facilities, Design and Construction Management – status of campus facilities to include prioritizing student housing (target of 5,200 beds) **and the Governor's support** for campus-wide energy upgrades; (ii) Research and Economic Development – progress is nothing short of miraculous at \$92M for the first two quarters of FY 2025 (more than the entirety of FY24), Innovation Day (March 12th), and PEARL Day (August 6th); (iii) Institutional Advancement – phase I of comprehensive campaign planning (hired new staff, bringing in consultant to conduct feasibility study, and updating policies) and increased Morgan recognition; (iv) Enrollment Management – narrative on the mix of in-state and out-of-state students; and (v) Finance and Administration – strategy in place to address proposed reductions.

She stated that the Committee has six action items, two will be taken up in Closed Session.

- FY 2026 Additional Housing Rate Adjustments for the Enolia and Marble Hall Gardens – Regent Malcom stated that the University seeks to update rates for Marble Hall Gardens and the Enolia housing facilities. Marble Hall Gardens was reconfigured to reduce the number of occupants and the Enolia is a new 473-bed facility that will be coming online in August 2025. The rates, as outlined in the materials, are consistent with what we are seeing with other housing around campus to include the legacy facilities and those associated with MEDCO, which reflects a difference between FY25 and FY26 of \$300 - \$575 based on accommodations (single or double bed occupancy). The fiscal impact to revenue for FY 2026 housing rates is estimated at \$1.7 million.

Chair Mfume opened the floor for a motion to approve the FY 2026 Additional Housing Rate Adjustment for the Enolia and Marble Hall Gardens. It was MOVED by Regent Malcom and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

- **Altus Lease** – In an effort to achieve student housing capacity planning objectives in light of renovations to Harper-Tubman and O'Connell and in response to continued enrollment growth projections and demand for housing to support new and returning students, additional off-campus housing is needed for the 2025-2026 and subsequent academic years. Regent Malcom stated that the University has previously leased with this facility to satisfactory performance noted by students and the Office of Residence Life. Mr. David LaChina, EVP for Finance and Administration, noted that the relationship is being continued under this new lease for an additional 120 beds for an initial two-year period with a one-year option, which aligns with the existing lease.

Chair Mfume asked about total capacity for the upcoming year. Mr. LaChina responded that our capacity will be at 5,250, which is consistent with our student housing plan to include various facilities coming offline and online.

Chair Mfume opened the floor for a motion to approve the Altus Lease. It was MOVED by Regent Malcom and SECONDED by Regent Gilliam. The MOTION CARRIED unanimously.

- **HBCU Capital Financing Program Application** – Regent Malcom stated that the University is seeking approval to submit an application to the Historically Black Colleges and Universities (HBCU) Capital Financing Program through the Department of Education for up to \$25M. Submitting an application does not commit the University to borrow money. However, the University anticipates additional debt will be needed to finance a new Health Center facility as Morgan has outgrown the current facility and its condition.

Chair Mfume opened the floor for a motion to approve the HBCU Capital Financing Program Application. It was MOVED by Regent Malcom and SECONDED by Regent Stokes. The MOTION CARRIED unanimously.

Regent Malcom commented that she would like to leave open the possibility of having some further discussion regarding this matter in Closed Session. Chair Mfume acknowledged the request and stated that we will move accordingly in compliance with the Maryland Open Meetings Act.

- **Maryland Economic Development Corporation (MEDCO) Letter of Intent for Campus-Wide Energy Upgrades** – The University is in critical need to upgrade its campus-wide electrical infrastructure. The campus is experiencing more frequent power outages and is currently operating at maximum capacity. Additional capacity is needed before new capital projects can be brought online. Given the urgency and criticality of this project, the University has requested assistance from MEDCO, who has also been assisting Morgan with developing various student housing projects and has demonstrated strong project management abilities in delivering development projects on time and on budget.

Regent Malcom stated that the University makes a request for approval of the MEDCO letter of intent to assist with undertaking and performing directly (or obtaining the services of others) for the early design, development approach, predevelopment, analytical assessment of **MEDCO's potential bond financing**, expedited procurement strategy for the University to contract with a third party for maintenance and operations, and overall project management of the electrical upgrades to the campus infrastructure. The amount being requested is \$5M (maximum) in predevelopment costs, which is expected to be reimbursed to the University as part of any approved development project financing with MEDCO.

Chair Mfume opened the floor for a motion to approve the MEDCO Letter of Intent for Campus-Wide Energy Upgrades. It was MOVED by Regent Malcom and SECONDED by Regent Pieninck. Regent Stokes ABSTAINED. The MOTION CARRIED.

#### Audit and Institutional Assessment Committee

Regent Ellis stated that the Committee had no items for action, and received updates from Enterprise Risk Management and Internal Audit in Closed Session. There was a fruitful discussion about changing the culture across the University and the Board.

#### New Business

Chair Mfume yielded the floor to former Board members for brief remarks.

Mr. Resnick stated that he was glad he was able to bring his late father (Martin Resnick) to campus for a visit six months ago. Martin had not seen everyone in about eight years. Wayne thanked everyone for all of the kind words and stories about his father, adding that it was a beautiful day. Although his father passed away five weeks later, he believes that the visit was a great ending because Morgan was very important to his father. Both him and his father share a love for

this school. He also extended kudos to Dr. May, adding that what he has done in the research space has been magnificent.

Mr. Stubbs shared what a pleasure it is to be back home at Morgan. He graduated five years ago in 2020 and recalls how the University had to pivot to meet the demands of the COVID pandemic. He commented that he wanted to share, on public record, how impactful serving on the Board was for him as a Student Regent. It has left an indelible mark in terms of working with others and asking very decisive questions in a respectful way to get intentional answers. He stated that his life was changed at Morgan – on the yard, on the campus, in the classrooms as well as the Boardroom. It was an honor five years ago and is still counted as an honor today. He extended thanks to Dr. Wilson for being a consistent source of support over the years. The MSU Board of Regents has made an impactful impression on his life and career. He concluded that he looks forward to being able to contribute to Morgan in whatever way that he can.

#### Adjournment of the Public Session

Chair Mfume announced that the Board of Regents would convene in Closed Session to consider items specifically exempted from public consideration under General Provisions Article § 3-305(b)(1)(2)(3)(7)(9) of the Open Meetings Act. In Closed Session, the Board will receive an update on the Proposed College of Osteopathic Medicine, an update on a Personnel Matter, an update on the House Settlement, an update on the Title IX Landscape, an update on Real Estate Opportunities, and consider a Memorandum of Understanding and an Honorary Degree Candidate Recommendation. The Board may reconvene in Public Session at the conclusion of the Closed Session, if necessary.

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

The Public Session adjourned at 1:45 p.m.

#### Honorary Degree Candidate Recommendation (Closed Session)

Chair Mfume opened the floor for a motion to approve the Honorary Degree Candidate Recommendation. It was MOVED by Regent Sherman and SECONDED by Regent Parker-Warren. The MOTION CARRIED unanimously.

#### Statement of Repeal and Reinstatement (Closed Session)

Chair Mfume opened the floor for a motion to approve the Statement of Repeal and Reinstatement. It was MOVED by Regent Sherman to repeal the 2024 Sex Discrimination Policy and reinstate the 2020 Sexual Harassment and Prohibited Conduct Policy, effective February 4, 2025. It was SECONDED by Regent Stokes. The MOTION CARRIED unanimously.

#### Memorandum of Understanding Between the FOP and MSU (Closed Session)

Chair Mfume opened the floor for a motion to approve the Memorandum of Understanding. It was MOVED by Regent Malcom and SECONDED by Regent Pieninck. 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 4, 2025

Time: 12:00 p.m.

Location: Richardson Library  
Conference Room

Motion to close meeting made by: Regent Gilliam

Seconded by: Regent Ellis

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent:

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

**General Provisions Article, § 3-305 (b)(1)(2)(3)(7)(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;

**X** (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;
- 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.
- \_\_\_\_ (15) To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to: (i) security assessments or deployments relating to information resources technology; (ii) network security information, including information that is: 1. Related to passwords, personal identification numbers, access codes, encryption, or other components of the security system of a governmental entity; 2. Collected, assembled, or maintained by or for a governmental entity to prevent, detect, or investigate criminal activity; or 3. Related to an assessment, made by or for a governmental entity or maintained by a governmental entity, of the vulnerability of a network to criminal activity; or (iii) deployments or implementation of security personnel, critical infrastructure, or security devices.

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

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

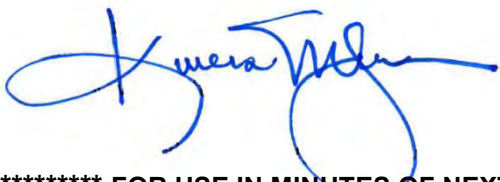
**FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:**

1. To receive an update on the Proposed College of Osteopathic Medicine.
2. To receive an update on a Personnel Matter.
3. To receive an update on the House vs. NCAA Settlement.
4. To receive an update on the Title IX Landscape.
5. To consider a Memorandum on Understanding.
6. To receive an update on Real Estate Opportunities - Property Acquisition.
7. To consider an Honorary Degree Candidate 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):**

## **Academic and Student Affairs**



**Board of Regents**  
**Academic and Student Affairs Committee Meeting**  
**Monday, May 5, 2025 (Virtual)**  
**1:00 - 4:00 P.M.**

**AGENDA**

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

**Action Items**

- |      |  |   |
|------|--|---|
| III. | Approval of Committee Minutes of February 3, 2025            | Regent Linda J. Gilliam   |
| IV.  | New Program: Master of Science in Community Health Nutrition | Dr. Hongtao Yu, <i>Provost and SVP Academic Affairs</i><br>Dr. Phyllis Keys, <i>AVP, Academic Affairs</i><br>Dr. Kim Sydnor, <i>Dean, School of Community Health and Policy</i> |
| V.   | Proposed One-Year Extension of Cultural Diversity Plan       | Ms. Tara Berrien, <i>AVP, Diversity &amp; EEO</i>   |

**Brief Updates**

- |       |   |   |
|-------|---|---|
| VI.   | Academic Affairs                                  | Dr. Hongtao Yu  |
|       | 1. Distance Education Students and Online Classes |   |
|       | 2. R-1 Progress and Doctoral Enrollment/Degrees   |   |
|       | 3. International Student Enrollment               |   |
| VII.  | Enrollment Management (see Finance Section)       | Dr. Kara Turner, <i>Senior VP Enrollment Management &amp; Student Success</i> |
| VIII. | Student Affairs                                   | Dr. Kevin Banks, <i>Vice President Students Affairs</i>                       |
|       | 1. Housing Fall 2025                              |   |
|       | 2. Mental Health and Well Being Updates           |   |
|       | 3. SGA Update                                     |   |
|       | • Farewell  |   |
|       | • Introduction of New SGA Leadership              |   |

IX.	Athletics	Ms. Dena Freeman-Patton, <i>VP and Director of Athletics</i>
	1. Introduction of Head Women’s Basketball Coach	
	2. Student-Athlete LIIDERship Academy	
X.	New Business	Dr. David Wilson
	1. Changing Higher Education Landscape	Board of Regents
	2. AGB National Conference on Trusteeship	
XI.	Public Meeting Adjourned	Regent Linda J. Gilliam
	<b><u>Closed Session</u></b>	
XII.	Honorary Degree Candidate Recommendation	Dr. David Wilson
XIII.	New Student Regent Recommendation	Dr. Wilson/Dr. Banks
XIV.	Update on FY 2026 Academic and Student Affairs Budget Alignment (if necessary)	Dr. David Wilson et al.

**COMMITTEE MINUTES  
OF FEBRUARY 3, 2025**



**Board of Regents  
Academic and Student Affairs Committee Meeting (Virtual)  
Monday, February 3, 2025**

**Committee Meeting Minutes**

The meeting of the Board of Regents Academic and Student Affairs Committee was held on Monday, February 3, 2025. Committee Chair Linda Gilliam opened the meeting at 1:05 p.m.

*Board Members*

*Present:* Regent Linda Gilliam (Committee Chair), Regent William Sherman, Regent Swati Agrawal, Student Regent Jared Patterson, Regent Emily Hunter, Regent Larry Ellis

*Staff Present:* Dr. Wilson, Dean Asojo, Dr. Banks, Dean Barton, Dean Burnett, Mr. Faulk, Ms. Freeman-Patton, Dean Garrison, Ms. Goodwin, Mrs. Grogan, Ms. Harrison, Dr. Keys, Mr. Lewis, Mr. Luckett, Dean McPhatter, Dean Prime, Dr. Sluytman, Dean Sydnor, Ms. Trimuel, Dr. Turner, Dr. Veal, Dean Westrick, Ms. Wilson, Dr. Yu

**General Remarks by President Wilson**

Chair Gilliam opened the Academic and Student Affairs Committee meeting. President Wilson commented on the historic Spring enrollment at the University. President Wilson commented on the challenges of heat in a few Residence Halls on campus and noted that the University had addressed the issues. Chair Gilliam asked if the new buildings were affected. President Wilson stated yes, and Ms. Kim McCalla, Vice President for Facilities, Design, and Construction Management, diagnosed the challenge and replaced the equipment. Dr. Kevin Banks, Vice President for Student Affairs, stated that it was equipment, possibly a circuit board, that needed to be replaced. President Wilson concluded his general remarks.

**Action Items**

**Approval of Committee Minutes of November 11, 2024**

- Approval of the Minutes of November 11, 2024- It was MOVED by Regent Sherman and SECONDED by Regent Hunter to approve the minutes. The MOTION CARRIED.

## **Brief Updates**

### **Academic Affairs**

#### **School of Business Ranks 60th Nationally, Top 15%**

Provost Hongtao Yu presented for the Division of Academic Affairs. He commented on the National and state rankings of the Earl G. Graves School of Business. The Earl G. Graves School of Business ranks in the Top 15% of United States Business Schools and is the only HBCU on the list of 75 institutions. Six programs in the School of Business are ranked #1 for degrees awarded to African Americans. President Wilson commented on the importance of positioning our scholars to be competitive on the world stage and congratulated Academic Affairs. Dean Royce Burnett, Dean of the School of Business, commented on the Student Management Investment Fund and presented our students with the realism of capital markets in terms of investments. Chair Gilliam asked if the School of Business had made changes that supported the Federal and State rankings. Dean Burnett stated that the School of Business focused on the three key stakeholders: students, the business community, and the social community. Student Regent Patterson commented that professional opportunities offered by the School of Business set the University apart from other institutions. Student Regent Patterson also commented that the majority of students have internships and numerous opportunities.

#### **Nursing Student NCLEX Passing Rate Reaches New Height**

Provost Yu presented on the Nursing NCLEX Passing Rate (National Council Licensure Examination). For the 2023 - 2024 Academic Year, 26 out of 29 students passed the NCLEX Exam, equating to a 90.63% passing rate. For the 2024-2025 Academic Year, 14 out of 15 students passed the NCLEX Exam, resulting in a 93.33% passing rate. The University's passing rate is above the national average, which includes approx. 175,000 students. Dean Sydnor commented on the success of the Nursing program and the consistent trend of being above the threshold for the NCLEX passing rate. Dean Sydnor stated that Morgan State University nurses are well sought after and placed at the best facilities. President Wilson congratulated Dean Sydnor, Chair Anderson, and the faculty and staff in the School of Community Health and Policy for their excellence. Dean Sydnor commented on the challenges the Nursing program has overcome to become accredited. Regent Ellis asked about the four institutions from Maryland ranked above MSU in the Bachelor's program in Nursing. Dean Sydnor and Provost Yu responded. Regent Agrawal congratulated everyone and asked about the percentage of male and female students. Dean Sydnor stated that the female ratio is higher than the male ratio; however, they are implementing the male nursing initiative. Dean Sydnor stated that the percentages vary by cohort. Regent Agrawal requested the documents for the Board of Regents meeting tomorrow. Dean Sydnor agreed that they would have the data as they recently completed a report with the information.

President Wilson commented on elementary education. Dean Glenda Prime commented that they have established two initiatives to support increasing male student enrollment and retention.

Provost Yu presented the new student course evaluation system, called Watermark. The University has seen an increase in new student course evaluations since the pandemic. After the COVID-19 pandemic, we received 13,200 evaluations. However, this semester, the total number of responses



received was 20,289. Chair Gilliam asked if the data is for a particular course or program. Provost Yu provided additional details regarding the evaluation system and its correlation to the classroom.

### **Update on Course/Program Submission Process**

Dr. Phyllis Keys updated the Curriculum Process guideline. The update includes adding a header paragraph to the document because new components of the initial program approval process were added at the University level. Additionally, Dr. Keys stated that the University committee will review the process to ensure we review internally for challenges such as program duplication. Dr. Keys presented the approval process for all proposed modifications. Regent Sherman asked if the Undergraduate Committee and the Graduate Council work in conjunction. Dr. Keys responded that the committee supports their specific cohort of students. Provost Yu and Dr. Keys concluded the updates from Academic Affairs.

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

Dr. Kara Turner, Executive Vice President for Enrollment Management and Student Success, presented on behalf of the Division of Enrollment Management and Student Success. Dr. Turner provided updates on behalf of Dean Nicole Westrick, Assistant Vice President and Dean of the Center for Interdisciplinary and Continuing Studies. Dr. Turner presented that the University had 96 additional freshmen in Fall 2024 compared to Fall 2023. Additionally, the total headcount enrollment increased by 10%, totaling 931 students, compared to Fall 2023. Morgan experienced the highest increase in the State of Maryland. Dr. Turner presented the Fall 2024 Comparative Enrollment for all four-year institutions in the State of Maryland. The University has experienced an increase in enrollment in all categories.

Chair Gilliam asked Dean Westrick to provide an update regarding the marketing of the Center for Interdisciplinary and Continuing Studies. Dean Westrick stated that they made the updates to the website. While the department is still working through the challenges with CRM Recruit, the software used as an integrated application for all students, they are working through the process with the software's limitations. Regent Sherman asked about the significant increase in enrollment and the process that supported the increase. Dean Westrick responded that they established a tri-part approach, which includes new students, former students, and regional outreach and relationships.

### **Student Affairs**

#### **Fall 2025 Housing Update**

Dr. Kevin Banks, Vice President for Student Affairs, presented the Fall 2025 Housing updates. The Fall 2025 housing application will open on February 15th. Additionally, the Enolia opens in August 2025, and we have added 120 more beds at the Altus Apartments. Dr. Banks commented on the closing of O'Connell Hall and Harper-Tubman for renovations and demolition. Dr. Banks stated that the new apartment configurations for Marble Hall Gardens will include single-room accommodations. The Enolia will include 151 apartment units (473 beds) only for upperclassmen. The Enolia is in close proximity to the University. Dr. Banks presented the apartment configurations for the Enolia. Dr. Banks presented the updated configurations in the Altus and a rendering of the new O'Connell Hall. However, Blount Towers and Rawlings Hall are next on the list for renovations after O'Connell Hall and Harper-Tubman are completed. Regent Sherman

asked how many rooms we will have in total in Altus with the increase. Dr. Banks responded that it will be over 300 beds in the Altus.

### **Strada Grant (Center for Career Development)**

Dr. Banks opened the meeting to Mr. Claton Lewis, Assistant Director for Career Readiness presented on the Strada Grant from the Strada Foundation. The Morgan State University First Gen Innovation program, supported by the Strada Grant, aims to empower first-generation students through comprehensive support and career development. The Strada Grant focuses on three key metrics: partnership leaders, the grant program, and the impact of funding. Mr. Lewis commented on the project leadership team, which included a multi-disciplinary team to support students holistically. The goals of the project are to identify first-gen students during orientation and mentorship, as well as to provide L.I.F.E. Leadership Development, Career Development, and Experiential Learning. The Center for Career Development will continue to integrate three primary technological tools to support the initiative: Navigate 360, Handshake, and EAB. The expected outcomes from the project leadership team for the partnership is to improve career readiness, increase retention, better post-graduation outcomes, and institutional growth. Mr. Lewis presented the key evaluation metrics for the three-year impact and how they define student success. Regent Agrawal asked if they have connected with alumni and outside mentors for support with mentoring students. Mr. Lewis stated that yes, they are partnering with alumni and outside mentors. Regent Agrawal commented that she has contacts who present job opportunities for students from many companies, and is increasing communication with board members. Mr. Lewis provided the standardized process at the Center for Career Development, and he will communicate with his colleagues to ensure the information is shared with the Board of Regents. Regent Hunter asked if students have to apply for the Strada Grant. Mr. Lewis indicated that they are partnering with the New Student Orientation team, and students have to show interest and apply.

### **SGA Update**

Student Government Association President Tamera Trimuel and Student Government Association Vice President MarKayla Wilson presented the Student Government Association as the Renaissance Administration. SGAVP Wilson commented on improving the housekeeping support and ensuring the University is diligently working to hire staff to support the shortages on the second shift. SGAP Trimuel stated the SGA initiatives, which include No Label and Morgan Memorial. SGAP Trimuel commented on the Entrepreneurial Development and Assistance Center Pitch Program and the Organization Scholarship. SGAVP Wilson stated that the scholarship, totaling \$500.00, was awarded to student Jayla Hawkins. SGAVP Wilson commented on the goal to host a Town Hall on campus to educate students about the presence of ICE on campus and the changes to federal financial aid. President Wilson applauded the SGA leadership.

### **Athletics**

#### **Building Bridges-Pathway to Education**

Ms. Dena Freeman-Patton, Vice President for Athletics and Director, presented updates for the Athletics Department. Ms. Freeman-Patton presented the Fall 2024 Athletics Academic Report. The Athletics department GPA totaled 2.97. The highest team GPA was for bowling, which totaled 3.693. A total of 46 student athletes have a 4.0 GPA. We have a total of seven athletic programs with a 3.0 GPA or higher, and 57% of athletes have a 3.0 GPA or higher. Ms. Freeman-Patton

presented on Youth Education Day, which included an overview of the initiative, growth from 2023 to 2024, and partnerships and sponsors. Chair Gilliam commented that we have considered this program for high school students. Ms. Freeman-Patton responded that we generally do not reach out to high school students, per NCAA regulations they are considered prospects. Regent Agrawal asked if we could provide outreach to middle school students. Ms. Freeman-Patton stated that they are currently working on outreach to middle school students.

### **MEAC Defensive Player of the Year Recognition**

Ms. Freeman-Patton presented on the National Football Foundation. Ms. Freeman-Patton stated that Elijah Williams was honored at the College Football Hall of Fame in December. He is the first Defensive Player of the Year since 2009 for the conference. Ms. Freeman-Patton concluded her presentation.

### **President Wilson Video Message**

President Wilson presented a video sent from Dean Anna McPhatter, Dean of Social Work. The video displayed the positive experience from the student and how transformative the professor was, who changed her life.

### **New Business**

No New Business

### **Meeting Adjourned**

It was MOVED by Regent Agrawal and SECONDED by Regent Sherman to close the Academic and Student Affairs Committee meeting. The meeting adjourned at 3:12 p.m.

Respectfully submitted,

Wayne Hill

Special Assistant to the Vice President for Student Affairs

Recorder

### **Honorary Degree Candidate Recommendation (Closed Session)**

Chair Gilliam opened the floor for a motion to approve the honorary degree candidate recommendation. It was MOVED by Regent Agrawal 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**

Date: Monday, February 3, 2025

Time: 1:00 p.m.

Location: Virtual

Motion to close meeting made by: Regent Agrawal

Seconded by: Regent Sherman

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)(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.
- \_\_\_\_ (15) To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to: (i) security assessments or deployments relating to information resources technology; (ii) network security information, including information that is: 1. Related to passwords, personal identification numbers, access codes, encryption, or other components of the security system of a governmental entity; 2. Collected, assembled, or maintained by or for a governmental entity to prevent, detect, or investigate criminal activity; or 3. Related to an assessment, made by or for a governmental entity or maintained by a governmental entity, of the vulnerability of a network to criminal activity; or (iii) deployments or implementation of security personnel, critical infrastructure, or security devices.

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

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

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

1. To consider an Honorary Degree Candidate 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:**

A handwritten signature in black ink, appearing to read 'Linda J. Gilliam', written in a cursive style.

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

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

**NEW PROGRAM  
M.S. IN COMMUNITY  
HEALTH NUTRITION**

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

**TOPIC:** Proposed New Program: Master of Science in Community Health Nutrition

**DATE OF MEETING:** May 5, 2025

**BRIEF EXPLANATION:**

The mission of the Master of Science in Community Health Nutrition (MSCHN) program is to train future leaders to administer programs and communicate nutritional health to the general population with specific emphasis on underserved population groups across economic strata. The MSCHN program emphasizes the social and environmental determinants of nutrition problems and how to solve them through community-centered health promotion programs and food and nutrition practices. It complements the existing BS in Nutritional Science Program and adds a graduate degree with a concentration aligned with the nutritional science discipline. The program is structured as a 30-credit hour accelerated master's degree with two options: (1) Community Health Track and (2) Dietetic Internship Track. Enrollments start in August with cohorts completing the program by the following August.

The community health track is open to a wider range of students which includes those with bachelor's degrees in nutrition or health-related disciplines while the dietetic internship is only available to students with nutrition-related degrees from programs recognized by the Accreditation Council in Education for Nutrition and Dietetics (ACEND). Both tracks were created as responses to the national focus on nutrition and population health. The Commission on Dietetic Registration changed the education requirements for entry-level Registered Dietitians (RDs) to require a graduate-level degree effective January 1, 2024. Therefore, the dietetic internship track will directly address that requirement. The community health track addresses the growing recognition of food as a contributor to chronic illnesses and disease processes.

Currently, Maryland has three existing graduate programs in nutrition (Hood College, Maryland University of Integrative Health, and University of Maryland College Park) with none of the three having the strong emphasis on community health of this proposed program. Johns Hopkins University and the University of Maryland Eastern Shore have other graduate programs (MS in Public Health and MS in Human Ecology, respectively) that have a nutrition concentration or track. These programs have a clinical nutrition emphasis rather than a focus on community health. Except for one university mentioned here, all have a dietetic internship (DI) program available. It is worth noting that the DI programs have small enrollment capacities (e.g., < 13 students). Having this track at Morgan will allow more nutrition program graduates to be eligible for the RD credential.

This program will provide a pathway to meaningful career opportunities in public health nutrition for Morgan students and a potential workforce that is more representative of the communities being served.



**FISCAL IMPACT:** The potential profit is based on enrollment projections.

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
T1. RESOURCES	\$ 286,000	\$ 440,000	\$ 550,000	\$ 726,000	\$ 880,000
T2. EXPENDITURES	\$ 124,400	\$ 261,572	\$ 389,369	\$ 400,300	\$ 411,559
NET PROFIT (LOSS)	<b>\$ 161,600</b>	<b>\$ 178,428</b>	<b>\$ 160,631</b>	<b>\$ 325,700</b>	<b>\$ 468,441</b>

This program is expected to be profitable every year based on a starting enrollment of 13 students with growth over five years. The resources are based on tuition revenues of \$18,000 per student for the community health nutrition track and \$24,000 for the dietetic internship track. The pricing structure results in similar pricing to Morgan's other online programs (e.g., OMSW and OMBA) and to that of other programs with the dietetic internship in the state. The net profit (loss) reflects the anticipated changes in faculty and staff that are contingent upon program growth.

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

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

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

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

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

# **CULTURAL DIVERSITY PLAN EXTENSION**

**BOARD OF REGENTS**

**MORGAN STATE UNIVERSITY**

**SUMMARY OF ITEM FOR ACTION**

**TOPIC:** Proposed One-Year Extension of Cultural Diversity Plan

**COMMITTEE:** Academic and Student Affairs

**DATE OF MEETING:** May 5, 2025

**BRIEF EXPLANATION:** Pursuant to MD Code, Education, § 11-406, the governing body of every Maryland public college and university is required to develop and implement a plan for cultural diversity programs. In May 2022, the Board of Regents approved a 3-year Cultural Diversity Plan, to be in effect at the University until 2025. The United States Federal Government has recently announced initiatives and taken action to curtail “radical” Diversity, Equity, and Inclusion (DEI) practices. Since the Maryland Higher Education Commission (MHEC) has not yet issued formal guidance, the Regents are now being requested to extend the University’s current Cultural Diversity Plan in order to allow time for the University to obtain guidance and develop a plan that complies with all applicable Maryland and federal laws and regulations.

**FISCAL IMPACT:** None

**PRESIDENT’S RECOMMENDATION:** The President recommends approval to allow for the University to ensure compliance with all applicable Maryland and federal laws and regulations regarding DEI.

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

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

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

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

# **ACADEMIC AFFAIRS**



# Academic Affairs Update Academic & Student Affairs Committee Board of Regents

Hongtao Yu

Provost and Senior Vice President for Academic Affairs

May 5, 2025

# Online Degree Program Fall 2024 Enrollment

MAJOR	MAJOR CODE	ENROLLMENT	
CICS (Bachelors)		142	142 (Bac.)
Online Masters of Social Work	OMSW	70	
Online Masters in Business Administration	OMBA	26	
Online Masters in Public Health	OMPH	15	
Online Community College Administration	OCCA	13	
Online Project Management	OPMG	5	139 (Mas.)
Online Community College Leadership (Doctoral)	CCL	65	
Online Doctorate in Public Health	ODPH	39	
Online Doctorate in Social Work	ODSW	34	138 (Doc.)

# Distance education student enrollment

Distance Education Enrollment and Percentages by Category

Year	Exclusive	Some	None	Total	% Exclusive	% Some	% None
Fall 2013	37	478	7031	7546	0.5%	6.3%	93.2%
Fall 2014	22	603	7073	7698	0.3%	7.8%	91.9%
Fall 2015	138	807	6780	7725	1.8%	10.4%	87.8%
Fall 2016	181	1055	6453	7689	2.4%	13.7%	83.9%
Fall 2017	183	1250	6314	7747	2.4%	16.1%	81.5%
Fall 2018	211	1360	6141	7712	2.7%	17.6%	79.6%
Fall 2019	223	1731	5809	7763	2.9%	22.3%	74.8%
Fall 2020	371	3627	3636	7634	4.9%	47.5%	47.6%
Fall 2021	582	4262	3625	8469	6.9%	50.3%	42.8%
Fall 2022	554	4484	4063	9101	6.1%	49.3%	44.6%
Fall 2023	689	4700	4419	9808	7.0%	47.9%	45.1%
Fall 2024	656	5419	4664	10739	6.1%	50.5%	43.4%

Source: Office of Institutional Research

# Comparative National Distance Education Data

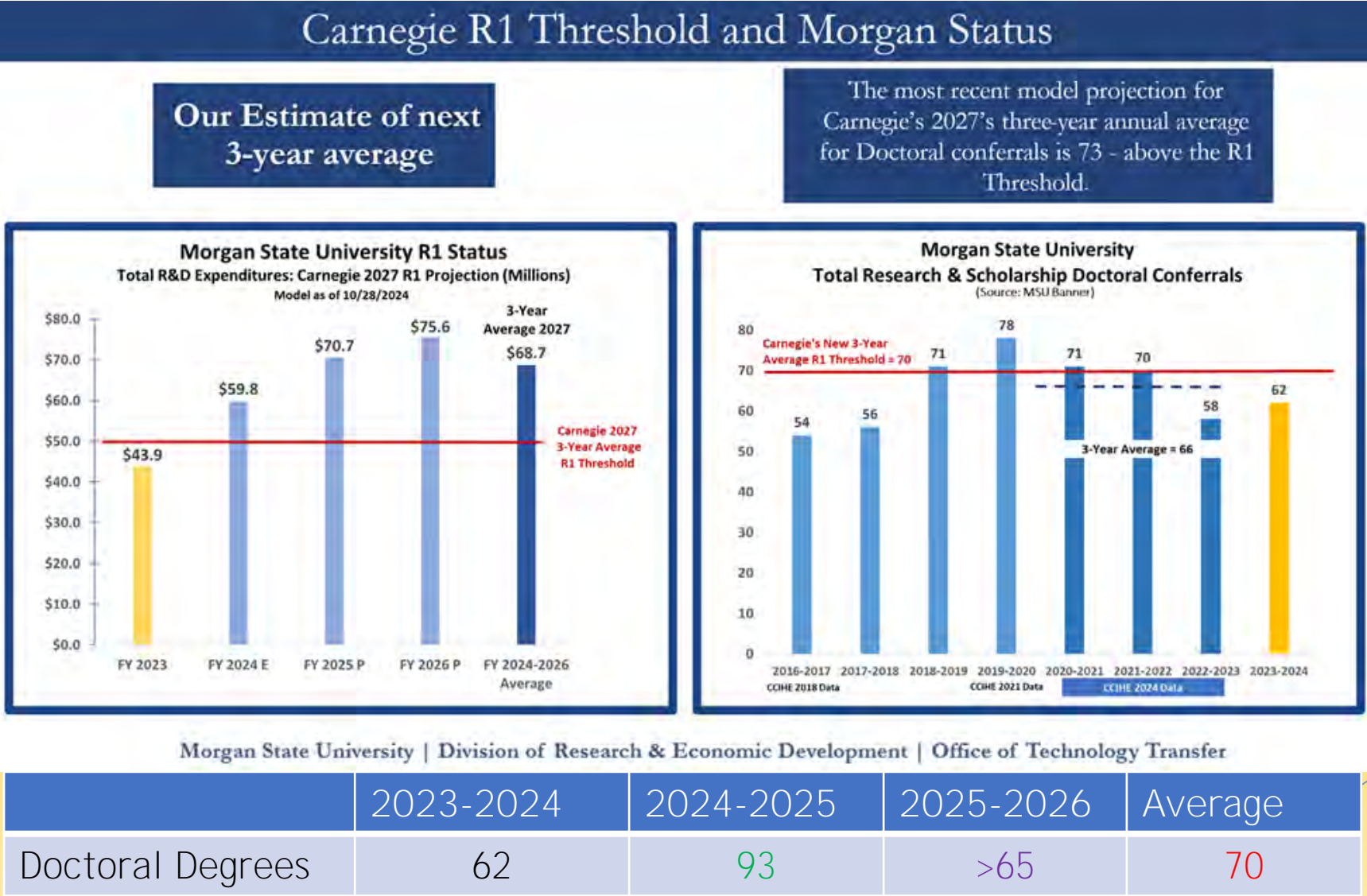
## Fall 2023 Percentage of Students by Distance Education Category

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System - IPEDS

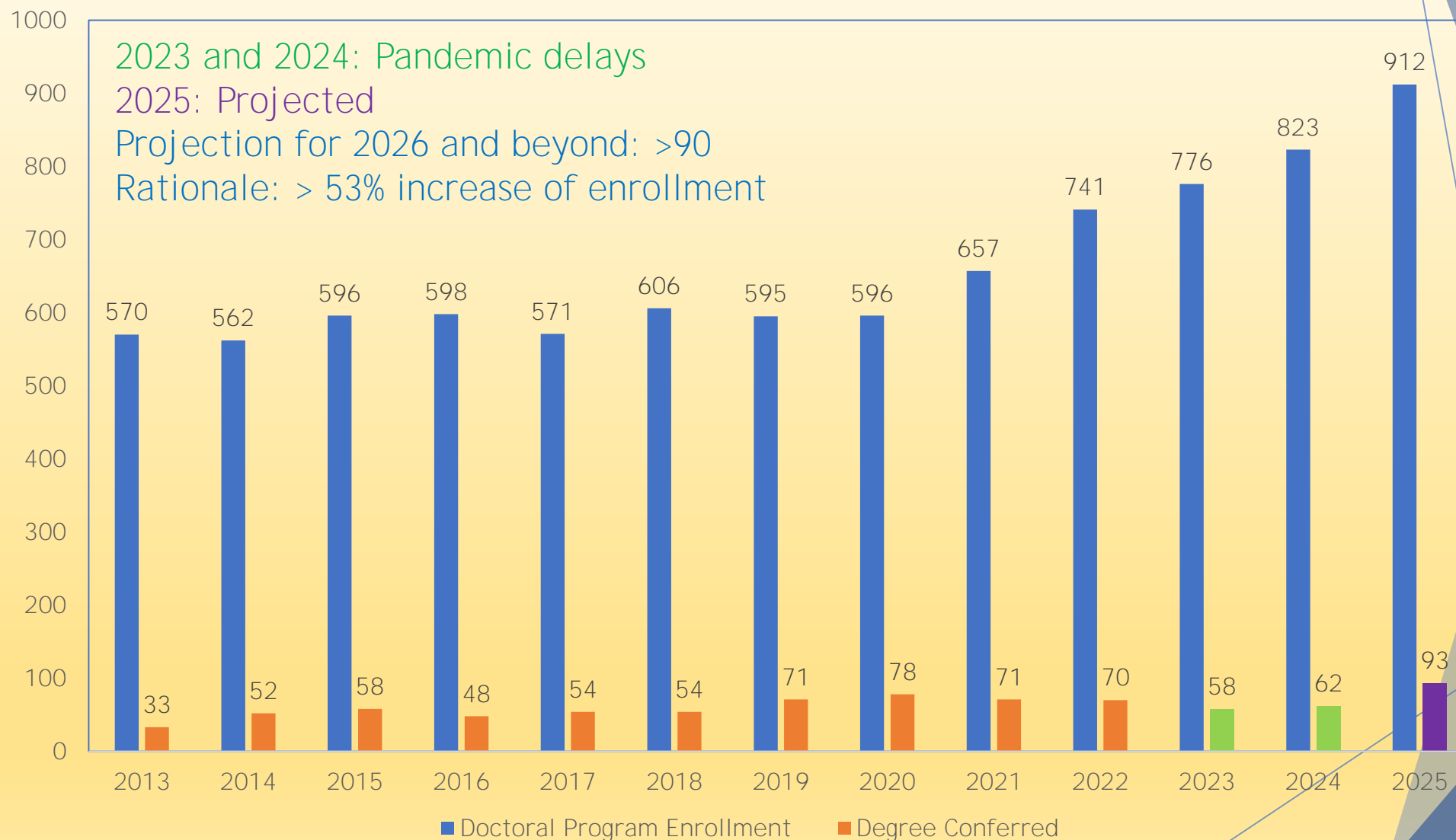
	Exclusive Distance Education	Some Distance Education	No Distance Education
All institutions (n=5,677)	25.6%	27.5%	46.9%
Four Year Institutions (n=2,611)	25.2%	28.1%	46.7%
Public Four Year Institutions (n=795)	19.4%	34.3%	46.3%
Morgan State University	7.0%	47.9%	45.1%



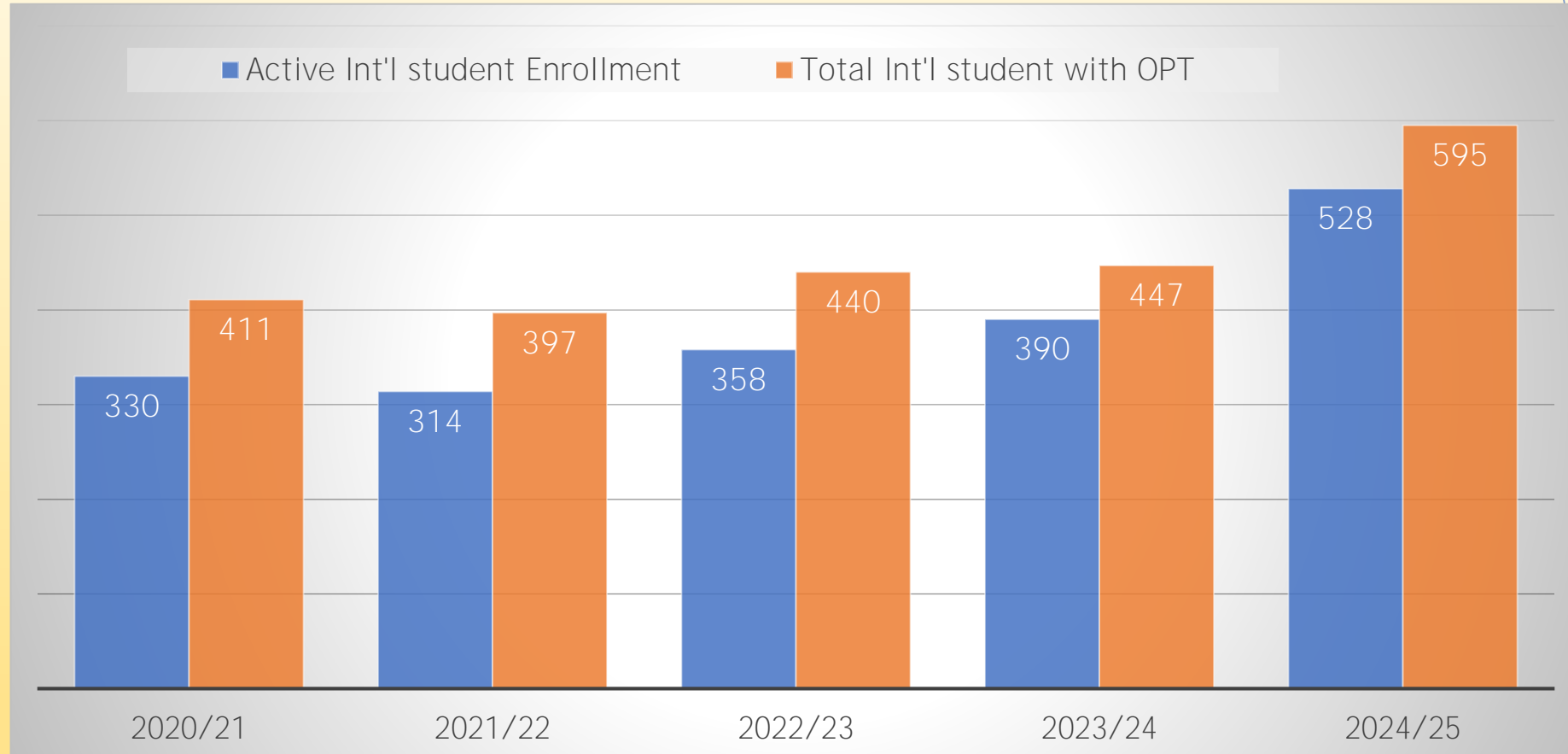
# Status for our R-1 Quest



# Doctoral Enrollment and Degrees Conferred



# Enrollment Trends for International Students



- ▶ Enrollment of international students increased 60% post-pandemic
- ▶ Due to uncertainties of international politics, this enrollment trend may be closely watched

# **STUDENT AFFAIRS**

# MORGAN STATE UNIVERSITY

## BOARD OF REGENTS ACADEMIC AND STUDENT AFFAIRS COMMITTEE REPORT

Dr. Kevin Banks, Vice President for Student Affairs  
Dr. Letitia Williams, Associate Vice President and  
Dean of Students

MAY 5, 2025





# AGENDA

**1**

**Fall 2025 Housing  
Application Report**

**2**

**Health and  
Well-being Updates**

**3**

**SGA Updates**

- Farewell
- New SGA Leadership

**4**

**Dr. Banks Farewell**

# HOUSING UPDATES

Application Opened on 2/15/2025

Fall 2025 Applications (Report Date: 4/21/2025)

Gender	New	Transfer	Returning	Total
Male	362	18	837	1217
Female	792	27	1780	2599
Unspecified	3	0	1	4
Total	1157	45	2618	3820

Fall 2024 Applications (Report Date: 4/19/2024)

Gender	New	Transfer	Returning	Cohort (Returning)*	Total
Male	203	9	680	3	895
Female	514	17	1399	6	1936
Unknown	2	0	2	0	4
Total	719	26	2081	9	2835



# HOUSING UPDATES



1

New Student Applications increased by 60% in comparison to this time last year.

2

Transfer Student Applications increased by 73% in comparison to this time last year.

3

Returning Student Applications increased by 25% in comparison to this time last year.

4

Overall, Housing Applications increased by 34%



# HOUSING UPDATES

**Fall 2025 Returning student waitlist application opened on 2/25/2025**  
**Waitlist Applications (Report Date: 4/21/2024)**

Waitlist Applicaitons				
Gender	New	Transfer	Returning	Total
Male			278	278
Female			456	456
Unspecified				0
Total	0	0	734	734

# HEALTH AND WELLBEING UPDATES



**MENTAL HEALTH FIRST AID® MARYLAND IS A PUBLIC EDUCATION NATIONAL CERTIFICATION COURSE DESIGNED TO TEACH INDIVIDUALS, PROFESSIONALS, BUSINESSES, AND COMMUNITY MEMBERS THE SKILLS NECESSARY TO RESPOND WITH CARE AND GENUINE SUPPORT TO AN INDIVIDUAL EXPERIENCING A MENTAL HEALTH OR SUBSTANCE CRISIS.**

**Mental Health  
FIRST AID**

**TO DATE MORGAN STATE UNIVERSITY HAS CERTIFIED APPROX. 400 FACULTY, STAFF, AND STUDENTS.**

## **UPCOMING TRAINING DATES:**

**THURSDAY, MAY 23RD FROM 9:00 AM TO 5:00 PM**

**THURSDAY, JUNE 13TH FROM 9:00 AM TO 5:00 PM**

**FRIDAY, JUNE 20TH FROM 9:00 AM TO 5:00 PM**



# HEALTH AND WELLBEING UPDATES

1

EMERGENCY SUPPORT  
(HOMELESSNESS, FOOD INSECURITY,  
FINANCIAL CHALLENGES)

2

ACADEMIC SUPPORT  
(MIDTERMS, SDSS ACCOMMODATIONS,  
ACADEMIC CHALLENGES)

3

MEDICAL EXCUSED ABSENCE, POST-  
HOSPITALIZATION, RECENT DEATH IN  
FAMILY

4

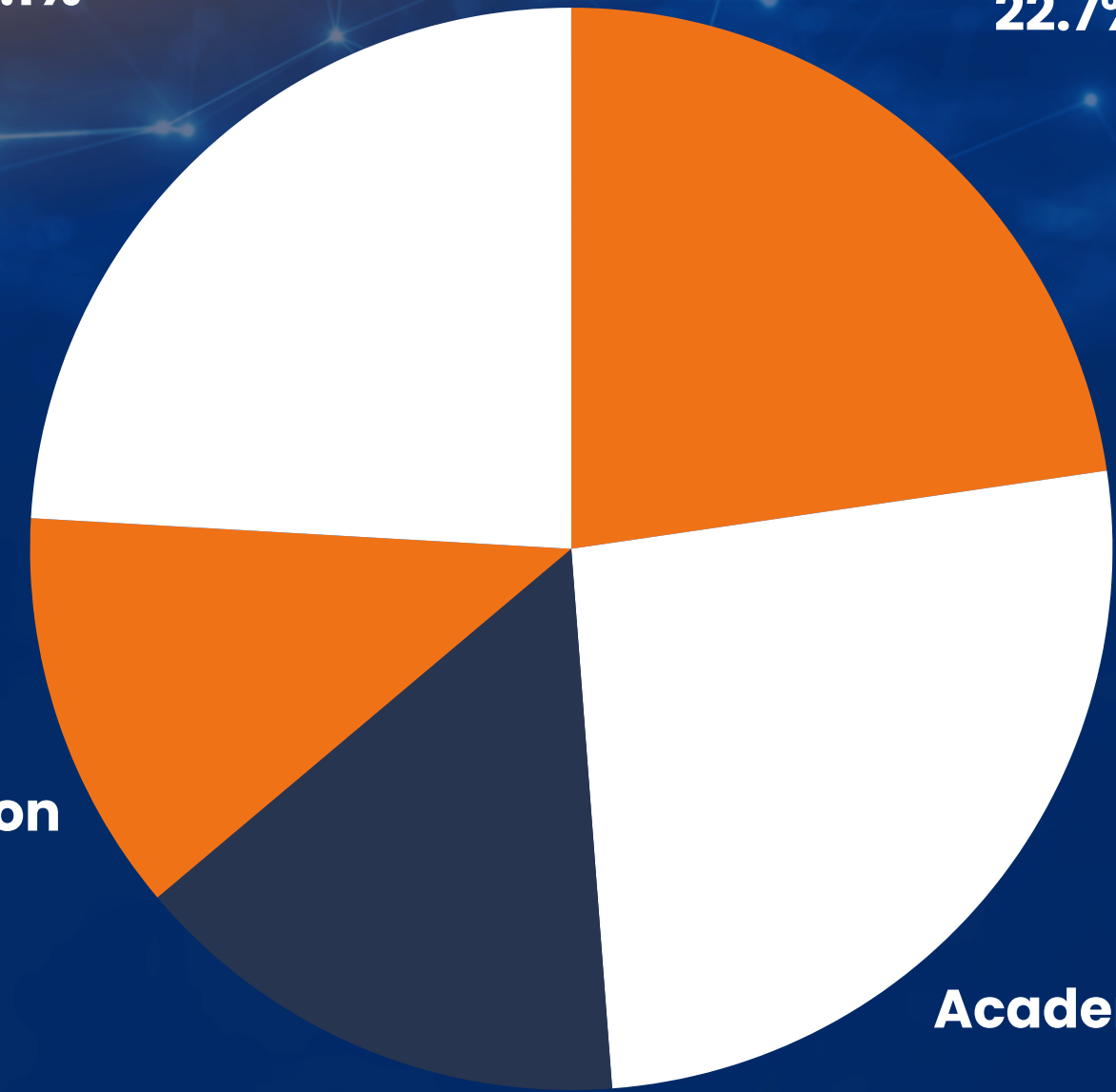
STUDENT CONDUCT SANCTION,  
HOUSING SANCTION  
(HOLD,FINE,SUSPENSION)

5

MENTAL AND BEHAVIORAL HEALTH

Mental and Behavioral Health  
24.1%

Emergency Support  
22.7%



Academic Support  
26.1%

Medical Excused Absence  
15.1%

Student Conduct Sanction  
12%

CARE TEAM SUPPORT PERCENTAGES BASED ON 258  
APPOINTMENTS FROM JANUARY 22, 2025 – APRIL 24, 2025.



# GROWING THE FUTURE LEADING THE WORLD!







# QUESTIONS?

**STUDENT  
GOVERNMENT  
ASSOCIATION**



THE RENAISSANCE ADMINISTRATION

2024-2025

RENAISSANCE

THE RENAISSANCE ADMINISTRATION  
**STUDENT GOVERNMENT ASSOCIATION**

rebirth. restregnthen. reimagine



**Tamera Trimuel**  
SGA President

**MarKayla Wilson**  
SGA Vice President





# INITIATIVES

## NO LABEL

- **Objective:** Request all professors and advisors to receive training for neurodivergent students to foster a more inclusive learning environment.
- **Action:** Research Committee has been formed to assess how we can properly assist students who are neurodivergent, and provide the best training for all professional staff.

## MORGAN MEMORIAL

- **Objective:** Dedicated space for reflection and remembrance to honor the lives of our lost Morganites. This will foster a sense of community among students, faculty, and alumni.
- **Action:** Reviewed completed proposal from 2021 to see what changes + additions are needed. In contact with company who can assist in planting the tree.



# TRA X EDAC

pitch program

**Objective:** The Renaissance Administration is partnering with the Entrepreneurial Development and Assistance Center to launch a pitch program aimed at fostering entrepreneurship, business development, and innovation among HBCU students. This initiative seeks to provide aspiring student entrepreneurs with the resources, mentorship, and opportunities necessary to transform their ideas into viable business ventures.

**Action:** EDAC + SGA Bear HILL has officially launched, and will conclude in April.

# ORGANIZATION SCHOLARSHIP

**Objective:** The Renaissance Administration Organization Scholarship is designed to support the restrengthen initiative by empowering campus organizations to enhance their impact and foster community engagement. With \$500 awarded to four selected groups, this scholarship aims to provide resources that help strengthen their programs and initiatives, reinforcing their contribution to campus life.

**Action:** Applications are closed  
Awards will be received in Spring 2025

# ATHLETICS



# MORGAN STATE UNIVERSITY

*DEPARTMENT OF ATHLETICS*

## Board of Regents Report

May 2025

Growing The Future • Leading The World

50

Dena Freeman-Patton, Vice President/Director of Athletics

TAL L. HILL FIELD HOUSE

**NADINE DOMOND**

*WOMEN'S BASKETBALL HEAD COACH*







# Student-Athlete LIIDERship Academy

This two-day intensive networking program provides leaders from each of Morgan State's 16 teams an opportunity to meet and hear from some of the top leaders in the Morgan community. The program will focus on leadership within the context of Morgan's Core Values: Leadership, Integrity, Innovation, Diversity, Excellence and Respect. This exclusive program is designed for sophomore/junior class team members as they prepare for life after Morgan.



# Thank You!





## **Finance & Facilities**



**BOARD OF REGENTS**  
**Finance and Facilities Committee Meeting**  
**Monday, May 5, 2025 (Virtual)**  
**9 A.M. – 12 P.M.**

A. Remarks by the Chair

Dr. Shirley M. Malcom

B. Remarks by the President

Dr. David K. Wilson

**ITEMS FOR INFORMATION**

- Division of Facilities, Design and Construction Management Update Ms. Kim McCalla, *Vice President Facilities, Design and Construction Mgmt.*
- Division of Research and Economic Development Update Dr. Willie May, *Vice President Research and Economic Development*
- Division of Institutional Advancement Update Ms. Endia DeCordova, *Vice President Institutional Advancement*
- Division of Enrollment Management and Student Success Update Dr. Kara Turner, *Senior VP Enrollment Management & Student Success*

**ITEMS FOR ACTION**

- Approval of Committee Minutes of February 3, 2025 Chair Shirley Malcom
- Amendment to MEDCO Ground Lease – Harper-Tubman Project Mr. David LaChina, *Executive VP Finance & Administration*
- Approval of HBCU Loan Mr. David LaChina
- O’Connell Hall Reimbursement Resolution Mr. David LaChina
- FY 2027 Capital Budget Request (Closed Session) Ms. McCalla/Mrs. Cynthia Wilder, *Executive Director, Facility Planning*

**ITEMS FOR INFORMATION**

- Student Housing Update Mr. David LaChina
- Division of Finance and Administration Update Mr. David LaChina et al.
  - FY 2025 Financial Status Update
  - FY 2026 Legislative Decisions – Operating & Capital Budgets
  - FY 2027 Tuition and Fees Proposal

## **CLOSED SESSION**

- FY 2026 Budget Adjustments & Preliminary Grants (if necessary) Dr. Wilson/Dr. May/Mr. LaChina
- Campus Safety Update Mr. LaChina/Mr. Lance Hatcher,  
*Chief of Police*
- Off-Campus Property Update Mr. LaChina/Ms. McCalla
  - Harford Road Acquisition
  - Washington Avenue Lease

# **ITEMS FOR INFORMATION**



# CAPITAL PROJECTS UPDATE

Feb. – April 2025

Planning, Facilities Management and Design & Construction Management

## GENERAL

**Capital Budget:** Many adjustments occurred before the legislative session, and as a result of Dr. Wilson's numerous conversations during the session, we were successful in obtaining funding for our critical projects, including the science project, electric upgrades, and deferred maintenance.

**Master Planning:** 2025 commences with the excitement of the campus master planning process and the planning for the future physical development of the campus infrastructure. Information gathering sessions took place throughout March, with a wide range of participants for each session. The meetings included the focus subject and members from different areas of campus, including targeted subject matter focus groups, students, faculty, staff, and members from the surrounding community. Many provided good feedback. April continues with more focused interviews to gain more specificity concerning athletics and current needs.

In order to accommodate the science project, Carter-Grant-Wilson's project funding was pushed back a couple of years, and the opening is now in 2030. We are working to see if we can advance it a year or two.

We continue to proceed with robust project planning, development, and deferred maintenance projects with State capital funds or other funds through the University's financing mechanisms. In addition, we are exploring other technologies to assist in making our electric utility consumption more energy efficient.

Our current housing projects are Harper-Tubman and O'Connell. Harper-Tubman will be renovated, and O'Connell will be demolished and rebuilt. The O'Connell project includes a pedestrian bridge across the Herring Run, and a garage to be located east of the building is being considered.

**MBE Goals for Major Capital Projects:** We continually monitor the contractors' MBE payments. Many projects exceed the University's MBE goal of 30%, with some smaller or very specialized contracts under the goal. The average MBE percentage on active projects through March 31, 2025 is 39.09%. Out of \$282,239,477 paid out in contracts, payments to date to MBEs equate to \$110,340,177. With the revised methods that we must now follow, the MBE goals we achieve may need to be lowered to 30%.

*Note: The above MBE calculations do not include the MBE calculations for deferred maintenance or housing projects. Those numbers are tracked separately. The housing projects are striving for a minimum of 30% MBE participation.*

# PLANNING

## CAPITAL BUDGET

The Governor requested \$104,236,000 in general obligation (GO) bond funding. The Legislature authorized \$95,236,000 in GO bonds and \$9,000,000 in special funds from the Strategic Energy Investment Fund. The fund will pay for the sustainability components of the Science Phase II project. In addition, Phase II funding was received for campus-wide electrical upgrades, deferred maintenance, and the demolition of Lake Clifton.

## PROGRAMMING

**PEARL Lab Expansion:** Discussions continue with PEARL addressing questions regarding the proposed program responses. The initial funding request is insufficient and is being reevaluated.

**Concrete Lab:** Work continues with engineering to respond to questions from the Department of Budget and Management (DBM). The initial funding was insufficient, and questions have arisen regarding the sustainability/longevity of some lab equipment, which is being evaluated and researched.

The School of Architecture and Planning's Construction Management program also seeks to construct a concrete lab. Its location is being considered in the North Garage, and we continue to investigate this possibility.

**Computing Science and Engineering Building:** Discussions continue with the deans and chairs of Engineering, Computer Engineering, Computer Science, and Mechatronics regarding the program for collaborative building.

## SPACE GUIDELINES APPLICATION PROGRAM (SGAP) REPORT

The 2024-2023 report is in process. The working group continues to meet to improve the integrity of the human resources data codes to meet SGAP and other state and federal reporting requirements.

## CAMPUS MASTER PLAN

The contract was awarded to Perkins and Will; the process will take approximately 18 months. Interviews of various Morgan team members began in March. The process included early discussions with the President and interviews with the Provost, VPs, deans, faculty, staff, students, and community members. Data collection continues while the data obtained is being evaluated.

The Campus Master Plan supports the University's strategic goals. It will outline the sequence of new buildings, renovated development, IT and infrastructure improvements. Strategic parts of the process include separate focused discussions on:

- Athletics and Recreation Sub Master Plan
- Housing and Dining Sub Master Plan
- Decarbonization, Energy Reduction Plan, and Sustainability
- Parking Master Plan (by MEDCO)
- Landscaping, Land Use, and Accessibility Sub Master Plan
- Lake Clifton Uses identified
- Update Campus Utility Information and Services
- Re-Envisioning the Library, Student Center, etc.
- Research

- Infrastructure and IT Plan
- Part I Program for the Network Capital Infrastructure

The planning and programming process of previously planned buildings and spaces continues, though their inclusion in the master plan for development will also be evaluated. MBE participation is 30.03%.

## FACILITIES MANAGEMENT (FORMERLY PHYSICAL PLANT)

### GENERAL

**Reenvisioning the Physical Plant, now known as Facilities Management (FM):** Facilities Management is also looking to update the website in addition to the recent name change.

**Staffing/Automation/Training:** Filling vacancies, staff augmentation, and training continue. The latest plan is to enroll employees in the Interplay virtual reality technical skills training and implement a new uniform and safety shoe program.

**Sustainability:** FM is continuing to work with Auxiliary Services and Sodexo on the food waste and recycling program.

### Projects:

- Planning the first autonomous floor cleaning program in the Health and Human Services Center as a pilot program.
- Continuing to tag all equipment for the preventative maintenance program.
- Adding screening for the Rawlings and Blount trash area.
- Completed the upgrade to the BAS systems in Blount.
- Updating space in Jenkins for Residence Life's temporary relocation from Harper-Tubman.
- Replaced the speakers in the President's box in Hughes Stadium.
- In Procurement:
  - Housekeeping assessment and work-loading program
  - Default detection program
  - Preventative maintenance program for north campus HVAC and Electric
  - Capital renewal software for strategic assessment management, remote monitoring for predictive and prescriptive maintenance
- Summer Work:
  - Preparing for bathroom renovations in Blount and Rawlings
  - Campus-wide building and classroom deficiency inspections are underway

## DESIGN AND CONSTRUCTION MANAGEMENT (DCM)

2025 appears to be just as busy and possibly busier than 2024. In addition to capital and deferred maintenance projects, we are trying to respond to programs requiring additional space. One program in particular is the Band, which is more than doubling. Similarly, other programs continue to expand, and space remains challenging. We are trying to be creative in providing the needed space. Furniture is also repurposed.

## CAPITAL PROJECTS

### SCIENCE PHASE I and PHASE II

The project has two phases: Phase I (demolition and relocation of utilities) and Phase II (the new building). Due to the necessity of continuity, both phases are being designed and constructed by the same design and construction management teams. Phase I is substantially complete.

### SCIENCE PHASE II (NEW BUILDING)

The project is to provide new space for the Biology and Chemistry departments and the Dean's Office of the School of Computer, Mathematical and Natural Sciences. The work to relocate the City's storm culvert is in progress. It will require the closing of Stadium Way, which will occur after commencement. Other construction phases are bidding, i.e., the remainder of the utility relocations/new utilities, and the procurement of long lead items for mechanical and electrical systems while the design is being completed.

The State approved the FY 26 budget of \$69,580,000, which will allow construction to begin. The initial work includes relocating utilities, deep foundations, and long lead items. The groundbreaking ceremony is scheduled for May 14<sup>th</sup>.

<b>SCIENCE PHASE I (Demo Washington Service Center)</b>				
		<b>Appropriation</b>	<b>Obligations</b>	<b>Balance</b>
<b>Design / CM Pre</b>		1,474,000	1,628,612	-154,612
<b>Construction</b>		10,212,000	9,993,990	218,010
<b>Reverted Funds</b>				0
<b>Capital Equipment</b>				0
<b>Total</b>		<b>\$11,686,000</b>	<b>\$11,622,602</b>	<b>\$63,398</b>

### SCIENCE PHASE II (New Building)

	<b>Appropriation</b>	<b>Obligations</b>	<b>Balance</b>
<b>Design / CM Pre</b>	25,855,000	21,643,057	4,211,943
<b>Construction</b>	15,063,000	5,276,575	9,786,425
<b>Reverted Funds</b>			0
<b>Capital Equipment</b>			0
<b>Total</b>	<b>\$40,918,000</b>	<b>\$26,919,632</b>	<b>\$13,998,368</b>

Design, Phase I:	Moody Nolan	MBE Goal:	63.74% Tracking
CM, Phase I:	Barton Malow/Warren Brothers	MBE Goal:	45.00%
Design, Phase II:	Moody Nolan	MBE Goal:	47.75%
CM, Phase II:	Barton Malow/Warren Brothers	MBE Goal:	45.00%

### CARTER-GRANT-WILSON (CGW)

Negotiations with the selected design team are complete. We anticipate Board of Public Works approval and will award a contract to the AE team in May. The building will be completely renovated and brought up to current building and ADA codes. A challenge is bringing natural light into the interior spaces. The renovation of CGW will provide new spaces for Graduate Studies and International Affairs. The anticipated opening of the building is in the fall of 2030.



## **LAKE CLIFTON HIGH SCHOOL**

The demolition design/demolition was awarded to Barton Malow Builders/JLN (their MBE partner). Schedules, logistic plans, 3-D art documentation, historic documentation of the building's exterior, and hazmat removal investigations are being developed. Utility investigations and logistics planning are underway. The artwork must be documented prior to its removal. The demolition design is expected to be completed before the end of the year.

The total MBE goal for the project is 40%, with Barton Malow anticipating achieving 40.10%.

## **ELECTRIC UPGRADE**

Morgan is working with BGE to supply new electrical power to the campus. The project will include a new central substation, a new Cold Spring Lane substation, upgrading the Montebello substation, and providing fuel cells to help reduce our electric consumption from BGE. This important upgrade will allow the campus to grow.

- The Campus-Wide Electrical Upgrade Project has commenced with hiring through MEDCO RMF Engineering team. They performed a feasibility study and are in early design. BGE has confirmed that the campus currently does not have adequate capacity in the area to support the new Science Center electrical loads and any additional loads from the CGW renovation. The AE and Morgan teams are working closely with BGE to determine the schedule and confirm the substation location for the origin of the feeders. The installation will require close coordination with Baltimore City.
- The upgrades include the construction of a new central substation behind the Student Center Parking Garage, replacement/upgrade of Cold Spring substation, upgrade of Montebello substation, 34kV feeders and duct banks from BGE Highlandtown substation to the central substation, replacement and repairs of existing infrastructure from substations to building panels.
- The schedule for the project is as follows:
  - Feasibility study to be completed by 4/28/2025
  - Early design to be completed by 7/18/2025
  - Procurement of a capital operator for a design-build contract to be completed by November 2025.
- The estimated cost is \$87,000,000, and it will take 36 months to complete construction. We have contracted with MEDCO to assist with the duct bank design and construction.
- The additional electric power will allow the campus to pursue electrification projects to reduce energy consumption in accordance with the Climate Act.
- This project is also looking into alternate fuel sources (which will be presented during the closed session).

## **DEFERRED MAINTENANCE: FY 2020/2021/2022/2023, 2025: FUNDING: \$68,5,000,000**

Deferred maintenance funding is typically for projects where maintenance has been deferred and where the asset is past its useful life. It involves various types of projects across campus. The amount approved during the 2026 legislative session was \$13,400,000.

## **UNIVERSITY MEMORIAL CHAPEL**

There are three deferred maintenance projects associated with the Chapel: window restoration (completed), water infiltration (substantially complete), and roof replacement/stonework (procurement is preparing the final documents for bidding). The Window Restoration and the Roof/Stone project include partial funding from the Federal Department of the Interior's National Parks Service (NPS) HBCU grant (\$500,000 each).

**Roof Replacement/Repair:** The work includes replacing the Chapel’s roofs and repairing stone walls. It will follow the requirements of NPS. Procurement is in the process of bidding the construction services.

Design: Gant Brunnett Associates

MBE: 24.74%

**Water Infiltration:** The water infiltration work continues due to a shift in the areaway wall. Work is being prepared to stabilize/rebuild this wall, which is necessary due to a structural issue (it has the potential for collapse). This wall forms the areaway, which provides an emergency egress path for the lower level. Borings have begun to determine the structural stability of the soil, which will inform the structural design.

Design: Gant Brunnett Associates

MBE: 24.74%

Construction: Pipeway

MBE: 30.00%

### **STADIUM WAY SLOPE STABILIZATION**

The project is correcting the failing slope along Stadium Way and the Herring Run. The work includes rebuilding portions of Stadium Way and its east sidewalks. To stabilize the slope, it is being terraced with soil nails 30 – 35 feet long driven into the slope at a downward angle (across Stadium Way). They are approximately five feet apart. The “nails” are then encapsulated with concrete, stabilizing the slope with shotcrete. The bottom half has been regraded for a less steep slope, where the upsized riprap will be installed and replenished along the water’s edge.

All hill cuts, benching, and soil nailing will be completed in early May. The final concrete coatings are to be installed. Once that work is complete, guard rails, fencing, landscaping, and road reconstruction will be replaced. We are working to open the road prior to the fall semester, and landscaping will occur during the fall.

Construction: P. Flanigan

MBE: 21.01%

### **FIRE ALARM UPGRADES**

The State Fire Marshal directed the University to upgrade the campus-wide fire alarm systems to meet current life safety and building code requirements. The project will be completed in three phases, starting with the highest-risk buildings. EBL Engineers, LLC is the fire protection engineer. Construction funding for the first phase was requested as part of the deferred maintenance projects and was approved by DBM. The plan is to have the documents ready to bid by mid-2025. Construction is anticipated to take place in several phases over 36 months. The RFP for construction is slated to go to Procurement by early June 2025.

Engineering: EBL Engineering, LLC      \$1,954,119 (Phase I)

MBE: 21.30%

### **CENTRAL HEATING (BOILER) PLANT UPGRADES**

The request for proposals is currently being written to renovate (rebuild) three of the remaining boilers and associated components. This will ensure stable heating systems for the coming years and give us time to rethink and plan for a more energy-efficient system, as a new system will affect all buildings connected to the current Plant. This has been delayed but will be picked up after the Board meeting.

### **MURPHY FINE ARTS**

**Roof:** Investigative work continues to better inform the design/construction. The scope of work is currently being written. The goal is to have bidding documents to Procurement by the end of May/early June.

**Exterior Doors and Electronic Locks:** The work includes roof replacement, exterior door replacement with added security locking, and other security systems. The scope of work is currently being developed.

**Stair Replacement:** The stairs (Y) are along Cold Spring Lane and lead up to Baldwin Hall. They are deteriorated and unusable; the project will rebuild them. Writing the scope of work for the bid documents will commence later this year.

Deferred Maintenance Capital FY 2020 - FY 2023, 2025, 2026*				\$ 68,500,000
	Appropriations	Obligations	Balance	
	\$ 71,900,000		\$ 71,900,000	
Steam Trap (Completed)		\$ 1,406,398	\$ (1,406,398)	
West Campus Design (Substantial Design)		\$ 569,309	\$ (569,309)	
Fire Alarm - Siemens		\$ 1,589,889	\$ (1,589,889)	
AHU 14 (Completed)		\$ 851,787	\$ (851,787)	
Chapel Window Grant Design (Completed)		\$ 3,595	\$ (3,595)	Balance in Grant
Schaefer Auditorium Renov (Completed)		\$ 593,396	\$ (593,396)	
Central Heating Plant Renov - Siemens		\$ 2,407,395	\$ (2,407,395)	
Submeters - Siemens		\$ 2,931,875	\$ (2,931,875)	
Steam Manholes (Completed)		\$ 675,512	\$ (675,512)	
Steam Replace Academic Quad (Substantial Complete)		\$ 8,468,155	\$ (8,468,155)	
Chapel Roof Design		\$ 69,728	\$ (69,728)	Balance in Grant
West Campus Infrastructure (Substantial Complete)		\$ 5,754,842	\$ (5,754,842)	
Chapel Window Construction (Completed)		\$ 1,260,254	\$ (1,260,254)	
Campus Wide Security (Cameras - Substantialy Complete)		\$ 4,373,624	\$ (4,373,624)	
Steam Replace Academic Quad, Phase II*		\$ -	\$ -	Operating Funds
Water Infiltration Truth / Chapel - Design		\$ 276,965	\$ (276,965)	
Water Infiltration Truth / Chapel - Construction		\$ 2,023,245	\$ (2,023,245)	
BGE Pole Replacement West Campus		\$ 11,761	\$ (11,761)	
Stadium Way Slope Stabilization (Construction)		\$ 14,976,950	\$ (14,976,950)	
			\$ -	
<b>Total</b>	<b>\$71,900,000</b>	<b>\$48,244,680</b>	<b>\$ 23,655,320</b>	
(Operating Funding Source) - Anticipate DBM Approval to reimburse with Deferred Main. Dollars				
Boilier Plant Repairs		\$ 5,000,000	\$ (5,000,000)	Writing RFP
Fire Alarm Construction, Phase II		\$ 8,200,000	\$ (8,200,000)	
Murphy Fine Arts Roof, Exterior Doors,Elect Locks		\$ 5,000,000		Writing RFP
Y Stairs - Replacement		\$ 850,000		Writing RFP
<b>Anticipated Expenditure Balance</b>			<b>\$ 10,455,320</b>	
<b>Paid for By HBCU Funds</b>				
Steam Replace Academic Quad, Phase II + Chilled Water		\$ 5,880,014		
* FY 2026 Funds of \$13.4 million will not be available until July 1, 2025. The \$9 million previously authorized with operating funds was taken back and replaced with capital funds in FY 26.				

## SECURITY PROJECTS

**Standards:** Created standards for the Electronic Physical Security Systems. These standards will be provided to design teams to ensure proper integration with the campus systems. In the future, we will be working to create other written campus standards and guidelines.

**Surveillance Cameras:** Security camera upgrades began in 2022. Work included adding cameras, replacing old, and analog cameras, and adding new cameras. The base work is complete, with warranty work in progress. In rounded numbers, there are:

- 1,500 cameras
- 3,400 high-definition camera views
- 2,100 weapon detection streams
- 3,400 AI licenses for monitoring cameras

**Security Grant Projects:** The Maryland Higher Education Commission grant includes adding surveillance cameras along Argonne Drive and Stadium Way, adding cameras, new ZeroEyes (Gun Detection) on cameras campus-wide, panic buttons campus-wide, emergency blue phones, license plate readers cameras along Argonne Drive and Stadium Way, and the installation of up to two guard booths.

## RESIDENTIAL PROJECTS

### RESIDENTIAL / STUDENT HOUSING

**Strategic Housing Plan – Renovations/Replacement:** The University's strategic housing plan is to replace/renovate all of our existing housing stock over the next 10+ years.

Planned Schedule	Off Line	On Line	Current Beds	Revised Beds
O'Connell (in progress)	2025	2028	205	600+ approx.
Harper-Tubman (in progress)	2025	2026	222	222 approx.

**Future:** The schedule for Rawlings and Blount is yet to be determined.

**O'Connell/Harper-Tubman:** Site investigations and design have begun for both buildings via MEDCO. Both are P3 projects. The replacement of O'Connell is to yield approximately 600+ beds, and the bed count for the renovation of Harper-Tubman is roughly the same at 222, plus two beds in the Resident Director's apartment. Both projects are being developed through MEDCO. Work for both is anticipated to start after commencement. MEDCO is working to achieve a total of 30% MBE participation for both projects.

AE: HCM MBE: 26%

**Harper-Tubman:** The building will undergo full renovation, leaving only the exterior walls and floor slabs. Plano-Coudon is bidding out Harper-Tubman. A redesign has been implemented to maximize the beds and remove the offices from the building to maximize the project's financial stability. This change will mostly impact the building's first floor.

AE: Design Collective MBE: 19.71%

**O’Connell Hall:** The building will be demolished and rebuilt with over 600 beds, a small dining hall, and a pedestrian bridge to the Academic Quad. The design will take advantage of the serene area along the Herring Run and the woods. Internal meeting/educational spaces, fitness, and other amenities are included. Construction of the bridge will be challenging as all work must remain outside the stream bed proper. A parking structure is being studied/considered for its location adjacent to the building.

After evaluating the schematic design estimate, modifications to the design are being considered. They include reducing the number of floors, increasing the bed count to allow for a higher density, and repurposing some of the common spaces.

## MISCELLANEOUS PROJECTS

### **HOLMES HALL EXTERIOR RENOVATION**

The scope of work is being developed for Holmes Hall's exterior renovation, which may be done in phases. Work includes renovating the cupola, replacing the slate roof, replacing/refurbishing windows and doors, repairing the stone walls, repointing the building, and correcting the ADA ramp and stairs. This work will be resumed after the May Board meeting.

### **HEALTH CENTER REPLACEMENT**

The staff is working with Student Affairs to develop the project’s requirements. This facility replaces the current Health Center, which is too small to serve the campus. The program will include, but is not limited to, intake, offices, exam rooms, meeting spaces, secure files, secure medical, and other similar spaces. Several tours to other facilities were conducted to better understand what would be appropriate for the Morgan campus. A proposed layout has been created. The information created will inform a future design team. A funding source has yet to be identified.

### **GRAVES SCHOOL OF BUSINESS – VIDEO WALL REPLACEMENT**

DCM provided support to the School of Business Management and the Division of Information Technology to replace the atrium video wall. The project has been completed. The MBE Goal is 10%. This is the last report for this project.

### **ENGINEERING CLEAN ROOM**

Dr. Michael Spencer, Electrical Engineering Chair, was awarded a Congressional Up Grant to create a new clean room in Mitchell Engineering. The clean room will have the tools and equipment to assist with the research initiatives that focus on designing, manufacturing, packing, and testing semiconductors. The schematic design is approaching completion. An estimate has been developed, and talks are underway to reduce costs to get them closer to the budget.

Design: HCM

Construction: TBD

### **SIGNAGE – GRAVES SCHOOL OF BUSINESS MANAGEMENT AND PUBLIC SAFETY**

Pricing has been received from multiple vendors and is being evaluated. The signage will reflect the official name of the school: The Earl G. Graves School of Business and Management. Signage for the exterior entrance to the Public Safety Building is also included.

## ATHLETICS

**Hughes Stadium Team Room:** A new concept layout has been developed for the football team. A conceptual estimate will be developed for the design and construction. A funding source has yet to be identified.

**Football Meeting Space:** A layout has been developed. Costs are being developed, and a funding source is being sought. This space is to be temporarily located in the McKeldin ballroom.

## BARNES AND NOBLE LOWER LEVEL

A conceptual layout for the Print Shop, Post Office, Parking Office, and Shuttle Services has been developed. A conceptual estimate is being developed to help determine a funding source. Once the funding is identified, the design process will continue with a future consultant/design-build team.

## ALUMNI HOUSE

DCM is working closely with Institutional Advancement on a phased redesign of the interior spaces to accommodate additional staffing. Phase I involves converting several spaces on the second and first floors. Phase II will include converting the hotel spaces into offices and the lower level into various meeting spaces. Phase I adjustments are currently in process.

## MEDCO

In addition to financing and managing the Harper-Tubman and the O'Connell housing projects, MEDCO is also conducting a campus parking study to determine potential locations for structured parking.

# ENERGY/SUSTAINABILITY

**Gold:** Center for the Built Environment and Infrastructure Studies (2016), Graves School of Business (2016), Tyler Hall (2021), and Thurgood Marshall Phase I (2023). Legacy Hall and Health and Human Services Center are anticipated.

**Silver:** Martin D. Jenkins Building (2018) and Public Safety Building (2023).

## ENERGY INITIATIVES

In addition to requiring new and renovated construction to meet current energy codes and LEED requirements, the University continues to pursue innovative technologies that will position the University as a leader in energy conservation and reduce carbon emissions. These initiatives include:

- Hydrogen fuel cells to generate reliable power
- Building automation and notifications for power failures at buildings, substations, and generators
- Electrification of MEP equipment
- Open Blue AI Analytics for optimization of MEP systems
- Notifications of electrical systems to critical systems managers



## PROJECT PHOTOS

### PHASE II NEW BUILDING





## STADIUM WAY SLOPE STABILIZATION





HARPER TUBMAN / O'CONNELL

HARPER TUBMAN:



O'CONNELL (Future):





47 responses









**Report to the Morgan State University Board of Regents – May 6, 2025**  
**Reporting Period: July 1, 2024 – March 31, 2025**

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

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

### What D-RED Does:

- ♦ **Enhances Morgan’s Research Capacity** and provides infrastructural support to increase external funding from public and private sponsors;
- ♦ **Ensures Compliance with all Applicable Laws and Regulations**, including those related to the Responsible Conduct of Research;
- ♦ **Assists in Coordinating Research in Program Areas that Span Multiple Schools**;
- ♦ **Facilitates the Commercialization of Faculty and Student-Generated Intellectual Property**; and
- ♦ **Spearheads Morgan’s efforts in being seen as a Well-Recognized, Well-Respected, and Well-Rounded Research Institution while in pursuit of our R1 Status.**

In FY 2018, Morgan set the goal of receiving **a sustainable \$50 million in sponsored research income** on an annual basis—with **at least \$40M in Research Expenditures**.

- **In FY25 through the end of Q-3** (July 1, 2024 – March 31, 2025), we had received **\$99.0 million** in new funding commitments and **~\$101 million as of April 15**.
- **We are projecting our Research Expenditures to exceed \$60 million—well above the R1 threshold of \$50M.**

## Our Pursuit of R1 Status

### R1 Strategic Goal

Mr. Wayne Swann continues to serve as Morgan’s Chief R1 Strategist, and we continue to work on three main initiatives:

1. **Carnegie Metric Projection Models**: 2027 and 2030: We have updated our projections and are fine tuning 3-year average models for Total R&D Expenditures/Fiscal Year and Total Doctoral Conferrals/Academic Year – the two Carnegie R1 classification metrics.
2. **Support R1 Metric Increases**: Capturing an increased amount of allowable R&D Expenditures (NSF HERD Survey).



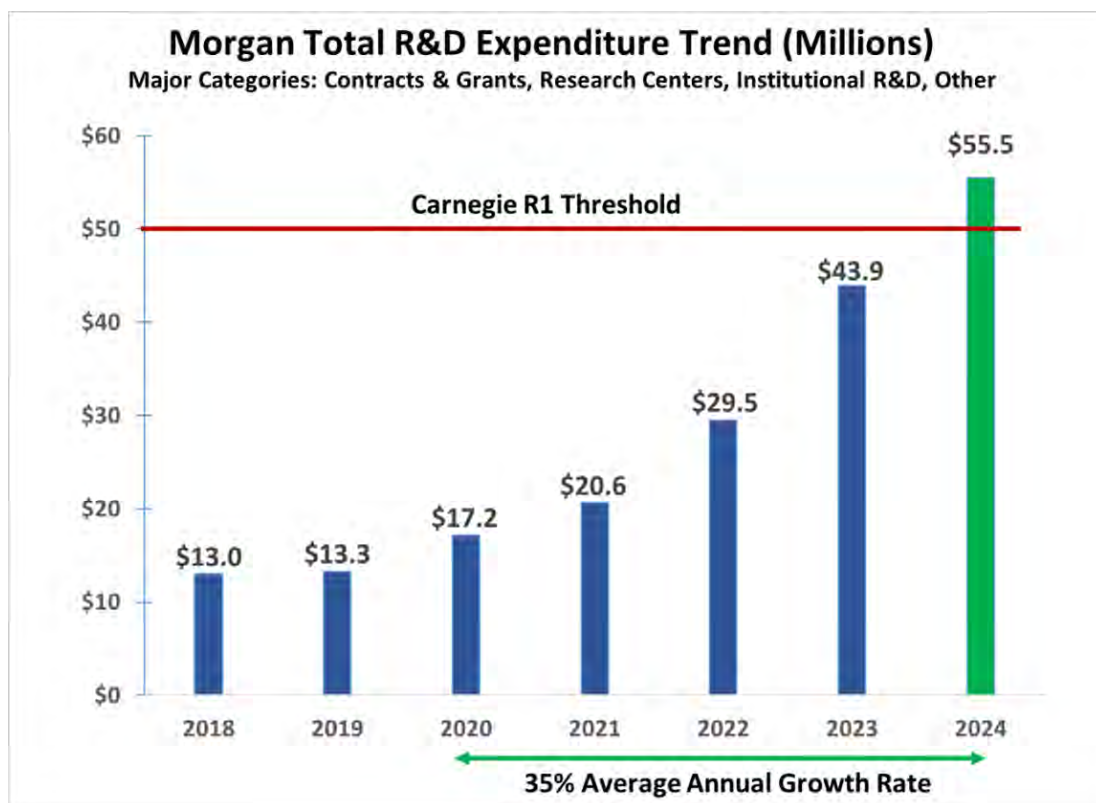
3. **Reputation Enhancement:** Build Morgan’s reputation as a Well Recognized, Well Respected, and Well Rounded (Well-3R) Carnegie Research, HBCU Institution.

### **Tasked to Improve Identification and Classification of Carnegie Metrics**

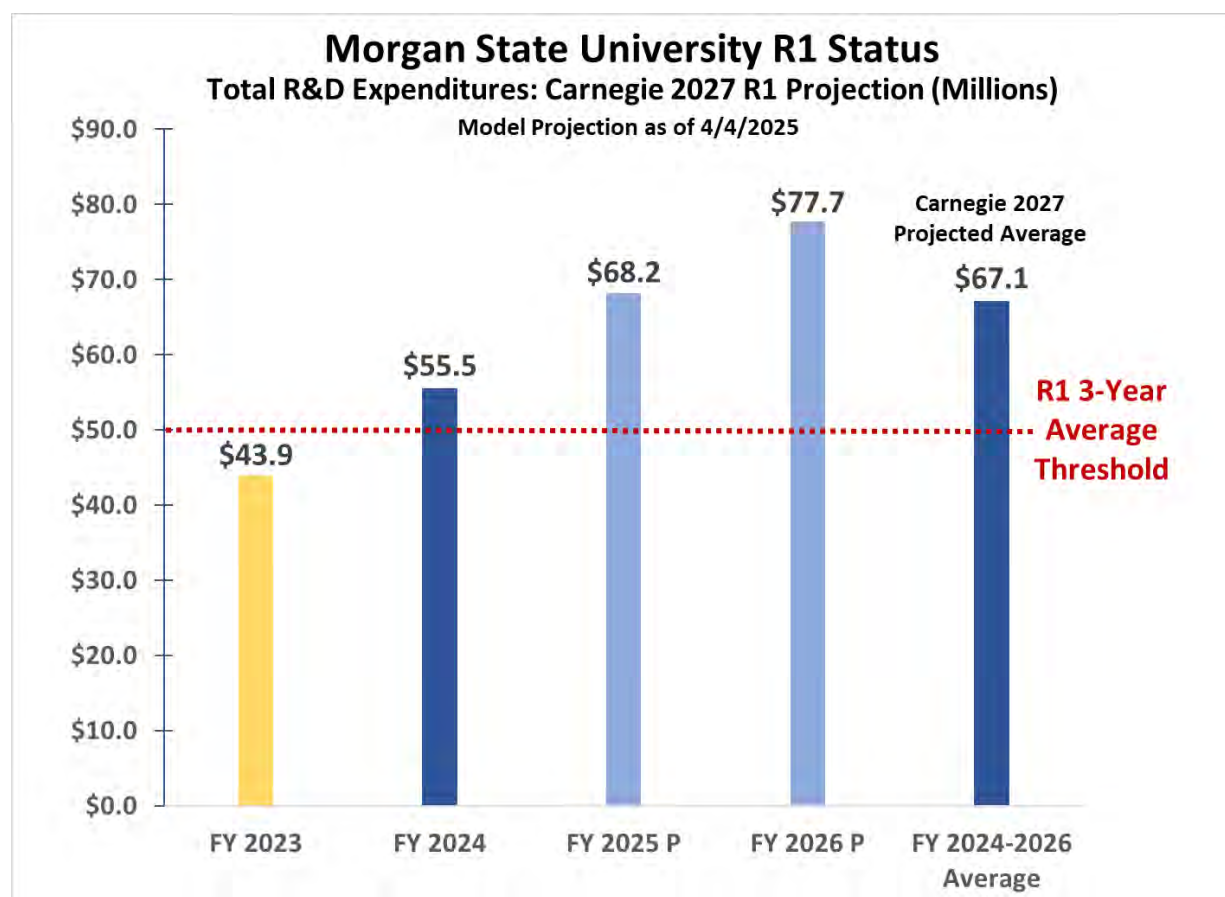
Since 2020, and parallel with Morgan’s significant increases in its Carnegie metric numbers, we have made improvements in capturing (and properly classifying) Morgan’s metric outputs and outcomes—consistent with Doctoral Research Universities and Carnegie guidelines.

#### **1. Carnegie Metric Projection Models: 3-Year Forward Averages for 2027 and 2030**

**Overview of Morgan’s Recent Total R&D Expenditures:** The total research expenditures for FY 2024 were \$55.5 million. The chart below shows Morgan’s R&D Expenditures since FY 2018. Between FY 2020 and FY 2024, Morgan has experienced over 300% growth in R&D Expenditures, at an average annual growth rate of 35%.



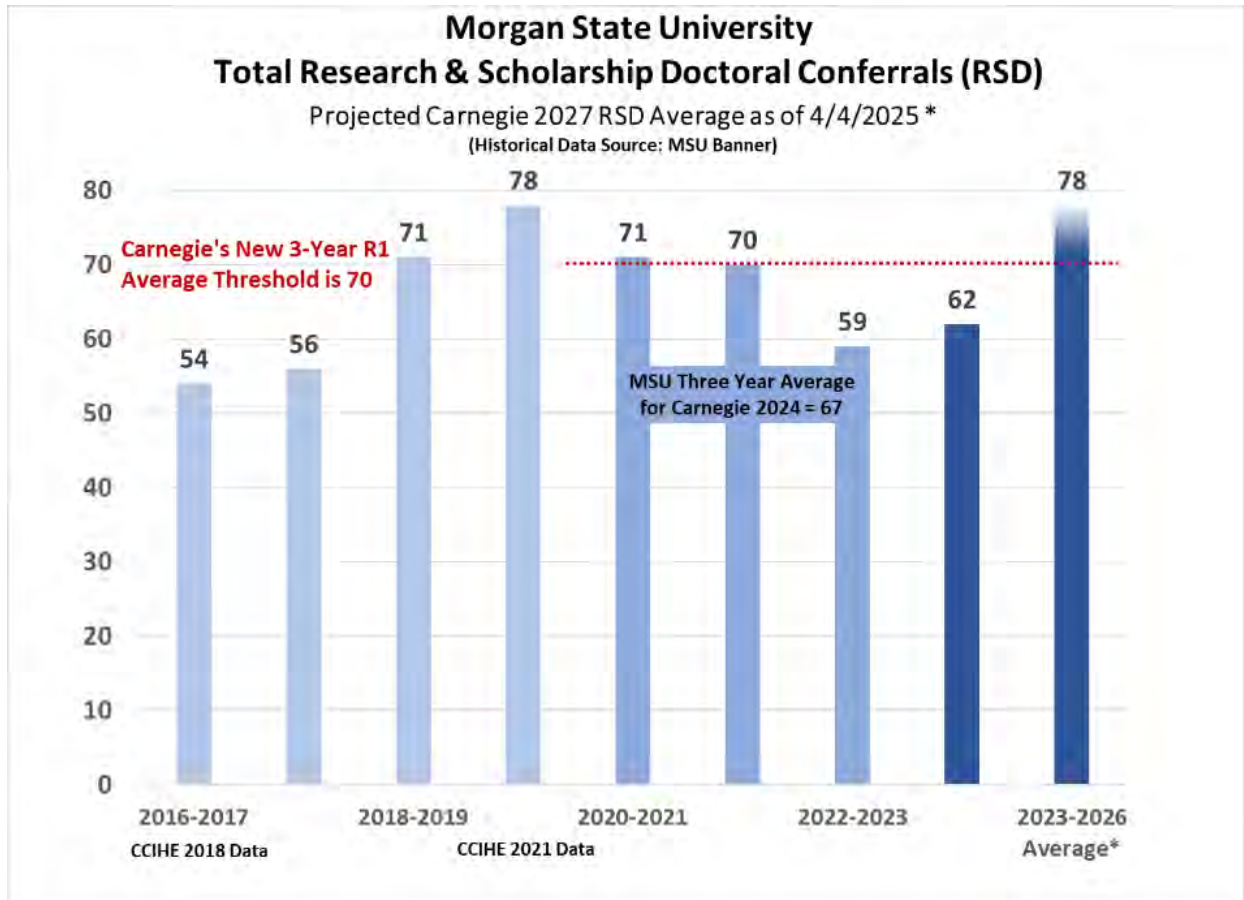
The chart below shows the current projections for FY 2025 and FY 2026 and our current 3-year average projection. Based on Morgan’s recent trends in Grant and Contract R&D Expenditures, Institutional R&D Expenditures, and State Research Expenditures, Morgan is projected to significantly exceed the Carnegie R1 threshold of \$50 million average for the years FY 2024-2026 (Carnegie 2027), at approximately \$67 million.



**Doctoral Conferrals:** Each semester we update the list of currently enrolled doctoral students. The significant number of new doctoral students over the past few years has been having a positive impact on 2027 and 2030 projections.

In June 2024, the Morgan projection for Carnegie’s 2027’s three-year annual average for doctoral conferrals was 73—above the R1 Threshold line of 70. Following the 2024 fall semester (33 conferrals) and the current 2025 projected spring semester conferrals, the updated three-year average projected number of conferrals for Carnegie 2027 is now 78, for academic years: 2023-2024, 2024-2025 and 2025-2026.

The doctoral conferral model will be updated with fall 2025 total number of registered doctoral students. The current number of enrolled doctoral students is expected to significantly impact the three-year average number of conferrals for 2030.



## 2. Supporting R1 Metric Increases: Capture All Allowable R&D Expenditures

We are continuing to work on automating the collection process for a major subcategory of institutional expenditures and for categorization of all expenditures in compliance with NSF HERD reporting requirements.

## 3. Reputation Enhancement: The Well-3R Project

**Morgan State University: A Well-Recognized, Well-Respected, and Well-Rounded, Carnegie Doctoral Research University**

A summary of the goals of the Well-3R project are as follows:

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



Over the course of the Well-3R campaign’s Phase 1, six *Science Magazine* articles highlighted 10 Major Research Centers at Morgan and our institution more broadly. The articles were published and distributed in printed form (220,000 total) and online. The online campaign, with email blasts, Morgan banners, email alerts, podcasts, etc., produced 3.5 million online impressions served to *Science Magazine*’s readership.

This quarter, after having already completed a pre-campaign survey in early 2024, a post-campaign survey was performed in January 2025 to evaluate campaign outcomes. The post-campaign survey utilized the same survey instrument as the pre-campaign survey. Each survey generated responses from more than 1,000 *Science Magazine* survey respondents.

## Science Magazine Post Campaign Survey Results

### Five Takeaways from Phase 1

1. Respondents “Familiar or Very Familiar” with Morgan was 12%—up from 9% pre-campaign, a 33% increase.
2. Respondents view of Morgan as “Favorable or Very Favorable” was 9%—up from 6% pre-campaign, a 50% increase.
3. Respondents “Words that come to mind about Morgan” “Not Well Known” improved, dropping from 33% to 14%; and “Improving” increased from 2% to 6% (up 3X).
4. Respondents: 41% recall seeing a mention of Morgan in *Science Magazine* in the past 12 months.
5. Respondents: “What academic institutions or universities in the United States come to mind when you think of high research activity? (write-in up to 3)” —1,282 respondents: 3,425 write-in answers. Morgan was the 56th most cited institution – a 250% increase.

## Morgan’s State-Supported Research Centers

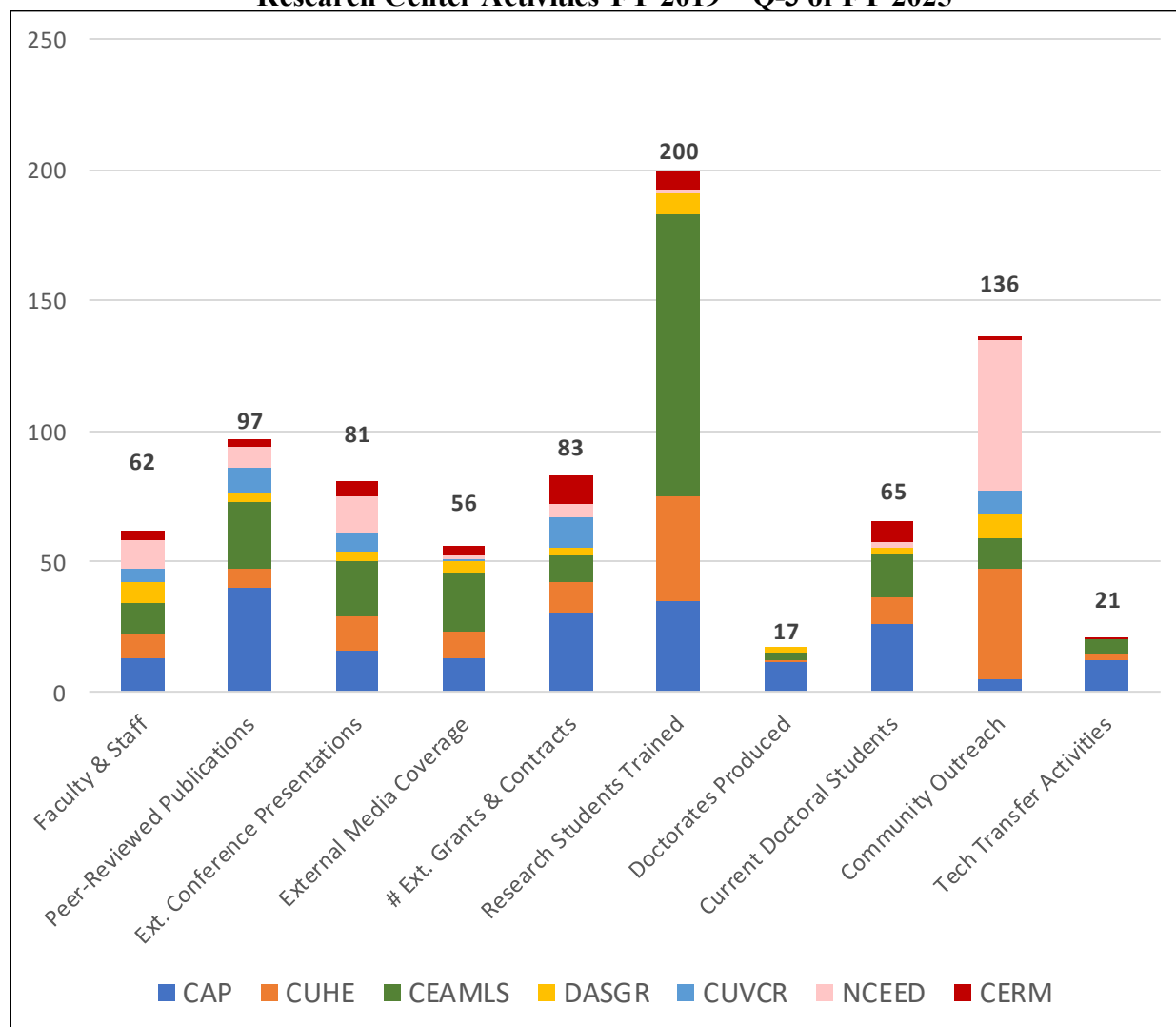
### Overview

The State of Maryland is providing Morgan State University with \$20.3M to support eight (8) Research Centers whose work is focused on addressing and solving problems of local, state, and national concern.

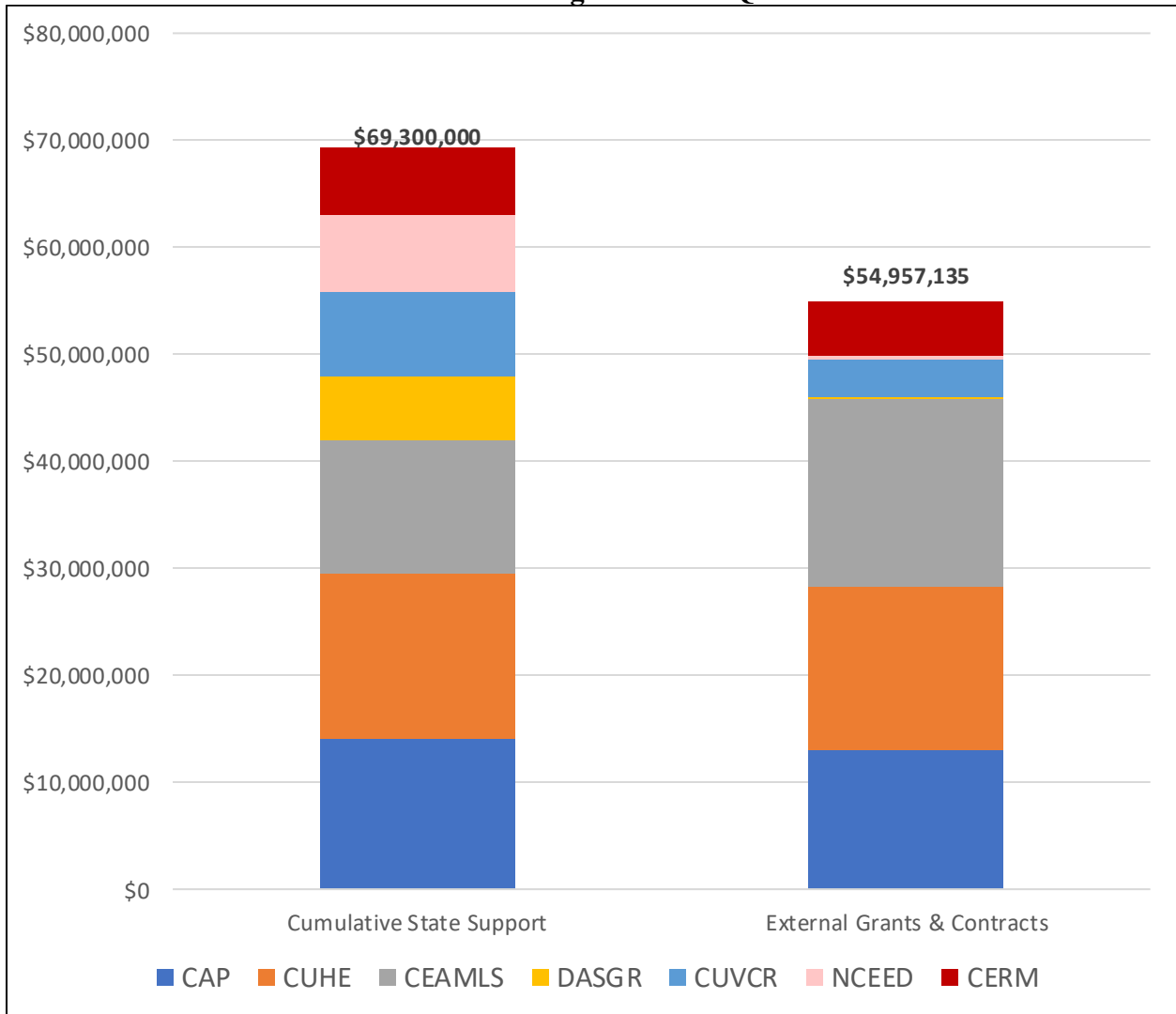
Center	Director	Year of Inception	Annual State Budget
Cybersecurity Assurance & Policy	Dr. Kevin Kornegay	FY 2019	\$2.0M
Center for Urban Health Disparities	Dr. Kim Sydnor	FY 2021	\$3.0M

<b>Center for Equitable Artificial Intelligence and Machine Learning Systems</b>	Dr. Kofi Nyarko	FY 2022	\$3.1M
<b>Sports Gaming and Data Analytics</b>	Dr. Ali Emdad	FY 2022	\$1.5M
<b>Center for Urban Violence and Crime Reduction</b>	Dr. Von Nebbit	FY 2022	\$2.0M
<b>National Center for Elimination of Educational Disparities</b>	Dr. Meria Carstarphen	FY 2024	\$3.6M
<b>Center for Education and Research in Microelectronics</b>	Dr. Michael Spencer	FY 2024	\$3.1M
<b>Center for Urban and Coastal Climate Science</b>	VACANT	FY 2025	\$2.0M

**Morgan's State-Supported Centers Program at a Glance**  
**Research Center Activities FY 2019 – Q-3 of FY 2025**



**Research Center Funding FY 2019 – Q-3 of FY 2025**



Our State-Supported Centers Program is in good health overall and making progress. We are planning Program Reviews for each in FY 2026 to assess the progress of their research and efficacy in managing their expenditures.

## II. BUSINESS DEVELOPMENT

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

- Review, process, and submit proposals to sponsors;
- Receive and review award notifications;
- Provide grant-management training for principal investigators and their supporting staff;
- Assist with the preparation, issuance, and the monitoring of subaward agreements;
- Serve as a liaison with sponsors for non-fiscal award management matters;

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

## Major Activities

This section summarizes activities for the first three Quarters (Q-1 – Q-3) of Fiscal Year 2025 (July 1, 2024 – March 31, 2025). During this period, the ORA continued its core activities, including the following:

Activity	Q-1 – Q-3 Quantity (N)	Q-1 – Q-3 Amount (\$)
<b>Grant and contract proposals submitted</b>	<b>218</b>	<b>\$139 M</b>
<b>New awards received</b>	<b>96</b>	<b>\$99.0 M</b>
<b>Subawards to MSU</b> [subset of new awards received]	<b>42</b>	<b>\$30.1 M</b>
<b>Subawards from MSU</b> [Awards given to other institutions from funding agencies through MSU]	<b>25</b>	<b>\$1.90 M</b>

- **Post-award briefings:** The ORA organized post-award briefings with the principal investigators after the receipt of each award, during which the terms and conditions of new awards were discussed, for the principal investigators to be good stewards of the funds.
- **Providing fiscal oversight:** The ORA reviewed and approved hundreds of grant-sponsored transactions for compliance with sponsor, state, and university rules.
- **Providing oversight for other matters of compliance:** The Research Compliance Unit within the ORA serves as a resource for policy development, regulatory analysis and interpretation, and training and education for faculty and students to ensure compliance with federal research regulations.
- **Providing grant-seeking and grant management training:** ORA provides individualized and group training services via email helpline, online, Zoom webinars, and in-person.

## New Initiatives

Over the past three years, coincident with our dramatic increase in grants and contracts income, ORA has embarked on several initiatives to support our PIs. Some examples include:

- **Implementing the client-focused ORA strategic plan:** Vision and mission, major goals, specific objectives, and metrics of success have been determined. The vision is to “achieve the highest standards of service and compliance in research administration.” Assessments are conducted twice a year.

- **Organizing monthly training seminars:** ORA has organized over 40 monthly seminars. These seminars have been met with substantial enthusiasm. We have approximately 70 to 80 participants for each seminar.
- **Organizing weekly new faculty seminars:** To enhance the capacity of our faculty members to receive grants, the ORA has weekly seminars (20 seminars) for all new tenure-track MSU faculty members.
- **Creating inclusive e-training modules:** To ensure transparency and accessibility in Morgan processes, the ORA staff is developing e-training modules that offer clear instructions and guidance on various grant-related processes, including compensation, purchasing, financial transaction management, and more. Additional topics are regularly being identified for future modules. The e-training courses are then made available on the ORA website and publicized widely.
- **Generating databases for university grant and contract submissions, new commitments, grants and publications, and citations:** These databases are regularly updated by the ORA staff.
- **Elevating and advancing research administration at MSU:** ORA is actively evolving as a highly credentialed office of world-class research administrators, leveraging its growing experience, expertise, and leadership to set new benchmarks for excellence in the field. ORA staff hold the highest professional organizational certifications in the field of research administration, including CRA, CFRA, and CPRA (*see Table 5 below*). In addition, ORA staff actively contribute to professional education and growth by leading workshops, seminars, discussions, and presentations at local, regional, national, and international events.

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

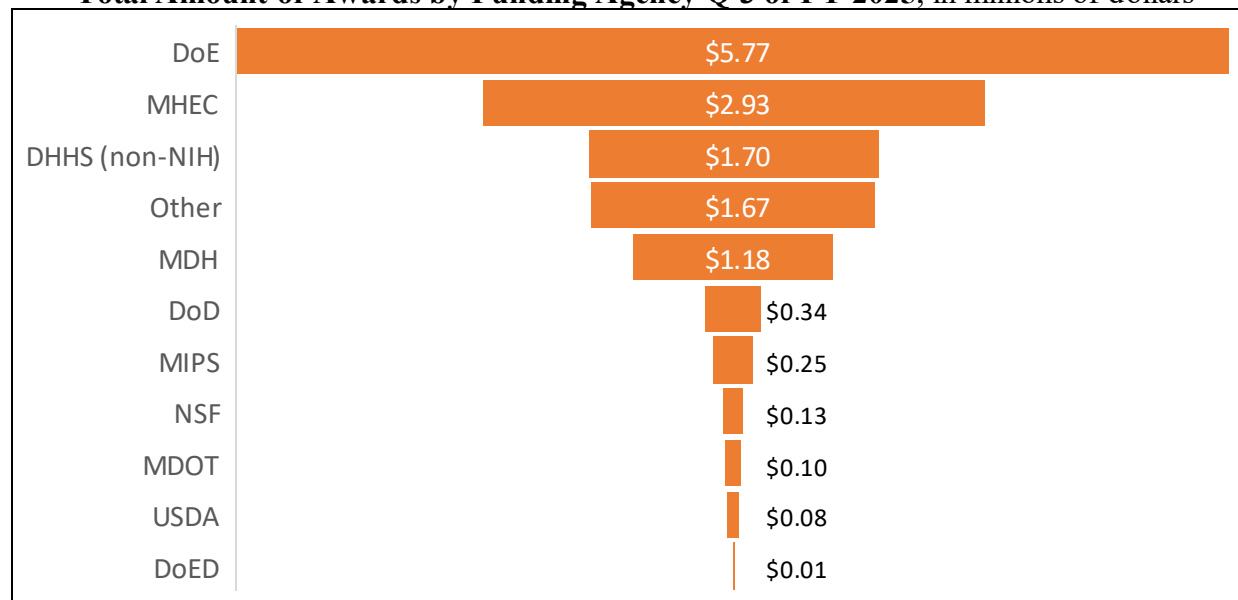
In Q-3 of FY 2025, MSU received **23 new funding commitments** worth **\$13.52 million**, with the ORA reviewing and submitting **63 proposals** with a total requested amount of **\$41.46 million**.

**Comparative Quarterly & Annual New Funding Commitments FY 2023 – FY 2025,**  
in millions of dollars



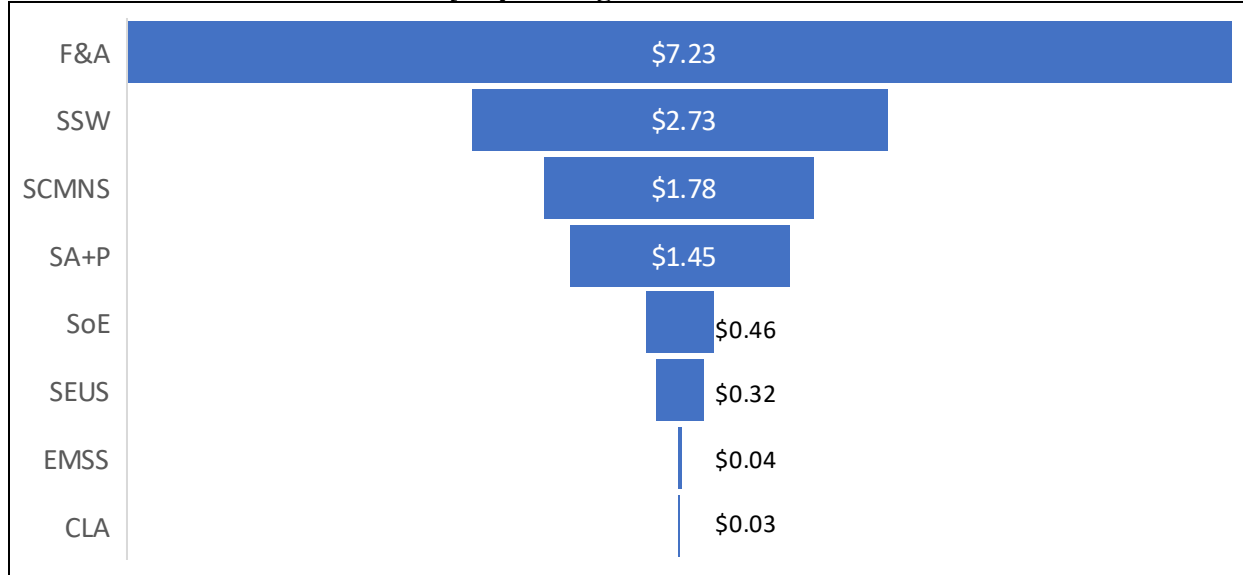
Q-1 (July 1<sup>st</sup> – September 30<sup>th</sup>); Q-2 (October 1<sup>st</sup> – December 31<sup>st</sup>); Q-3 (January 1<sup>st</sup> – March 30<sup>th</sup>); Q-4 (April 1<sup>st</sup> – June 30<sup>th</sup>)

**Total Amount of Awards by Funding Agency Q-3 of FY 2025, in millions of dollars**



DoE: Dept of Energy; MHEC: Maryland Higher Education Commission; DHHS (non-NIH): Dept of Health & Human Services; Other: <1% ea; MDH: Maryland Dept of Health; DoD: Dept. of Defense; MIPS: Maryland Industrial Partnerships; NSF: National Science Foundation; MDOT: Maryland Dept. of Transportation; USDA: U.S. Dept. of Agriculture; DoED: Dept. of Education

**Total Amount of Awards by Operating Unit Q-3 of FY 2025, in millions of dollars**



F&A: Finance & Administration; SSW: School of Social Work; SCMNS: School of Computer, Mathematical, & Natural Sciences; SA+P: School of Architecture & Planning; SoE: School of Engineering; SEUS: School of Education & Urban Studies; EMSS: Enrollment Management & Student Success; CLA: College of Liberal Arts

**Largest Awards for Q-3 of FY 2025, in millions of dollars**

PI	Unit	Amount	Duration	Area	Agency
<b>K. McCalla</b>	FDCM	\$ 4.31 M	2 years	Construction Infrastructure	<b>Dept of Energy through Triad National Security</b>
<b>L. Hatcher</b>	MSU PD	\$ 2.93 M	1 year	Public Safety	<b>MD Higher Education Commission</b>
<b>A. Asojo</b>	SA+P	\$ 1.32 M	3 years	Sustainability in the Built Environment	<b>MD Energy Administration</b>
<b>D. Wilson</b>	SSW	\$ 1.17 M	2 years	Education for Public Child Welfare	<b>MD Dept of Health through Univ. of MD, Baltimore</b>
<b>S. Nelson</b>	SCMNS	\$ 1.12 M	2 years	Nuclear Science	<b>U.S. Dept of Energy</b>
<b>C. Gilliam</b>	SSW	\$ 1.05 M	3 years	Substance Use Disorders	<b>U.S. Dept. of Treasury through Univ. of MD, Baltimore</b>

FDCM: Facilities, Design & Construction Management; MSU PD: Morgan State University Police Dept./Public Safety; SA+P: School of Architecture +Planning; SSW: School of Social Work; SCMNS: School of Computer, Mathematical, & Natural Sciences

## Professional Credentials of ORA Staff

**Farin Kamangar, MD, PhD, MPH, MHS, CRA, CPRA, CFRA**

**Edet Isuk, PhD**

**Lucy Manyara, DBA, CRA, CFRA**

**Keyshawn Moncrieffe, PhD, MBA, CRA, CAPM, RAGC**

**Gillian Silver, MPH, CPH, CRA, CPRA, CFRA**

**Ryan Mobley, B.S, CRA, CFRA, CPRA**

**Matthew Lee, B.S. PMP**

**Poline Mirithu, B.S. CSM**

**Becca Steiner, B.S., RAGC**

*MD: Doctor of Medicine; PhD: Doctor of Philosophy; MPH: Master of Public Health; MHS: Master of Health Sciences; DBA: Doctor of Business Administration; MBA: Master of Business Administration, PMP: Project Management Professional; CAPM: Certified Associate of Project Management; CSM: Scrum Master Accredited Certification; CRA: Certification in Research Administration; CFRA: Certified Financial Research Administrator; CPRA: Certified Pre-Award Research Administrator; RAGC: Research Administration Graduate Certificate*

## RESEARCH COMPLIANCE

Within the Office of Research Administration, **the Research Compliance Unit provides oversight, and serves as a resource for policy development, regulatory analysis and interpretation, and training and education** to ensure compliance with federal research regulations and raises awareness regarding procedures and guidelines designed to support the responsible and ethical conduct of research at Morgan State University.

### Accomplishments for FY 2025, Q-3

- Coordinated Institutional Review Board (IRB) functions and processed for review a total of 123 (one hundred twenty-three) human subjects research protocols from faculty and students. Of these, one hundred and nine (109) were initial or re-submissions, and fourteen (14) were renewals or amendments. **Thusly, the MSU Research Compliance Unit processed 273 research protocols during the first three Quarters of FY25.**
- Offered 2 (two) training sessions on human research participants protection for graduate students and faculty focusing on “Ethics in Human Subjects Research & Collaborative Institutional Training Initiative (CITI) Training Requirements (IRB and Responsible Conduct of Research (RCR).”
- Provided individualized faculty training, as needed, on the use of PIVOT-RP and SPIN electronic platforms, which are utilized to facilitate proactive identification of research funding opportunities, as well as potential research collaborators within Morgan State and outside the University. **During Q-3, faculty conducted 125 funding searches in PIVOT-RP funding opportunities database, and 40 validated users registered in SPIN to conduct funding searches.**



- Continued collaboration and consultative meetings of PIs with UMBC colleagues on the NSF-sponsored initiative titled: “Building Capacity to Manage RISC: Investing in Research Integrity, Security, and Compliance,” funded via a UMBC sub-award of **\$571,813** to MSU over five years.
- Continued ongoing work with various University stakeholder departments to develop a **Research Security Compliance Program** to comply with federal requirements, NSPM-33, and the CHIPS and Science Act. This is a phased initiative focusing on: Research Security, Cybersecurity, Export Controls, and Foreign Travel. During this reporting period, we engaged in the following activities:
  - **Research Security Program**
    - Added the CITI training modules on Research Security to our portfolio of training courses.
    - Recommended completion of Training modules developed and provided by the National Science Foundation (NSF) as an alternative to the CITI program.
  - **Export Controls Program**
    - Completed a draft Technology Control Plan (TCP) template for use by MSU researchers to comply with the security requirements of NIST SP- 800-171 and CHIPS & Science Act.
    - Established a requirement that all researchers on federally funded grants or contracts complete the CITI Training Program on export controls.
- Continued utilization of the **Visual Compliance system for automated detection of sanctioned entities or persons in research collaborations** (to mitigate Export Control risks) as well as the **iThenticate system for plagiarism detection in research proposals** to mitigate research misconduct risk.
- Continued review of completed standard operating procedures (SOPs) for the Institutional Review Board (IRB) and Research Compliance, for subsequent general implementation. These procedures are intended to facilitate knowledge transfer and cross training for future and existing Research Compliance staff.
- Completed the implementation procedures for **Financial Conflict of Interest in Research** (FCOI) disclosure and management, to comply with regulatory requirements.

### III. TECHNOLOGY TRANSFER & ECONOMIC DEVELOPMENT

#### Overview

The Office of Technology Transfer (OTT) assists faculty, staff, administrators, and students with innovations and intellectual property matters; supports economic development through institutional research, technology transfer and new business development; and supports University strategic initiatives—including Morgan’s strategic goal of reaching Carnegie R1 Classification.

Technology Transfer: Five Quarterly Highlights

- 1. Documented seven (7) Morgan innovations from faculty/staff. The FY 2025 Average rate of innovation remains one new IP Disclosure per 12 days.
- 2. Prepared and filed eight (8) U.S. Provisional Patent Applications; six (6) U.S. Utility Patent Applications. Two (2) U.S. Utility Patents were allowed by the USPTO.
- 3. Awarded five (5) Innovation Works I-GAP Seed Grants to Faculty—positioning Morgan innovations for R&D commercialization grant funding, such as Maryland Innovation Initiative (MII) and Maryland Industrial Partnerships (MIPS) proposals and grants, supporting start-up company formations and economic development.
- 4. Ray Dizon submitted a sub-award proposal (\$150K) through a Venture Well NSF \$500K proposal. He also attended the Black Founders in Innovation Annual Meeting and AUTM’s Annual Meeting with Bill Berman.
- 5. Facilitated external study of Morgan’s 10 U.S. Utility Patent Awards in CY 2024, the highest among HBCUs in 2024, a position Morgan has occupied two years in a row: 2023 and 2024. Only HBCUs, colleges and universities established before 1964, with the primary mission of educating African Americans, are included in the rankings. See the updated tables below.

In eight years, Morgan moved from last to third in all-time U.S. Utility Patent Awards among HBCUs.

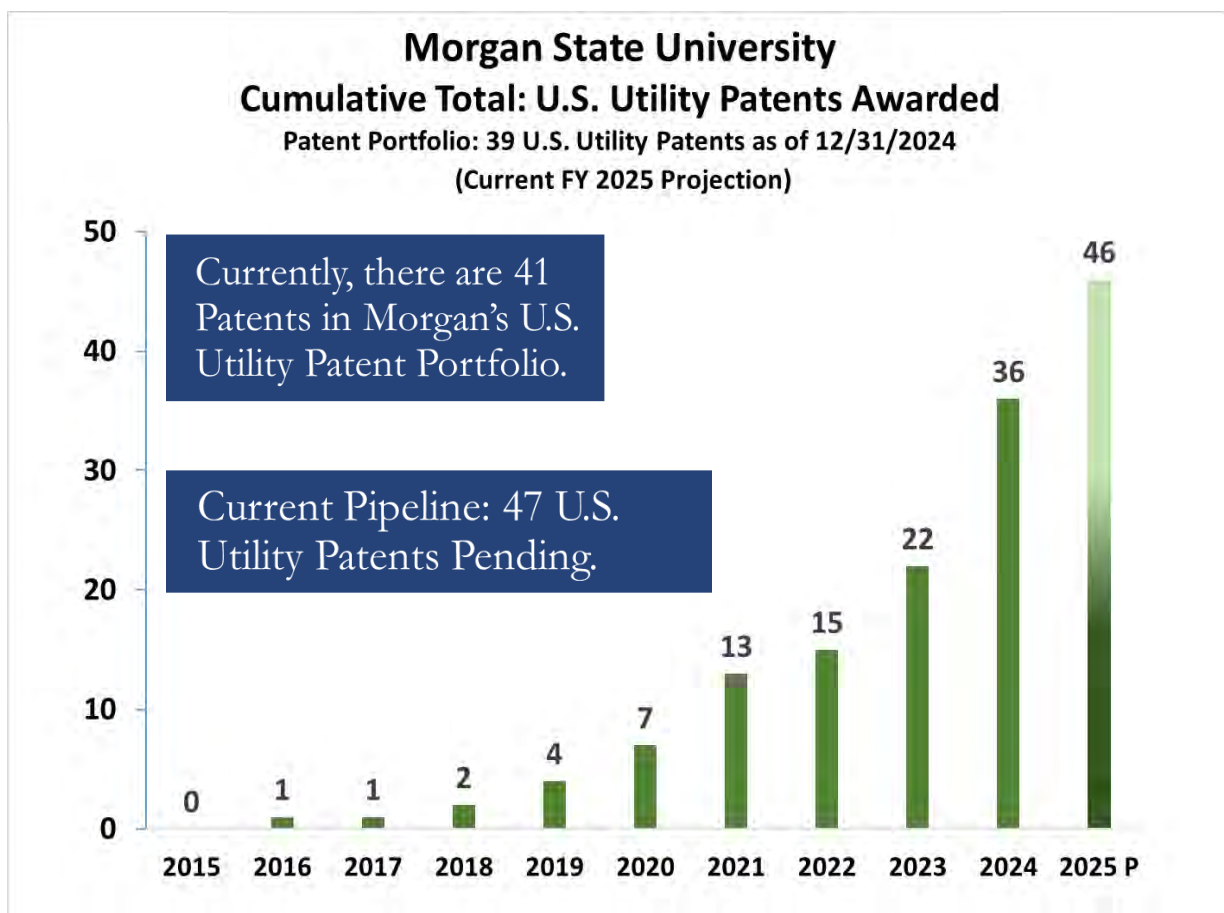
U.S. Utility Patent Awards		
Top 10 HBCUs		2023-2024 2-Year Total
1	Morgan State University	23
2	Florida A&M University	17
3	Howard University	13
4	Meharry Medical College	7
5	Tuskegee University	6
6	Jackson State University	3
7	Xavier University of Louisiana	2
8	North Carolina A&T State University	2
9	North Carolina Central University	1
10	Hampton University	1

Source: U.S. Patent and Trademark Office Database - January 2025  
Top 10 by Highest 2-year Total for 2023 and 2024  
Morgan State University was awarded its first US Utility Patent in 2016

U.S. Utility Patent Awards		
Top 10 HBCUs		All-Time Total through 2024
1	Howard University	80
2	Florida A&M University	64
3	Morgan State University	39
4	North Carolina A&T State University	36
5	Tuskegee University	29
6	Hampton University	20
7	Meharry Medical College	15
8	North Carolina Central University	14
9	Fisk University	14
10	Xavier University of Louisiana	14

Source: U.S. Patent and Trademark Office Database - January 2025  
Top 10 by Highest All-Time Grand Total through 2024  
Morgan State University was awarded its first US Utility Patent in 2016

With 47 U.S. Utility Patents currently in the “Patent Pending” stage, we expect to stay at or near the top of HBCUs in U.S. Patents Awarded each year.



### Intellectual Property Portfolio

OTT currently manages an IP portfolio of over 250 innovations. On average, OTT continues to receive a new Intellectual Property Disclosure every 12 days; file new U.S. Patent Applications at a rate of 30 per year; facilitate new start-up companies in Maryland at a rate of two-to-three per year; and facilitate U.S. Patent Awards at a rate ranking Morgan the #1 HBCU for two years in a row.

As depicted in a pie chart provided in our Second Quarter 2025 report, the School of Engineering (SOE) has submitted the most innovations to the OTT, 45% of the total IP Disclosures, with the School of Sciences (SCMNS) submitting 30%.

This Quarter we are providing a “Portrait” of the Science and Technology Capabilities and Skills (SATCAS) categorization of the SOE’s innovations. See the Economic Development Section below. Also provided is a SATCAS Portrait of the School of Engineering’s Faculty and Staff Researchers, and Graduate Student Researchers.

## Economic Development: Five Quarterly Highlights

1. Morgan PhD Student Adrielli Bonfanti Pagnoncelli was named 2024 Emerging HBCU Innovator for Pioneering Stormwater Technology at TEDCO's Entrepreneur Expo. U.S. Patent #11,756,138.
2. Facilitated a \$75,000 award to Dr. Ozturk for his Quantum Sensor for Brain Applications, under the UM-BILD life science start-up accelerator program. Morgan is a participating partner and sub-awardee under the UMB 4-year, \$4 million NIH REACH Grant.
3. Facilitated a \$150,000 Phase 2 Maryland Industrial Partnership (MIPS) award to Dr. Seong Lee, with BTU, LLC. for improved solar panel technology (Patent Pending).
4. Continued oversight of the Conflict of Interest Policy/COI Committee. A new R&D exemption was approved for a new faculty-based start-up company. Assured annual compliance of our 10 R&D exemptions.
5. Completed the \$1.5 billion/year 2024 Economic Impact Update by ESI, Inc. **Every \$1.00 in annual State Funding to Morgan generates \$6.00 in Economic Impact to the State. That's a 600% annual return on investment to the State.**



Ms. Pagnoncelli with  
Dr. James Hunter at the  
HBCU Pitch Competition

## IV. GESTAR

### Overview

The Goddard Earth Science Technology and Research (GESTAR) II cooperative agreement has been extended for an additional two years, giving it a period of performance of five years and a total value of \$130 million. UMBC is the prime on the cooperative agreement with NASA. Morgan is the major partner. More than 98% of GESTAR II's 150 researchers are employed by UMBC or Morgan. **Morgan's portion of the funding is \$48M over five years. Morgan currently employs 43 research scientists under the GESTAR program.**

### Recent Achievements

- GESTAR researchers:
  - Received seven Goddard awards for contributions to NASA
  - Published three first authors and five co-author peer reviewed articles
  - Won two new grants and gave a mix of 14 oral and poster presentations at the American Meteorological Society Annual Meeting in January.
- During the fall semester, one undergraduate student worked from campus for 10 hours a week under the mentorship of a GESTAR II research scientist.
  - This student plans to continue with our program in the spring and summer.
  - Two additional students have been recruited to join the program this spring.

### Weathering Challenges

During Q-3, GESTAR faced and overcame several challenges.

- On February 12<sup>th</sup>, an executive order placed a hold on NASA and other federal entities sending funds to grant, cooperative agreement and contract awardees indefinitely. Indefinitely turned out to be slightly less than twelve hours before the executive order was rescinded.
- In March, the federal shutdown was averted at the last minute (again). During a shutdown GESTAR would have been limited to spending funds already on hand. In March, that was roughly 2.5 months.

Given recent Administration actions, NASA civil servants and funded researchers like our GESTAR scientists are experiencing significantly heightened anxiety. Four (4) of Morgan's current tasks have had 90-day notice of termination of work in June and July. Five (5) Morgan GESTAR researchers will lose all their funding as a result, reducing our GESTAR workforce by 11%. UMBC is experiencing similar cuts to their tasks and researchers. We are seeking alternate funding sources for them, but prospects are limited.

## V. Patuxent Environmental and Aquatic Research Laboratory

The PEARL is located 80 miles south of the main campus on the shoreline of the Patuxent River—a major tributary of the Chesapeake Bay. PEARL research is designed to increase the understanding of coastal and environmental systems so that they can be properly managed and protected.

The Board of Regents is invited to visit us in August to gain fuller appreciation of what we are doing there.







## Morgan State PEARL Day 2025



### **Proposed (Tentative) Agenda**

**10 am – 1145 am: Explore PEARL**  
Student Posters, Laboratory Tours, Social Networking, Oysters and more!

**1145 pm – 1 pm: Lunch/Formal Program**  
Remarks from Morgan Leadership and External Environmental Leaders

**1 pm – 2 pm: PEARL Beyond 2025**  
VIP Discussion Led by Drs May and Knoche with President, Provost, BOR and others

**2 pm – 3 pm: VIP hour**  
Small group research vessel and laboratory tours with Morgan Leadership



**Morgan State University**  
**Board of Regents**  
**Finance and Facilities Committee**

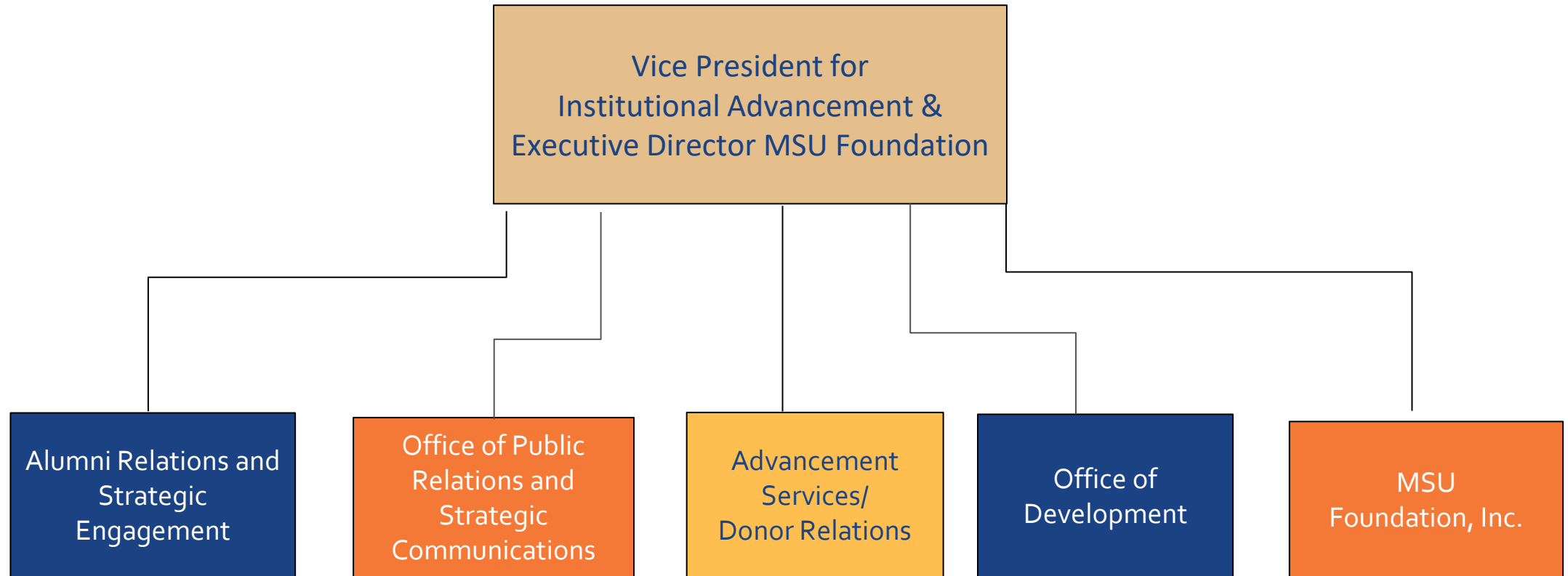
Presented by:  
**Endia M. DeCordova, MBA**  
Vice President for Institutional Advancement  
Executive Director, Morgan State University Foundation

Monday, May 5, 2025





# Highlights from the Division of Institutional Advancement



# Morgan State University Foundation, Inc.

## Financials FY25\*

\*07/1/2024 - 03/31/2025

	FY25	FY24
<b>Contributions</b>	\$9,441,554	\$14,421,031
<b>Loss on Investment Gain/(Loss)</b>	\$1,568,495	\$8,449,898
<b>Total Revenue</b>	\$23,514,846	\$26,409,728



**Total Investments:** **\$126,792,869**

(Includes CDs in Black Owned  
Banks)



**Total Assets:** **\$166,923,828**





## Office of Development

**\$15M**

Fundraising Goal FY25

**\$10,697,973**

Total Raised Year-to-Date



**\$8,053,714**

Total in FY25 Pipeline  
as of 4/1/2025

Corporations, Foundations and  
Major Gift Prospects

# FY25 Largest Gifts for Q3 (Jan.- Mar.)

- Martin Resnick **\$250,378**
- HBCU Wrestling **\$220,000**
- Thurgood Marshall College Fund **\$125,000**
- NewsCorp **\$100,000**
- Russ Potts Productions, Inc. **\$100,000**
- International Foundation of Telemetering **\$75,000**
- US Small Business Administration **\$75,000**



# Year-to-Date Alumni Participation Rate

## (Year Over Year Comparison)

	FY25	FY24
APR	5.67%	6.39%
Total Given	\$1,152,217	\$1,192,624
# of Donors	1,881	2,122
	Goal: 13%	Total: 12%

Alumni Participation Rates (APR) are calculated using the number of graduates on record divided by the number of those graduates who gave during the most recent fiscal year.





# ***Morgan State's Day of Giving***

During Morgan's first every giving day, donors will have the opportunity to support various areas of the campus that mean the most to them, including:

- Athletics
- Academics
- Alumni Affinity Groups
- MSU Magnificent Marching Band
- Food Resource Center.



## ***Campaign Goals***

Dollars  
**\$250,000**



# of Donors  
**300**



# ALUMNI DAY 2025

CELEBRATING YEARS  
ENDING IN '0 AND '5

HOSTED BY  
NGOZI OKARO, '90  
MUSIC BY DJ TAJH, '13

FRIDAY, MAY 16

*Alumni Day*  
*2025*  
*Friday, May 16*



## 2025 MSUAA DISTINGUISHED ALUMNI AWARD RECIPIENTS

Kelvin Davis, '97  
Alumnus of the Year

Morgyn Wood, '09  
Outstanding Young Alumnus

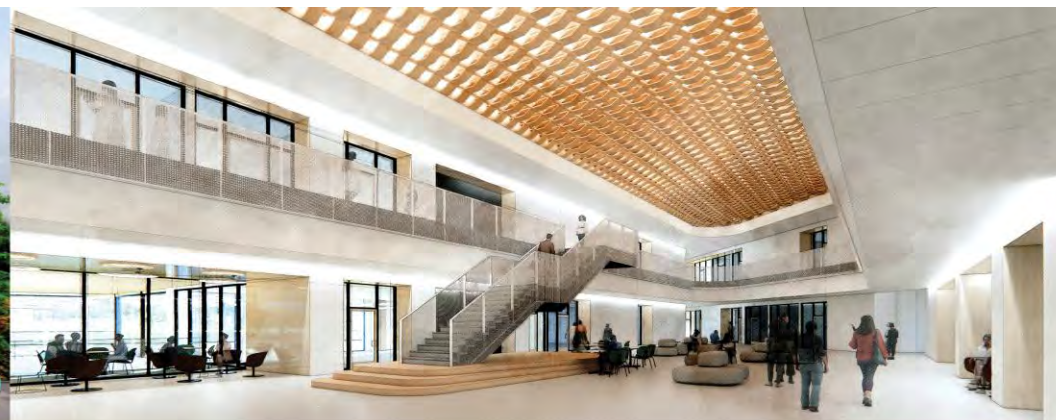
Columbia/Howard County Alumni Chapter  
Chapter of the Year

Charles "Chuck" Thomas  
Honorary Alumnus

Kimberly Harrison, '95  
Emerging Leader of the Year

LaSava Tidwell, '76  
Volunteer of the Year





THE MORGAN STATE UNIVERSITY BOARD OF REGENTS  
AND PRESIDENT DAVID K. WILSON

*Cordially Invite You to the*  
**Science and Research Complex**  
*Groundbreaking*

**Wednesday, May 14, 2025, 10:00 a.m.**  
Morgan State University



Event Location: At the site of the former Washington Services Center, at the corner of E. Cold Spring Lane and Stadium Way, across from the current Richard N. Dixon Science Research Center

Parking is at the North Campus Garage, 5201 Perring Parkway, beside CBEIS. Shuttle Service will begin promptly at 9:00 a.m., with return service beginning at 11:00 a.m.

Kindly RSVP online on or before May 7, 2025,  
at <https://igfn.us/form/mgLrrA> or by scanning the QR Code (at left).

## New Era of Scientific Research at Maryland's Preeminent Public Urban Research University

This dynamic, state-of-the-art facility, the new home of the School of Computer, Mathematical and Natural Sciences' biology and chemistry programs, will feature research and computer labs, student tutoring centers, collaboration/ideation spaces, a botanical rooftop greenhouse, and more. Designed by Moody Nolan, Inc., the nation's largest African American-owned architecture firm, the eight-story, 246,000-gross-square-foot facility is Morgan's largest capital investment, amassing \$337 million in construction and architectural design ingenuity. The Science and Research Complex at Morgan will be the cornerstone of the University's "very high research" activity, advanced instruction and unbound innovation.

**Event Location:** At the site of the former Washington Services Center, at the corner of E. Cold Spring Lane and Stadium Way, across from the current Richard N. Dixon Science Research Center



**Science and Research Complex · Official Groundbreaking**  
**Wednesday, May 14, 2025, 10:00 a.m.**



# Upcoming Events

## MSU Golf Tournament June 9, 2025

Morgan State University Foundation &  
The Department of Intercollegiate Athletics hosts

35TH ANNUAL  
**MORGAN STATE BEARS™**  
GOLF TOURNAMENT

**MONDAY, JUNE 9, 2025**

8:30 AM (EDT)

UNIVERSITY OF MARYLAND GOLF COURSE  
COLLEGE PARK, MD

Early Bird Registration \$200 4/14-4/18  
Standard Registration \$250

REGISTRATION DETAILS COMING SOON

All proceeds will benefit MSU student-athletes!



## Morgan on the Vineyard August 5-9, 2025

**SAVE THE DATE**

 **MORGAN STATE**  
*on the*  
**VINEYARD**



**AUGUST 5-9, 2025**

Join fellow Morgan alumni for a week of fellowship, fun, and Bear pride in beautiful Martha's Vineyard. Mark your calendar, spread the word, and stay tuned for more details.  
P.S. Housing and lodging fill up quickly—start securing your accommodations now to ensure you don't miss out on the excitement!

**MARTHA'S VINEYARD**

Visit [morganonmv.com/accomodations](https://morganonmv.com/accomodations) for more information

# Save the Date: Homecoming 2025



## A Renewed Homecoming Weekend Experience 2025

**Thursday, October 9**  
Kick-off Reception @ Live Casino

**Friday, October 10**  
41st annual Homecoming Gala

**Saturday, October 11**  
Homecoming Parade, Football Game, MSU Alumni Brunch,  
Tailgate and other festivities

# Media Relations

## The Power of the Third-Party Endorsement: Elevating the Morgan Story through Earned Media Exposure

- For the reporting period, OPRSC **authored and distributed 21 news releases and newsroom features**; among the highlights are:

### Student Success



Morgan State University Forms Presidential Task Force to Address Decline in Black Male Enrollment



Morgan State University's Center for Career Development Awarded \$300K Grant to Strengthen Education-to-Career Pathways



Morgan State University Opts into House v. NCAA Settlement



TIAA President and CEO Thasunda Brown Duckett to Deliver Morgan State University Spring 2025 Commencement Address



# Media Relations

## Operational Excellence



Expanding Access: The Beulah M. Davis Special Collections Goes Digital



Morgan State University Announces New Leadership in Advancement Operations



Morgan State University Names Dr. Timothy Summers as Vice President of Information Technology and Chief Information Officer



Morgan State University Provost Hongtao Yu Named American Association for the Advancement of Science Fellow

## Research Ascendency



Morgan State University Expands Research Partnership With NASA, Securing Six Federally Funded Projects to Drive Innovation in STEM



Morgan, UMD Partner to Expand Technological Frontiers in Quantum Computing Research to Support U.S. Air Force Project

# Key Media Coverage



AAC&U

Liberal Education

SEARCH

MAGAZINE | FEATURE

Courage and Purpose

Higher education under a second Trump presidency

BY CHRISTEN ARAGON

WINTER 2025

I wrote this in mid-February 2025, just weeks into a second Trump presidency, the new administration's sweeping actions have thrown US colleges and universities into a state of

ACE

American Council on Education

Students on campus at Morgan State University

Morgan State University Helps Returning Learners Complete Their Degrees

March 10, 2025

Nearly 42 million Americans have attended some college without earning a degree, according to the National Student Clearinghouse Research Center. These students paused their studies for a patchwork of reasons, including academic challenges, family obligations, and financial instability. ACE member Morgan State University is dedicated to helping as many of these learners as possible return to school and graduate.

Morgan's College of Interdisciplinary & Continuing Studies (CICS), launched in 2022, serves adults returning to higher education through an initiative called Morgan Completes You. CICS offers 18 degree programs—eight bachelors, five masters, and five doctoral programs. Rather than adapting its traditional programs, Morgan built these programs from scratch to meet adult learners' needs. Enrollment in CICS reached 162 students in fall 2024, and leaders of the college hope to see it grow to 350 students by this fall.

"Ensuring the doors of higher education are opened as wide as possible to as many as possible is more than a commitment; it is the bedrock of who we are as an institution," Morgan President David K. Wilson said when announcing the initiative. "Morgan Completes You presents a navigable path to degree completion for so many adult learners who are negotiating real life in the real world."

Baltimore

Food Arts Things To Do News Best of Baltimore Health & Lifestyle Home Weddings Find It Newsletters

DAVID WILSON

BRAIN GAIN

With innovation leading of Morgan State, enrollment is on an upswing, and the school is on the verge of the highest classification for research universities, we asked President David Wilson to talk about the HBCU's remarkable growth and what it means for Baltimore.

Morgan is in the most transformational period in its history and that's saying a lot. Our institution has been around for 133 years. We've grown from 5,000 to 14,000 students—first nearly every state and more than 70 countries—and that growth is across the board, the undergraduate, masters, and doctoral levels. People now understand all over Maryland, the United States, and indeed all over the world that a Morgan education can take them anywhere they want to go, and that's important. As my dad would sometimes say to me, "Son, the cat is out of the bag."

Updating the campus itself, "our spaces and places," has been a major priority during my 10-year tenure. We've had four ribbon-cutting ceremonies in recent years for newly constructed and/or renovated and expanded facilities, including Hurt Gymnasium, the new Health & Human Services Center, and three residence halls. The standards are clear, and that's to be an institution that is comparable in every way—functionality, amenities, research labs—to any college in the state and any college in the nation.

Regarding our research, Morgan is on the cusp of joining the University of Maryland College Park and Johns Hopkins, and of course the Annapolis, as the only research institutions in the state—the highest classification. For further context, when I first arrived, we were generating \$60 million a year in research grants, and we're on track to surpass \$100 million next fiscal year. Also, in 2022, Morgan set a record among HBCUs by obtaining 35 patent awards in a calendar year, ranking in the top one universities in the country. Keep in mind, Morgan is really pushing these (in-weight class). If you look at the University of Georgia, for example, they received \$20 million in research grants, but only produced two more patents. Meanwhile, insurance professors have become national figures and been inducted into national academies.

So, how does Morgan's growth and success translate to the broader city and metro areas?

# Top Performing, High Visibility Media Placements

## BLACK ENTERPRISE



### MORGAN STATE TACKLES CRISIS OF DECLINING BLACK MALE ENROLLMENT WITH NEW TASK FORCE

The task force will examine the causes of a drop in Black male enrollment and retention at Morgan State and other HBCUs.

## Task Force on Black Male Enrollment

News generated **27 news stories**, spanning print, broadcast and online; amassed **more than 100 million** (100,497,841) impressions



### Morgan State University hosts conference to discuss gun violence prevention



## National Symposium on Campus Violence

In support of the Center for Urban Violence and Crime Reduction's inaugural conference top stories were secured on WBAL, WMAR and the *Baltimore Sun*, accounting for **more than 1.1 million impressions**



### Hometown Hotspot: Morgan State Acrobatics & Tumbling

By Morning Provider  
Tue, March 11th 2025 at 9:29 AM  
Updated Tue, March 11th 2025 at 10:40 AM



## Acrobatics & Tumbling

Amplifying a viral video, OPRSC arranged additional media coverage, accumulating **more than 9.6 million media impressions**



SPORTS

### Morgan State student-athletes to receive revenue portions in Baltimore

By SHAELA FOSTER  
UPDATED: March 11, 2025 at 2:40 PM EDT

Morgan State University is allowing its student-athletes to directly receive a portion of the school's sports revenue, according to a news release.

Morgan State's Board of Regents approved the decision last month to opt into the House v. NCAA settlement, which allows the profit-sharing, joining numerous programs around the country that have started this process, such as the University of Maryland.

"Opting in ensures that we remain competitive while continuing to prioritize the well-being and success of our student-athletes," said Dena Freeman-Patton, Morgan State's vice president and director for intercollegiate athletics, in a statement. "This decision allows us to leverage institutional resources strategically, invest in our programs and create pathways for financial support beyond traditional [name, image and likeness] opportunities."

## NIL NCAA Settlement

Facilitated interviews for VP/AD Dena Freeman-Patton with top Baltimore market news media, including *The Baltimore Sun*, the *Baltimore Business Journal* and WMAR-TV ABC 2

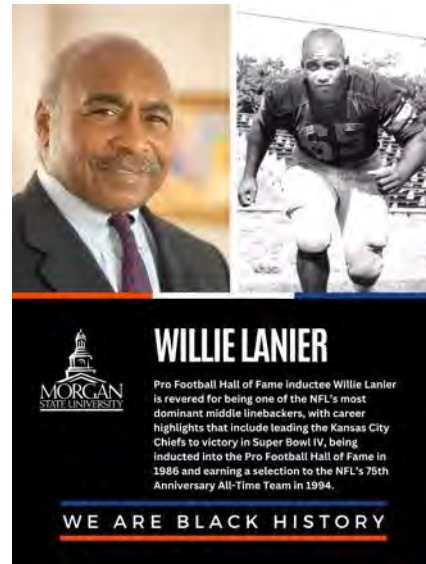


# Casting a Spotlight on Morgan Made Hidden Figures

## Social Media Black History and Women's History Month Initiatives

During Black History and Women's History Month observances, OPRSC managed a Division-wide campaign encompassing Alumni Relations and Development that highlighted a curated group of alumni who honed their skills, mastered their craft, and/or discovered their purpose on the historic campus of Morgan State University.

Throughout the observation months, social media posts celebrated each figure for pioneering history-making feats and impacting their communities, professions, the nation, and humanity worldwide.

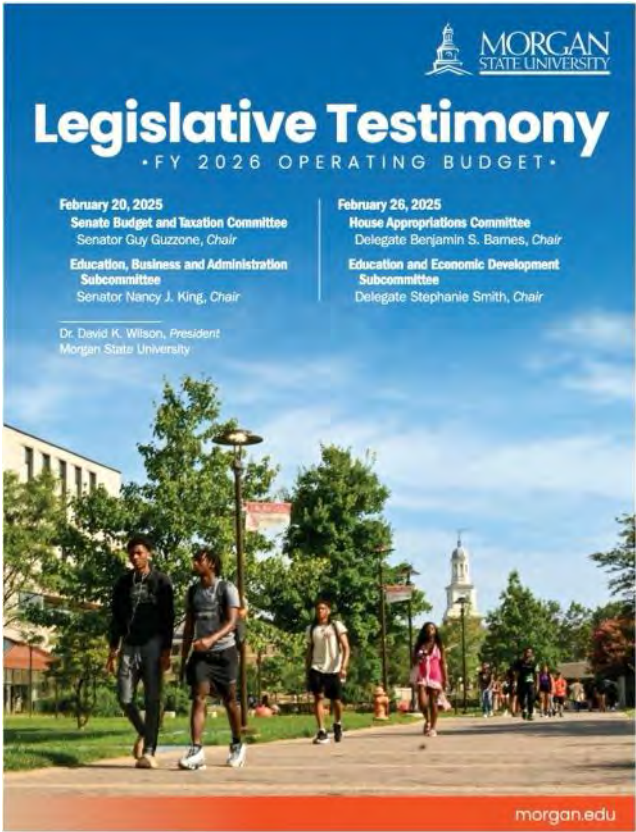


# Reporting Period Highlights

## Legislative Testimony Publications

FY26 Operating Budget

FY26 Capital Budget



[View](#)



[View](#)

## 2025 Bear Facts



[View](#)

Special  
Projects &  
Publications



# Stay Connected to Morgan

## Social Media

**Facebook:** <https://www.facebook.com/morganstateu>

**X (formerly Twitter):** <https://twitter.com/morganstateu>

**Instagram:** <https://www.instagram.com/morganstateu>

**YouTube:** <https://www.youtube.com/morganstateu>

**LinkedIn:** <https://www.linkedin.com/school/morgan-state-university>

## News & Events

**Online Newsroom:** <https://www.morgan.edu/news>

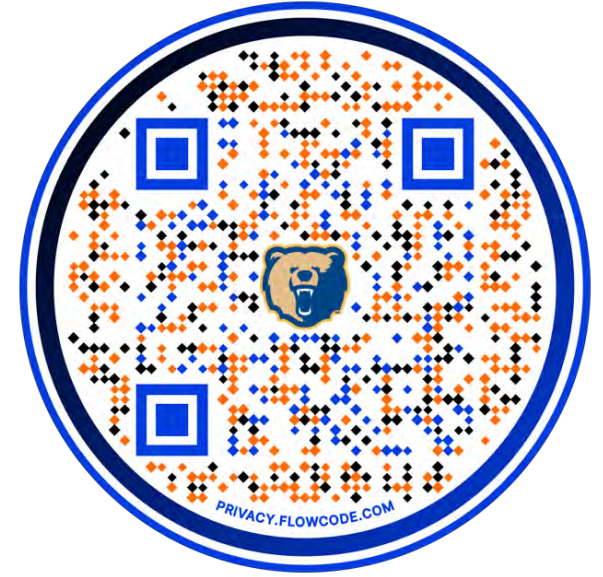
**Alumni news coverage:** <https://www.morgan.edu/news/category-alumni>

**MSU Publications:** <https://www.morgan.edu/news/publications>

**Media Coverage of Morgan:** <https://www.morgan.edu/news/morgan-in-the-news>

**Morgan Events:** <https://events.morgan.edu/>

**MSU Mobile App:** <https://www.morgan.edu/mobileapp>



**Morgan State University Linktree**  
<https://linktr.ee/MorganStateU>



**Thank  
you.**

# ENROLLMENT UPDATE

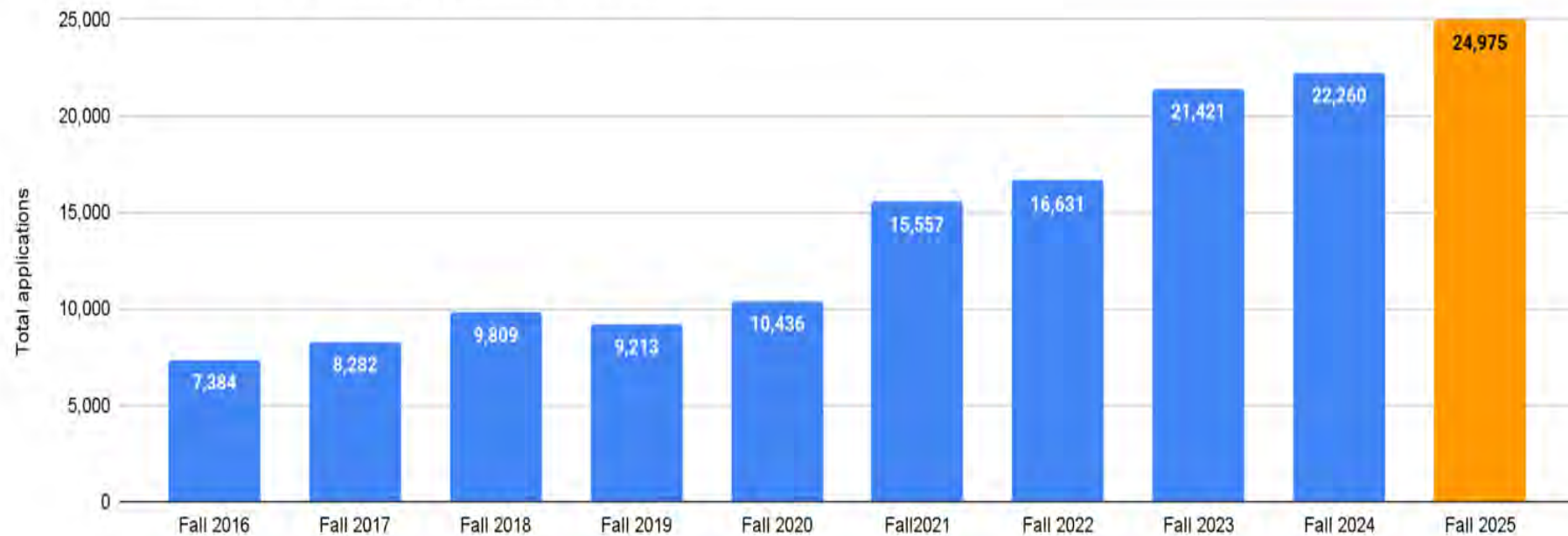
Board of Regents  
May 5-6, 2025

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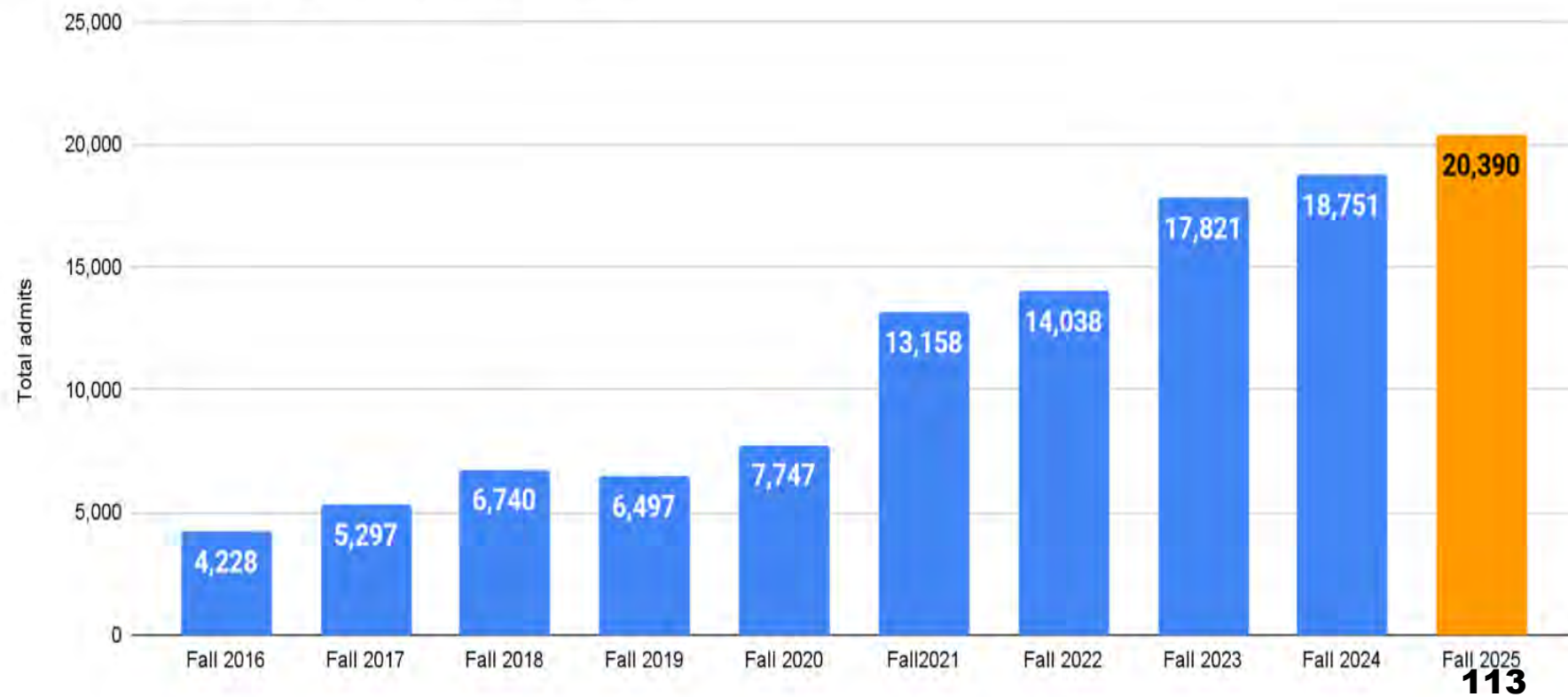
Dr. Kara Turner  
Senior Vice President



Total completed undergraduate applications 2015-2025

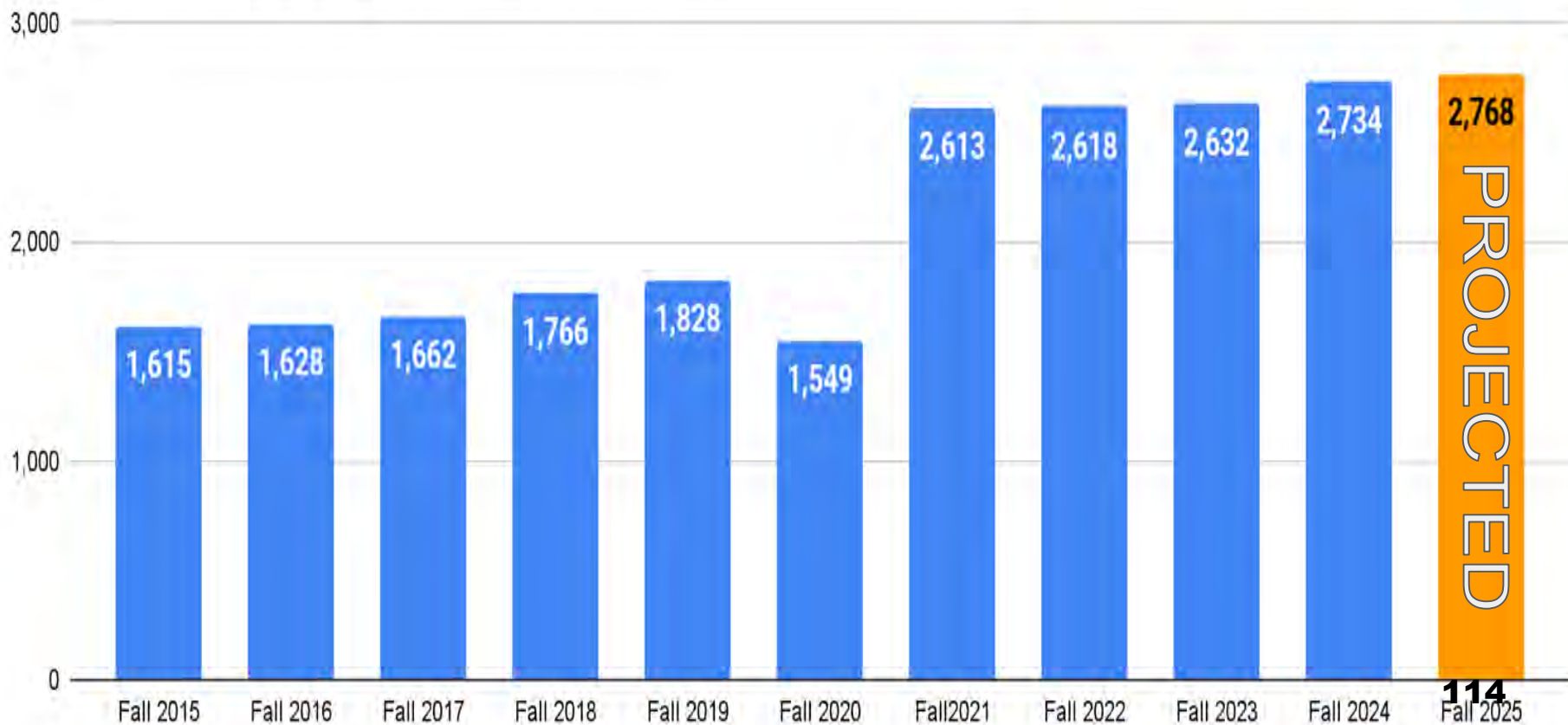


## Total admitted undergraduates 2015-2025





## Total new enrolled undergraduates 2015-2025



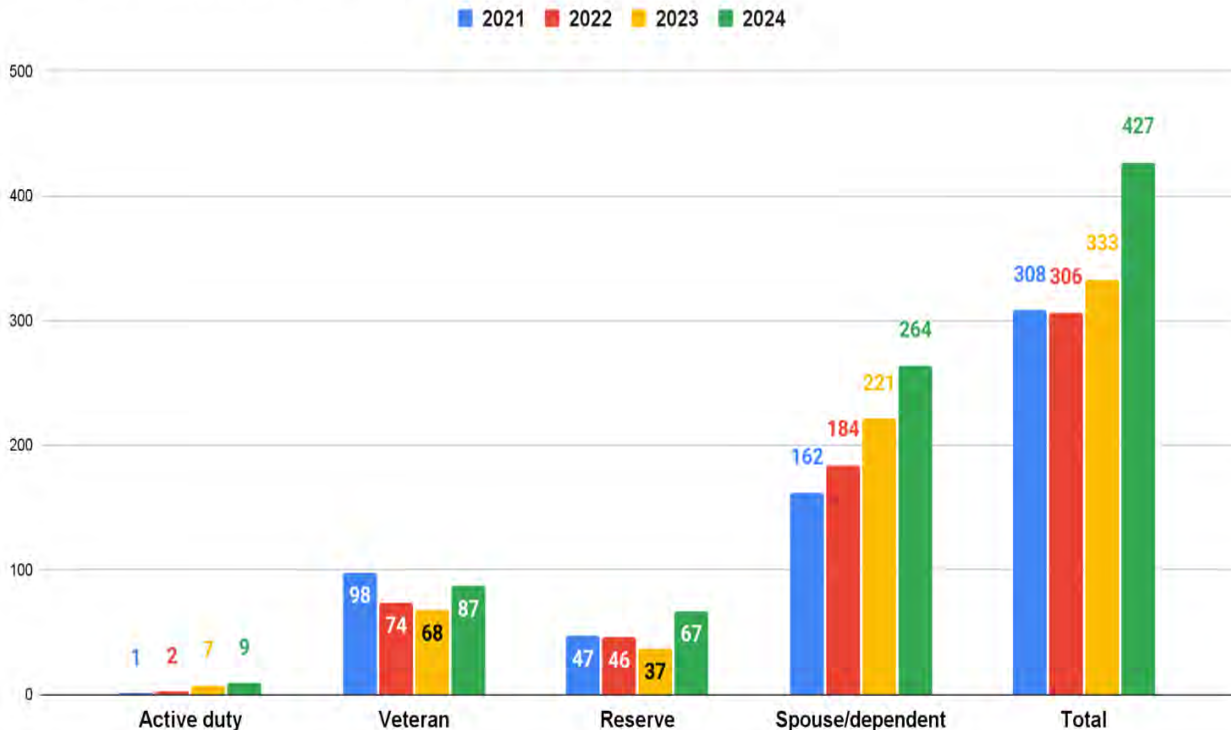
# FALL 2025 PROJECTIONS



	2025	2024 (freeze date)	Projected Increase	Projected % increase
NEW FRESHMEN	<b>2393</b>	<b>2369</b>	<b>24</b>	<b>1%</b>
NEW TRANSFERS	<b>375</b>	<b>365</b>	<b>10</b>	<b>3%</b>
CICS	<b>350</b>	<b>162</b>	<b>188</b>	<b>116%</b>
TOTAL UG	<b>9319</b>	<b>9027</b>	<b>292</b>	<b>3%</b>
TOTAL G	<b>1848</b>	<b>1712</b>	<b>136</b>	<b>8%</b>
TOTAL HEADCOUNT	<b>11167</b>	<b>10739</b>	<b>428</b>	<b>4%<sup>115</sup></b>

# Veteran Engagement Services Updates

Military-affiliated Enrollment 2021-2024



# Thank You!

Contact Us:  
[emass@morgan.edu](mailto:emass@morgan.edu)



# **ITEMS FOR ACTION**



# **MINUTES OF FEBRUARY 3, 2025**



## Finance and Facilities Committee

Monday, February 3, 2025

9:00 a.m.

Virtual

### Committee Meeting Minutes

The quarterly meeting of the Board of Regents Finance and Facilities Committee met on Monday, February 3, 2025, via Zoom. Chair Shirley Malcom called the meeting to order at 9:00 a.m.

#### BOARD MEMBERS

*Present:* Chairwoman Shirley Malcom, Regent Harold Carter, Jr., Regent Brian Pieninck, Regent Shelonda Stokes, Regent Carl Turnipseed, Regent Winston Wilkinson

#### STAFF MEMBERS

*Present:* Dr. David K. Wilson, Mr. James Curbeam, Ms. Endia DeCordova, Mr. Thomas Faulk, Mrs. Deborah Flavin, Ms. Julie Goodwin, Mrs. Cassandra Grogan, Ms. Sherita Harrison, Mr. David LaChina, Mr. Jonathan Luckett, Dr. Willie May, Ms. Kim McCalla, Dr. Cynthia Mendoza, Dr. Kara Turner, Mrs. Cynthia Wilder

#### Remarks by the Chair

Chair Malcolm welcomed all attendees to the meeting. She then introduced the agenda, highlighting the substantial material to be covered, including critical informational items, a significant list of action items, and financial health discussions. She noted the likelihood that the meeting would extend beyond the scheduled time and expressed appreciation for members' preparation, thoughtful engagement, and ongoing contributions to the Committee's work.

#### Remarks by the President

President Wilson addressed the Committee, echoing the Chair's opening sentiments, and acknowledged the broader challenges affecting the University community. He provided a brief but impactful update on several key items:

- **Capital Budget Success:** Expressed gratitude to Governor Moore for fully funding Morgan State's new science building with a \$337 million allocation. Groundbreaking is scheduled for May, with plans to coordinate attendance by the Governor and other key stakeholders. The Governor's budget includes \$87 million for the University's power infrastructure upgrade. Morgan State will receive \$424 million in capital funding – its highest level of commitment in a single cycle during the President's 15-year tenure.
- **Operating Budget Outlook:** Like other public institutions in Maryland, the University will face a reduction in state appropriations, which for Morgan is anticipated to be \$12 million recurring. The President referenced a recent Baltimore Sun article regarding broader cuts within the University System of Maryland and confirmed that Morgan will undertake a transparent and inclusive process to align its operating budget accordingly. Details will be shared in the public session of the full Board meeting.
- **Labor Agreement Update:** Announced the successful negotiation of a new agreement with the Fraternal Order of Police (FOP). Acknowledged the contributions of David LaChina, Armada Grant, Mark Swerdlin, the legal team, HR and FOP representatives. Further discussion will occur in closed session.

#### ITEMS FOR INFORMATION

##### Division of Facilities, Design, and Construction Management Update

Ms. Kim McCalla, VP for Facilities, Design and Construction Management, presented a summary of the Governor's capital budget recommendation for the institution, which includes a total allocation of \$104 million and \$10 million in adjustments to be applied toward refinancing previously allocated deferred maintenance funds. Key budgeted projects are the Science Complex (Phase II), Lake Clifton High School Demolition – currently in the award phase; anticipated Board of Public Works review by the end of the month, and the Campus-Wide Electrical Infrastructure Upgrade, with coordination ongoing with BGE and the City of Baltimore and is critical to supporting future campus

development while aligning with sustainability objectives. She discussed Public-Private Partnership (P3) housing projects in development, such as the Harper-Tubman renovation, which will include an intensive gut and modernization of both buildings, a reconstructed shared courtyard, a modernized entry, and the new construction of the O'Connell building with 400 new beds; total capacity post-completion ~600 beds and the integration of a pedestrian bridge across Herring Run, connecting the Dixon Building and the current Science Complex.

Ms. McCalla gave detailed updates on deferred maintenance and facility modernization projects, such as the Stadium Way stabilization, Chapel roof, boiler plant repairs, Murphy Fine Arts roof replacement, exterior doors, and the Y stairs. She also updated on other projects, such as the campus master plan, the engineering building clean room, the campus security wall, and the student health center. Ms. McCalla closed by noting potential impacts from new tariffs are not initially accounted for in the budget and as well as the potential impact of ongoing construction labor shortages.

Chair Malcom emphasized the strategic importance of the electric infrastructure upgrade, noting it is critical to enabling new development, and confirmed with Ms. McCalla that the power upgrade is scheduled in tandem with the Science Building Phase II. Regent Stokes admired the University's ability to manage large-scale development with limited resources and commended the quality improvements in student housing while maintaining competitive affordability. Regent Turnipseed praised the scale and design ambition of the O'Connell Building project and inquired about the acceleration of fire alarm system upgrades following recommendations from the State Fire Marshal, to which Ms. McCalla assured coordination with the Fire Marshal and confirmed that all buildings are currently safe, with upgrades scheduled for implementation. President Wilson further affirmed this, citing a recent direct conversation with the Fire Marshal. He highlighted the dedication and professionalism of the capital planning and facilities team and praised their ability to stretch limited resources to meet strategic goals effectively. Ms. McCalla thanked President Wilson for his support in securing additional funding. She reaffirmed the team's commitment to completing all projects with excellence despite tight timelines, funding pressures, and the ongoing challenges of deferred maintenance.

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

Dr. Willie May, VP for Research and Economic Development, presented the University's second quarter research income summary and addressed a thematic question posed by Regent Turnipseed: how Morgan can become a well-recognized, well-rounded, and respected R1 (very high research activity) University without losing its soul.

#### **Q2 Research Highlights:**

- **Research Funding:**
  - 28 new awards totaling \$35 million this quarter.
  - YTD total: 70 new commitments for \$86.5 million.
  - As of the meeting date, the University reached \$92 million in research funding for FY25, exceeding previous full-year totals.
- **Funding Sources:**
  - \$22.5M from NASA (primarily for the GESTAR expansion).
  - \$21.3M from NIH.
  - \$19.7M from the U.S. Department of Education.
- **Research Diversity:** Funding is well-distributed across agencies, highlighting diversification. Top contributors include the School of Science, D-RED, PEARL, and the School of Engineering.

He discussed research infrastructure and growth, noting that Morgan's annual research expenditure increased from ~\$13M to over \$50M in recent years, exceeding the R1 threshold. He stated that the research enterprise's expansion has been supported by strategic staffing and leadership, including key figures like Dr. Farin Kamangar and Dr. Keyshawn Moncrieffe. He emphasized service excellence with examples of rapid faculty support turnaround (e.g., eight-minute response time from research staff). Dr. May briefly discussed patent and IP progress, noting the growth from zero patents in 2015 to 46 patents in 2025, with 80% of these patents including student contributors. He stated that 23 patents were awarded in the last two years, making it the top HBCU in recent IP output.

In closing, Dr. May, with President Wilson's help, emphasized that Morgan's pursuit of R1 status will not compromise its foundational mission as an HBCU, noting that the University will not abandon its undergraduate teaching mission. Morgan remains committed to supporting students from underserved backgrounds, upholding a dual mission of access and success. He stated that undergraduate participation in research will remain a priority. He reaffirmed that Morgan's success is not contingent on DEI, but that DEI remains critical to national competitiveness and institutional values.

Regent Turnipseed praised Dr. May's presentation as both persuasive and inspiring. Regent Pieninck commended the University's trajectory and inquired about sustaining momentum amid fiscal uncertainty. Dr. May and President Wilson encouraged Regents to advocate for Morgan's value in their spheres of influence. Chair Malcom highlighted the importance of interdisciplinary growth, particularly in social, behavioral, and economic sciences. Dr. May confirmed plans to expand advisory panels in those areas. Regent Carter raised questions about gender balance, particularly Black male student participation in research. Dr. May and President Wilson committed to providing that data at a future meeting and discussed ongoing initiatives to improve male enrollment and engagement.

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

Ms. DeCordova, VP for Institutional Advancement, stated that we remain committed to building capacity, expanding our regional impact, and taking a strategic and more targeted approach to engaging our alumni and donors. She continued with key highlights of the second quarter, such as a 58% increase in giving compared to the previous year, with the average gift size growing from \$260 to \$443 per donor. She reported that the foundation's endowment has grown to \$124 million, with total assets reaching \$172 million, and that the University has secured major gifts, including a \$1 million endowed chair from the International Foundation of Telemetry.

Ms. DeCordova discussed the University's focus on building internal capacity, refining marketing strategies, and adopting a more targeted, strategic approach to alumni and donor engagement. Investments were made to strengthen the team with new staff members and enhance the execution of key initiatives. She mentioned the preparation for a comprehensive campaign slated to kick off in Fall 2027, which will coincide with the University's 160<sup>th</sup> anniversary, aimed at transformational giving in research, faculty excellence, student scholarships, and infrastructure. Ms. DeCordova announced that alumni engagement remains strong, with over 300 alumni volunteers actively supporting events. New outreach initiatives, such as the Atlanta engagement during the Celebration Bowl, were successfully implemented, and the plan is to hold the first-ever University Giving Day during "I Love Morgan Week" in April.

She discussed public relations and strategic communications and stated that media relations efforts have successfully highlighted the University's strengths, including its top 60 business school ranking and AI initiatives. Key media placements in publications like The Sun and Black Enterprise have contributed to increased visibility. The University also capitalized on events like homecoming, the Rose Bowl performance announcement, and the Washington Commanders game sponsorship. In closing, plans for future events were mentioned, such as the first-ever University Giving Day in April, which is aligned with "I Love Morgan Week," which shows a commitment to growing alumni participation and increasing engagement. Additionally, efforts will continue to grow the number of endowed chairs, targeting specific research areas. The University has also maintained a strategic presence in various cities and is set to continue expanding this approach in key regions, with notable future engagements planned for New York.

President Wilson stated that the University is in the early stages of preparing for its third major fundraising campaign. An external entity will conduct a feasibility study to identify potential donors and set a campaign goal. The consultant will also engage Board of Regents members for individual feedback to ensure strong support for the campaign. The goal is to align fundraising efforts with the University's strategic priorities and key focus areas. Regent Turnipseed commended the University's outreach at the Atlanta Celebration Bowl, noting positive alumni feedback and pledges for increased financial support. He offered to assist with outreach efforts in New York. Regent Stokes praised the University's strategic and targeted fundraising and alumni engagement approach, especially its visibility during significant events like the Washington Commanders game.

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

Dr. Turner, SVP for Enrollment Management and Student Success, started with an update on anticipated enrollment for Fall 2025, which is expected to exceed 11,000 students. She stated that long-term projections suggest enrollment could reach 12,000–13,000 students, driven by growth in the College of Interdisciplinary and Continuing Studies (CICS) online programs. Expanding online programs presents a scalable path for future growth without increasing residential strain. CICS has surpassed enrollment targets and achieved a 22% increase in revenue year-over-year, and doctoral students from the program are expected to graduate this spring.

Fall 2024 enrollment ranked Morgan 3rd in the state for increase in first-time, full-time freshmen (up by 96 students) and a total headcount increased by 10% (931 students), leading all public state institutions. Morgan and UMES were the only public institutions with across-the-board enrollment increases. Recent cohorts have rebounded post-COVID,

with a 73.4% retention rate for the most recent class, and STEM enrollment breakdown is pending further analysis. Dr. Turner stated that Black male enrollment remains a concern, with the current student population at 61% female and 39% male. A task force has been convened to address and improve this ratio.

Dr. Turner stated that we are not capping enrollment, but temporarily pausing aggressive growth due to housing constraints. She stressed that strategic messaging will emphasize infrastructure alignment rather than limitation. Out-of-state applications remain strong, and the ratio has not significantly shifted, but will be monitored. Our new Director of Recruitment will focus on reinforcing in-state relationships and pipelines. Leadership aims to strengthen in-state recruitment without reducing overall out-of-state numbers and study the retention of out-of-state graduates in Maryland to assess the long-term economic impact. Dr. Turner discussed the importance of framing out-of-state student retention as a contributor to Maryland's workforce and tax base and how the out-of-state/in-state tuition revenue mix affects future financial planning and tuition-setting strategies.

President Wilson emphasizes the importance of demonstrating the University's positive economic impact on the state, especially as many out-of-state students may stay in Maryland after graduation, contributing to the state's economy. This is part of the broader strategy to ensure enrollment growth aligns with the state's financial goals. Regent Malcom asked about strategies for improving retention further, especially as the University manages growth. Dr. Turner noted that academic support and student engagement initiatives will continue to be prioritized. Regent Stokes expressed concerns about the balance between in-state and out-of-state students, particularly regarding tuition revenue. President Wilson addressed this by noting that the University aims to maintain a ratio of approximately 55% in-state and 45% out-of-state students, while continuing to track out-of-state student retention in the state post-graduation. Regent Malcom inquired about the resolution of previous FAFSA issues. Dr. Turner confirmed that the problems had been resolved for the current year, and the University expects to return to the usual cycle for FAFSA submissions starting in October of the following year.

## **ITEMS FOR ACTION**

### **Approval of Committee Minutes**

Chair Malcom called for a motion to approve the November 11, 2024 minutes. It was moved by Regent Turnipseed and seconded by Regent Stokes. The motion carried. The vote was unanimous.

### **Housing Rates: The Enolia and Marble Hall Garden**

Mr. LaChina, EVP for Finance and Administration, provided an update regarding the proposed housing rates for the Enolia and Marble Hall Gardens, which are part of the campus housing capacity plan for Fall 2025. The proposals follow the Board's recent approval of the associated lease agreements for these properties, designed to address the University's growing demand for student housing. Mr. LaChina emphasized that the proposed rates are the product of careful collaboration with the Office of Residence Life and were developed to ensure comparability in amenities, equity in pricing, and cost-recovery for lease agreements. He stated that consideration for the proposed rates include ensuring consistency with market rates, the financial sustainability of the lease arrangements, and alignment with amenities offered across Morgan's existing portfolio of housing options, and that these additions reflect the latest housing inventory intended to accommodate projected enrollment for the upcoming academic year.

Mr. LaChina noted that the Board has previously approved other components of the broader housing strategy, including de-densification of Marble Hall Gardens and the new Enolia lease. These rates represent the final step to operationalize those prior approvals for the upcoming term. He stated that the Office of Residence Life had been tasked with conducting a complete comparative analysis of all housing options and rates to develop a more standardized, tiered pricing model reflective of amenities, location, and student demand. This effort is in response to the growing complexity of the housing portfolio and the need for improved transparency and rate-setting planning. The May 2025 Board Meeting will include a comprehensive housing rate proposal for Fall 2026 (FY27).

Chair Malcom called for a motion to approve the housing rates for the Enolia and Marble Hall Gardens. It was moved by Regent Pieninck and seconded by Regent Turnipseed. The motion carried. The vote was unanimous.

### **The Altus Lease**

Mr. LaChina provided a comprehensive update on the University's housing strategy and capacity planning. To



maintain the University's targeted housing capacity of 5,250 beds for Fall 2025, the administration requested approval for an additional lease at the Altus Apartments. The lease secures 120 additional beds (approx. 40 units), complementing the previously approved lease of 236 beds (April 2024). The term is a two-year initial lease with a one-year renewal option, structured to align with the prior lease. The Altus is a high-demand property among students due to its modern amenities, proximity to campus, and private-bedroom configurations.

Chair Malcom invited Mr. LaChina to elaborate on the broader housing strategy to help contextualize the lease proposal. Key highlights include:

- **Facilities Temporarily Going Offline:**
  - Harper-Tubman Hall (200 beds) – Offline mid-May 2025; returns Fall 2026.
  - O'Connell Hall (200 beds) – Offline mid-May 2025; returns Fall 2028 with expanded capacity of 600 beds.
- **Marble Hall Gardens De-Densification:**
  - Current configuration: ~719 beds.
  - Fall 2025 configuration: ~554 beds (after de-densification to improve the student experience).
  - New structure limits bathroom sharing to a maximum of 2 students per bathroom, enhancing livability
- **New Properties Coming Online:**
  - The Enolia Apartments (473 beds) were approved in November 2024. This state-of-the-art facility offers private bedrooms and bathrooms, aligning with evolving student preferences.
- **Leasing Strategy:**
  - Ongoing management of off-campus leases (e.g., Towson Town Place – 354 beds).
  - Commitment to evaluate renewal options annually based on enrollment trends and capacity needs.
  - Current plan maintains bed capacity until Fall 2028, when O'Connell returns with expanded housing.
- **Long-Term Planning:**
  - The focus will shift to future renovation planning for Rawlings and Blount Halls to sustain the quality of long-term housing infrastructure.

Mr. LaChina concluded with cautious optimism, indicating that no additional leases are anticipated in the near term, barring an unexpected spike in enrollment. Chair Malcom clarified the relationship between facility turnover and the lease request, reinforcing that this lease is a strategic measure to bridge temporary capacity gaps.

Chair Malcom called for a motion to approve the lease agreement for 120 additional beds at the Altus. It was moved by Regent Turnipseed and seconded by Regent Pieninck. The motion carried. The vote was unanimous.

### **HBCU Capital Financing Program Application**

Mr. LaChina presented a request for approval to submit an application to the U.S. Department of Education's HBCU Capital Financing Program for up to \$25 million in potential financing. This is the third time the University has sought Board approval to apply for the program. He stated that applying does not commit the University to accepting funds or incurring debt. It simply places the University in the queue for consideration of financing opportunities. The primary project targeted for funding is the construction of a new Student Health Center, replacing the existing facility, which is currently deemed inadequate. The potential uses for the remaining funds may include addressing deferred maintenance needs.

Mr. LaChina stated that the University remains well within its authorized debt limits, with approximately \$30 million in available headroom. He noted that the accounting treatment of capital leases is still pending State Treasury guidance and is currently excluded from capacity considerations. In closing, he stated that if the application is accepted and financing is offered, the University will return to the Board at the May or August meeting to formally request approval to incur any debt associated with the project. Chair Malcom emphasized that acceptance of the application allows the University to position itself for potential financing, without any binding financial commitment. She also noted that related legal and financial considerations would be discussed further in closed session.

Chair Malcom called for a motion to approve submitting an application for up to \$25 million to the U.S. Department of Education's HBCU Capital Financing Program. It was moved by Regent Pieninck and seconded by Regent Turnipseed. The motion carried. The vote was unanimous.

### **MEDCO Letter of Intent for Campus-Wide Energy Upgrades**

Mr. LaChina presented a request for approval of a Letter of Intent (LOI) with the Maryland Economic Development Corporation (MEDCO) to support the planning and management of campus-wide energy infrastructure upgrades. The LOI seeks project management assistance from MEDCO for energy system upgrades critical to campus operations and growth, particularly the opening of the new Science Complex. He stated that MEDCO will assist in undertaking and performing the design development approach and pre-development assessment of possible bond financing and help us with the overall project management of these upgrades. Mr. LaChina stressed that the campus is experiencing recurring power outages. The new Science Complex cannot open without this infrastructure, and upgrades must be completed by 2028.

He detailed the fund structure, noting that the state has already substantially funded the project with an \$87 million allocation. Morgan's direct obligation is \$500,000, and we request \$5 million in LOI capacity. If state funding is delayed, MEDCO may provide bridge financing with possible reimbursement from allocated State capital funds or possible future bonds pending Board approval. Dr. Wilson and Ms. McCalla emphasized that capacity limitations within internal staff make MEDCO's partnership crucial to ensure timely delivery. Ms. McCalla requested a closed session discussion for additional details on the electrical component.

Chair Malcom called for a motion to approve the LOI with MEDCO to proceed with project management for campus-wide energy infrastructure improvement. It was moved by Regent Carter and seconded by Regent Turnipseed. The motion carried with one abstention from Regent Stokes.

## **ITEMS FOR INFORMATION**

### **Division of Finance and Administration Update**

Mr. LaChina provided a brief financial update, noting that detailed figures were included in the Board packet. He highlighted key shifts in the FY26 State appropriation, noting a net reduction from anticipated levels. While the total appropriation appears to increase from \$192 million to \$197.6 million (including HBCU funding), this is below the earlier state budget target of \$208 million. The governor's allowance reflects a \$12 million decrease in the general fund component, moving from a requested \$182 million to an approved \$170 million.

In response, President Wilson has convened a committee to assess and address the implications of this reduction. The approach will emphasize efficiency and effectiveness, with no anticipated across-the-board cuts. A collaborative planning effort will involve the Vice Presidents, the Budget Advisory Committee, and broader University stakeholders. Based on current mid-year projections, Mr. LaChina noted that FY25 finances remain stable, with the institution on track to close the year with a minor surplus.

### **Public Session Adjournment**

Chair Malcom opened the floor for a motion to move into a closed session, which was moved by Regent Turnipseed and seconded by Regent Pieninck. The motion carried unanimously. The public session adjourned at 11:09 a.m.

Respectfully submitted,  
Danielle Baze  
Executive Assistant to the EVP for Finance and Administration  
Recorder

### **Memorandum of Understanding - FOP & MSU (Closed Session)**

Chair Malcom opened the floor for a motion to approve the Memorandum of Understanding Between the Fraternal Order of Police and Morgan State University. It was MOVED by Regent Carter and SECONDED by Regent Stokes. 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**

Date: Monday, February 3, 2025    Time: 9:00 a.m.

Location: Virtual

Motion to close meeting made by: Regent Turnipseed

Seconded by: Regent Pieninck

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)(3)(7)(9)(10):**

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

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

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

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

  **X**   (5) To consider the investment of public funds;

- ☐ (6) To consider the marketing of public securities;
- ☒ (7) To consult with counsel to obtain legal advice on a legal matter;
- ☐ (8) To consult with staff, consultants, or other individuals about pending or potential litigation;
- ☒ (9) To conduct collective bargaining negotiations or consider matters that relate to the negotiations;
- ☒ (10) To discuss public security, if the public body determines that public discussion would constitute a risk to the public or to public security, including: (i) the deployment of fire and police services and staff; and (ii) the development and implementation of emergency plans;
- ☐ (11) To prepare, administer, or grade a scholastic, licensing, or qualifying examination;
- ☐ (12) To conduct or discuss an investigative proceeding on actual or possible criminal conduct;
- ☐ (13) To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter;
- ☐ (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.
- ☐ (15) To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to: (i) security assessments or deployments relating to information resources technology; (ii) network security information, including information that is: 1. Related to passwords, personal identification numbers, access codes, encryption, or other components of the security system of a governmental entity; 2. Collected, assembled, or maintained by or for a governmental entity to prevent, detect, or investigate criminal activity; or 3. Related to an assessment, made by or for a governmental entity or maintained by a governmental entity, of the vulnerability of a network to criminal activity; or (iii) deployments or implementation of security personnel, critical infrastructure, or security devices.

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

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

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

1. To consider a Property Acquisition.
2. To consider a Memorandum of Understanding - FOP & MSU.
3. To receive an update on Campus Safety.
4. To receive an update on the Federal Government's Temporary Freeze on Specific Federal Aid Programs.

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

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

**SIGNATURE:**



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

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



# **AMENDMENT TO MEDCO GROUND LEASE**

## **BOARD OF REGENTS**

### **MORGAN STATE UNIVERSITY**

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

**TOPIC:** Ground Lease Amendment with the Maryland Economic Development Corporation (MEDCO) to Facilitate the Renovation and Re-Development of the Harper-Tubman Student Housing Facility.

**COMMITTEE:** Finance and Facilities

**DATE OF MEETING:** May 5, 2025

**BRIEF EXPLANATION:** The ground lease amendment is required for the Harper-Tubman housing project. The air rights and ground lease are part of a cross-collateralization structure with the MEDCO-Morgan View Project (completed in 2002), the Thurgood Marshall Housing and Dining Facility (completed in 2022) and the Legacy Tower for the Thurgood Marshall Housing and Dining Services facility (completed in 2024) whereby the existing air rights and ground lease will be amended to include the renovated Harper-Tubman student housing facility. The collective projects will secure the existing Morgan View bonds, the existing Thurgood Marshall housing bonds, the existing Legacy Tower bonds and the new Harper-Tubman housing bonds issued to finance the renovation.

The air rights and ground lease term are amended to extend the term 2-years, from July 1, 2068 to July 1, 2070, which is five-years beyond the 40-year term of the bonds that will finance the Harper-Tubman Student Housing Facility. The additional five-years represents a “tail” period for the ground lease beyond the maturity date of the bonds, standard in student housing public-private partnerships to provide bondholders additional assurance of repayment.

In addition, Morgan State University will subordinate repayment of the utility costs for Thurgood Marshall Hall, Legacy Hall, and the Harper-Tubman project to the repayment of debt services, which will be paid to the University from available funds upon invoicing by the University at the end of each fiscal year.

**FISCAL IMPACT:** MEDCO will pay ground rent to the University in an amount equal to the annual surplus generated from operations after paying debt service and operating expenses (including subordinated expenses if billed), and funding reserves.

**PRESIDENT'S**

**RECOMMENDATION:**

The President recommends approval.

**COMMITTEE**

**ACTION:**

\_\_\_\_\_

**DATE:**

**BOARD**

**ACTION:**

\_\_\_\_\_

**DATE:**

# Harper-Tubman Student Housing Project Summary

## Overview

The decision to build new student housing and dining operation was predicated on the University's strategic housing plan developed in 2017. The plan included a 3-phase Thurgood Marshall Complex implementation plan, and the Thurgood Marshall Housing and Dining project is phase one of this plan. In collaboration with MEDCO, the residential tower (Tower 1) of this project was opened to students in August 2022, and the new Dining Hall was fully operational and open to service students in October 2022.

Phase 2 of the Thurgood Marshall Complex entailed restoration of green space used by the project on the site of the former Thurgood Marshall Apartments, which have been razed as part of Phase 1. Additional enhancements, including better lighting, were made to this restored green space, which was made available to students in spring 2023.

Phase 3 of Thurgood Marshall Complex was to build a second tower (Tower 2) over the dining facility. The second residential tower (Tower 2, or Legacy Tower) of this project was opened to students in August 2024.

Concurrent with the Thurgood Marshall Complex phase 3, the University undertook the full renovation of the Baldwin and Cummings Legacy Student Housing facilities. Both of these facilities were opened to students in August 2024.

Continued development in accordance with the 2023 updated student housing strategic plan calls for the renovation of Harper-Tubman, and the demolition of O'Connell for development of a new student housing facility. Both Harper-Tubman and O'Connell are to be taken off-line in May 2025.

The University has depended on off-campus apartment leases for over 20 years. These phased on-campus student housing projects are in line with the strategic direction of the University to ultimately limit its need for off-campus leases. Apartment leasing is the most expensive and inefficient strategy to offer student housing.

MSU is experiencing a continuation of its historic enrollment for the Fall 2025 semester, which will likely exceed 11,000. Record enrollment includes both a continuation of the record number of freshmen admits and the anticipated yield numbers. Further, there is a much greater enrollment of out-of-state students (exceeding 45% of enrollment) requiring housing and putting significant stress on the MSU-owned and sponsored housing infrastructures.

MSU's capacity planning is to provide a total of 5,250 beds (including both on-campus and leased facilities) to accommodate this surge in enrollment, and the high level of interest among students for residing in university owned or affiliated housing for the 2025-2026 academic year, consistent with the 2024-2025 academic year. All facilities, both on-campus or off-campus, owned, leased

or MEDCO projects, have occupancy rates in excess of 90% with the MEDCO projects generally over 95%.

Morgan's Office of Residential Life has recommended that the University continue the development of housing facilities providing beds in a location it can control in terms of a safe and healthy college environment. Building new housing is the most financially prudent decision and meets the enrollment management strategy of offering competitive and attractive housing options to our students. The decision to use a public-private partnership (P3), is to help offset the cost challenge in building new housing. MEDCO has been Morgan's P3 partner since 2004 and owns and operates Morgan View and TM Tower 1 and 2 for the benefit of MSU and MSU students.

As was initiated with the Thurgood Marshall Complex, the optimal financial strategy is to combine the current Morgan View and Thurgood Marshall Complex with the Harper-Tubman full renovation project. The strong financial performance of Morgan View helps to support the new projects from a credit perspective and for cash flow purposes. Typically, all P3 housing projects are reviewed by the major rating agencies and carry low investment-grade ratings. The rating agencies are aware of the new project and the related additional debt. S&P has taken this into consideration in MSU's current rating and outlook. Further, we will be meeting with the rating agencies before this deal is closed to obtain a rating for the bonds financing the Harper-Tubman project.

### **Harper-Tubman Student Housing Project Financing**

As noted, MSU has once again teamed with the **Maryland Economic Development Corporation (MEDCO)** in developing the design, engineering, and construction for the renovation of the Harper-Tubman Student Housing Project. MEDCO has elected to use Plano-Coudon, a Baltimore based construction firm, for the renovation of the Harper-Tubman Student Housing Project. Otherwise, the teams are essentially the same as the previous MEDCO projects. However, as Harper-Tubman is a full renovation, the 220-bed facility will not produce a significant gain in additional beds. MEDCO assists Maryland's public higher education entities by financing, developing, owning, and/or operating student housing, energy, auxiliary, and other facilities. MSU entered into a Letter of Intent (LOI) with MEDCO to cover predevelopment costs to move the project forward.

The Harper-Tubman Student Housing Project will be fully financed by MEDCO with cross-collateralization of Morgan View and the Thurgood Marshall Complex. Financing will include issuance of MEDCO Bonds for 100% of the total project costs, estimated at approximately \$50 million with the proposed financing and related costs of bond issuance.



# **HBCU LOAN APPROVAL**

## **BOARD OF REGENTS**

### **MORGAN STATE UNIVERSITY**

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

- TOPIC:** Approval of New HBCU Loan to Support the Re-Development of O’Connell Hall, as per the Approved Student Housing Plan, by Financing a Dining Facility, Pedestrian Safety Bridge, and a Multi-Level Parking Garage.
- COMMITTEE:** Finance and Facilities
- DATE OF MEETING:** May 5, 2025
- BRIEF EXPLANATION:** The University makes a request to the Morgan State University Board of Regents for approval to obtain financing through the Historically Black Colleges and Universities (HBCU) Capital Financing (Cap Fin) Program through the Department of Education. New debt, in the amount of up to \$35.0M, will fund:
- 1) \$1.5M – for the demolition of the existing O’Connell Hall (205 beds) and preparations for the new O’Connell Hall Project consisting of a student housing facility (approximately 670 beds) with a dining facility;
  - 2) \$12.5M – for the design and construction of an ~10,000 square foot dining and retail facility to be owned by the University (the “Dining Facility”) as part of the development project for approximately 670-beds of replacement housing to be owned by MEDCO (the “Student Housing Facility,” collectively with the Dining Facility, the “O’Connell Hall Project”) to be located on the main campus of the University;
  - 3) \$6M – for a safety bridge connecting the new O’Connell Hall Project to the main campus;
  - 4) \$12.3M – for construction of a multi-level parking structure on the site of and to support the O’Connell Hall Project;
  - 5) If funds remain after the projects in (1-4), the remaining funds can be used for various campus deferred maintenance projects; and

- 6) \$2.7M – Capitalized Interest, Cost of Issuance and funded escrow as required by the HBCU Cap Fin Program.

The debt will have a 30-year term and incur interest at fixed rates set by the HBCU Cap Fin Program (maturing July 1, 2055) and will be a general obligation of the University supported by a limited pledge of the University's academic fees and auxiliary facility fees. Closing is expected to occur in June 2025.

**FISCAL IMPACT:**

Maximum Annual Debt Service (MADS) is expected to be \$2.4M annually at full disbursement for this new loan. Total MADS including the current HBCU loans is estimated to be approximately \$9.2M at full disbursement.

**PRESIDENT'S**

**RECOMMENDATION:** The President recommends approval.

**COMMITTEE**

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

**BOARD**

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

# **O'CONNELL HALL REIMBURSEMENT RESOLUTION**

## **BOARD OF REGENTS**

### **MORGAN STATE UNIVERSITY**

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

**TOPIC:** Approval of the Reimbursement Resolution to Support the Re-Development of O’Connell Hall and Provide for the Reimbursement of Project Costs Incurred Directly by Morgan State University (the “University”).

**COMMITTEE:** Finance and Facilities

**DATE OF MEETING:** May 5, 2025

**BRIEF EXPLANATION:** Pursuant to the executed Letter of Intent between the University and Maryland Economic Development Corporation (“MEDCO”) dated December 8, 2023 (“Letter of Intent”), approved by the Board of Regent on November 7, 2023, and subsequent amendment dated November 12, 2024 (“Supplemental LOI”), approved by the Board of Regents on November 11, 2024; the University requested MEDCO’s assistance with undertaking and performing directly (or obtaining the services of others) to assist with certain feasibility, early design, development approach, predevelopment, and analytical assessment of MEDCO’s potential bond financing, design, development, construction, ownership, and management of additional student housing projects as identified in the University’s campus-wide student housing strategic plan (the “Services”) to be performed on a fee for service basis. The Letter of Intent and the Supplemental LOI state that it is anticipated that the University be reimbursed for such payments under the Letter of Intent and the Supplemental LOI to the extent such costs are otherwise allowed to be funded with the proceeds of any bonds issued to finance any related approved projects.

Therefore, the University intends to expend money on the costs of the acquisition, development, construction and installation of the Projects, prior to the future tax-exempt financing to reimburse such expenditures.



Accordingly, the University makes a request to the Morgan State University Board of Regents for approval of the reimbursement resolution to support the re-development of O’Connell Hall and provide for the reimbursement of Project Costs incurred directly by the University.

**FISCAL IMPACT:** No net fiscal impact is expected from the amounts advanced by the University for the O’Connell Hall Project Costs eligible for and reimbursed by bond proceeds.

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

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

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

**RESOLUTIONS OF  
THE BOARD OF REGENTS OF  
MORGAN STATE UNIVERSITY**

**Adopted on May \_\_, 2025**

WHEREAS, Morgan State University (the “**University**”), an agency and instrumentality of the State of Maryland located at 1700 E. Cold Spring Lane, Baltimore, MD 21251, desires to make various capital improvements to its campus facilities including, but not limited to, the demolition of the existing O’Connell student housing facility and the development and construction of a new student housing facility and dining facility, including a pedestrian bridge and related infrastructure and capital improvements, and incur expenditures that may from time to time constitute working capital expenditures for the University (collectively, the “**Projects**”); and

WHEREAS, the University anticipates that the aggregate principal component of the costs of the Projects (the “**Project Costs**”) will not exceed One Hundred Fifty Million Dollars (\$150,000,000); and

WHEREAS, the University intends to select an issuer (the “**Issuer**”) to issue bonds for the benefit of the University in connection with the financing and refinancing of the Projects (or portions thereof) and, in addition to or in the alternative, the University may issue its own bonds or indebtedness in connection with the Projects (or any portion thereof), which bonds or indebtedness (collectively the “**Bonds**”) may be taxable or tax-exempt and issued as publicly offered or privately placed Bonds, or a combination thereof; and

WHEREAS, to comply with applicable provisions of the Internal Revenue Code of 1986, as amended (the “**Code**”), and Treasury Regulation Section 1.150-2 of the Income Tax Regulations (the “**Reimbursement Regulation**”), it is necessary, in order to reimburse such expenditures with the proceeds of tax-exempt obligations, that the Board of Regents of the University declare its official intent to make such a reimbursement of expenditures; and

NOW, THEREFORE, BE IT RESOLVED: That the University reasonably expects to pay, or be reimbursed for, the Project Costs including the costs of financing the Projects, the costs of issuing the Bonds and other related costs with the proceeds of the Bonds; and

BE IT FURTHER RESOLVED: That, as evidenced by these Resolutions, the University intends to expend money on the costs of the acquisition, development, construction and installation of the Projects, prior to the future tax-exempt financing to reimburse such expenditures. With respect to the Projects, the University reasonably expects the Issuer to issue tax-exempt obligations or the University to incur direct indebtedness for the Projects with an aggregate principal amount not to exceed One Hundred Fifty Million Dollars (\$150,000,000); and

BE IT FURTHER RESOLVED: That the University intends that these Resolutions be considered to be a declaration of official intent under the Reimbursement Regulation both as to

any tax-exempt debt that may be incurred with respect to the Projects or any interim taxable debt, to the extent permitted by the Reimbursement Regulation that may be incurred with respect to the Projects. The University intends that the Project Costs constitute “original expenditures” for the purposes of the Reimbursement Regulation; and

BE IT FURTHER RESOLVED: That (a) except as to “preliminary expenditures” or “de minimis” amounts (as both such terms are used within the meaning of, and subject to the limitations of, the Reimbursement Regulation): (i) these Resolutions are being adopted not later than sixty (60) days after the payment of the original expenditures intended to be reimbursed, and (ii) a reimbursement allocation will be made not later than eighteen (18) months after the later of the date the original expenditure is paid or the dates the Projects are each placed in service or abandoned, but in no event more than three (3) years after the original expenditure is paid, and (b) the original expenditures that are the subject of these Resolutions to be reimbursed as provided herein (including without limitation any “de minimis amounts” and “preliminary expenditures”) will be capital expenditures or other expenditures permitted to be reimbursed by the Reimbursement Regulation; and

BE IT FURTHER RESOLVED: That any prior resolutions regarding the subject matter herein shall remain in full force and effect, except to the extent that such prior resolutions are inconsistent with the foregoing Resolutions.

ACCORDINGLY, I HEREBY CERTIFY that the foregoing Resolutions were duly adopted at the meeting of the Board of Regents of Morgan State University, held on May \_\_, 2025, which meeting was duly called and held in accordance with all applicable laws and the applicable policies/bylaws of the University and at which meeting a quorum was present and acting throughout, and that such Resolutions have not been repealed or amended and remain in full force and effect on the date hereof.

WITNESS my hand and the seal of Morgan State University this \_\_\_\_ day of \_\_\_\_\_, 2025.

MORGAN STATE UNIVERSITY

By: \_\_\_\_\_  
Name:  
Title:



*Division of Finance & Administration*

November 12, 2024

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

Attention: J. Thomas Sadowski, Executive Director

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

Dear Mr. Sadowski:

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

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

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

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

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

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


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

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

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

Very truly yours,

**MORGAN STATE UNIVERSITY**

By: 

Name: David LaChina

Title: EVP for Finance and Administration

Accepted:

**MARYLAND ECONOMIC DEVELOPMENT CORPORATION**

By: 

Name: J. Thomas Sadowski, Jr.

Title: Executive Director



**ATTACHMENT 1 – LETTER OF INTENT DATED DECEMBER 8, 2023**



*Division of Finance & Administration*

December 08, 2023

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

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

Dear Mr. Sadowski,

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

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

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

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

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

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

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

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

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

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


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

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

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

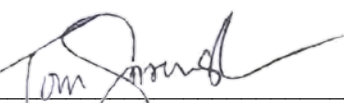
Very truly yours,

MORGAN STATE UNIVERSITY

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

Accepted:

MARYLAND ECONOMIC DEVELOPMENT CORPORATION

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

# ITEMS FOR INFORMATION



**MORGAN STATE UNIVERSITY  
BOARD OF REGENTS Finance  
and Facilities Committee  
May 5, 2025**

**FY 2025 FINANCIAL STATUS UPDATE**

Third quarter ending March 31, 2025

**OVERVIEW**

The University continues to operate in a volatile and uncertain economic environment. With inflation and economic concerns continuing, there is ongoing pressure on the University's budget and its ability to operate within existing resources, and on the day-to-day University operations. The current economic challenges, uncertainty of the US economy, and the international conflicts could critically impact the University's financial position now and into the future. Further, state budget concerns are now a reality. While the future may still hold considerable challenges, FY 2025 started off well with the University's final fall 2024 enrollment headcount reaching 10,739, an increase of 931 students or 9.5% as compared to FY 2024, fall 2023, and once again resulting in the largest enrollment in the University's history. In fact, prior to the drop, the University hosted in excess of 11,000 students on campus.

Continued strong enrollment of freshman and an increased out-of-state mix (approx. 45%) has created record demand for campus sponsored housing. While increased revenue is a welcome event, the increased demand continues to stress both the teaching and housing infrastructures resulting in an increased need for additional faculty and leased housing requirements to meet student demand, among other additional administrative costs. Budget reductions for the FY26 fiscal year will increase pressure on the University as enrollment growth continues, even if at a slower pace.

As shown in Attachment I, the University realized \$414.3 million in operating revenues as of March 31, 2025. This represents 90.2 percent of the total university operating budget, which includes state support and self-supporting programs, including Restricted Funds and Auxiliary Enterprises, and is generally consistent with the prior year's percent utilization. Operating expenses for the same period were \$380.9 million, representing 83.0 percent of the total university operating budget. While the University's cost containment program, implemented during the pandemic, is less restrictive, the University continues to be focused on controlling costs. The increase in enrollment has increased the University's need for additional infrastructure which is partially offsetting the increase in tuition revenue. Special attention to the effects of inflation, supply chain backlog and other economic pressures will continue to remain in place during the fiscal year.

FY25 revised operating budget, resulting mostly from better-than-expected fall enrollment results and other activity and adjustments, is summarized below:

<b>FY 2025 Budget Rev 10/24</b>	<b>Revenues</b>	<b>Expenditures</b>	<b>Net</b>
STATE - SUPPORTED PROGRAMS:	303,925,000	303,925,000	-
SELF - SUPPORTED PROGRAMS:			
Auxiliary	66,205,000	66,205,000	-
Research	89,000,000	89,000,000	-
TOTAL UNIVERSITY OPERATING	459,130,000	459,130,000	-

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

### **STATE SUPPORT**

Per Attachment I, the University realized \$264.8 million of revenues or 87.1 percent of the budget while the University expended \$241.2 million or 79.4 percent of the adjusted base operating budget. This level of revenue and expense utilization is generally consistent with the prior year. 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 \$149.4 million of revenues or 96.3 percent of the budget resulting from increased research, housing and board activity and are consistent with the prior year. As outlined per Attachment I, the programs expended \$139.7 million or 90.0 percent of the adjusted base operating budget.

### **SUMMARY**

Economic uncertainty remains, resulting in on-going pressure on the University's ability to operate within existing resources and to invest for the future. While the increase in enrollment has resulted in welcomed additional resources, the University has also incurred additional costs resulting from the increased demand and challenges for instruction as well as student and facilities infrastructures. Considerable financial uncertainty continues, both in the form of unexpected costs and potential future pressure on revenue. Inflation continues to be of concern, which places additional pressure on the University's cost base. While the Federal Reserve continues its strategies to tame inflation, the volatility in the financial markets, coupled with inflation will impact future expenses for the University. Additionally, the ongoing supply chain bottlenecks continue to have a direct impact on our operating expenses in terms of higher costs for the goods and services we pay for as well as their timely availability. Labor shortages are also putting pressure on the University's salary structure as the cost to hire new employees increases, resulting in salary compression for existing employees. FY26 budget reductions required for the State budget will add additional pressure to the University.

Expenditure planning as well as new creative revenue models need to be the constant focus of the University to maintain financial stability given the time it may take to return to a stable, predictable environment and economy. Future revenue growth could be realized from the Morgan Completes You (MCY) initiative, which kicked-off in pilot form for spring 2022 with 11 students enrolled, 62 in fall 2022, 125 in fall 2023 and over 200 for fall 2024. **The need for**

**more consistent and diverse revenue streams is paramount.** The HBCU Fund 41 budget is supporting various University initiatives, including identifying new revenue streams through an expansion of new academic and online programs. This budget will also support the hiring of new tenure and tenure track faculty and scholarships along with providing funding for support resources for the future.

In spite of general uncertainties, the University's financial outlook should remain strong if we continue to manage costs, generate new revenue streams, and continue to price our educational services fairly and competitively.

## **HBCU FINANCING**

During the May 2022 Board meetings, the University obtained approval to submit a new application to the HBCU Capital Financing Program to borrow up to \$65.0 million (the 2022 HBCU Loan). As previously reported, the 2022 HBCU Loan closed in December 2022 with proceeds from this new financing allocated between student housing renovations and other critical deferred maintenance projects at the University. This is in addition to the earlier 2020 HBCU financing for the Public Safety Building (\$16.5M) and the Thurgood Marshall Dining project (\$32M). For historical reference, the 2020 HBCU Loan also included \$21.3M to refinance existing Auxiliary Bonds which was subsequently satisfied/forgiven as part of a federal program during the COVID period. Disbursements for the 2020 HBCU loan totaled \$42.8 million for the remaining projects with \$41.5M outstanding at June 30, 2024. Funds from the 2022 HBCU loan have already started to be utilized for renovation in Murphy Fine Arts (est. \$4M), the renovation of legacy housing facilities (Baldwin and Cummings - est. \$30M), completing Hurt Building renovations (est. \$15M) and various deferred maintenance projects (est. \$11M). Each one of these capital projects is underway and are substantially complete. Approximately \$45.5M has been disbursed and is outstanding at March 31, 2025 under the 2022 HBCU loan with an additional \$20M of requests expected to be submitted by December 31, 2025 after a 1-year extension was approved by the program. Total HBCU loans outstanding at March 31, 2025 are approximately \$85.9M. The University's overall capital program is funded by the State of Maryland, the MCEC/Siemens partnership, and the borrowed funds from the HBCU Capital Financing Program. A robust capital budget coupled with solid operating performance will continue to support the University's strong credit rating.

During the May 2022 Board meetings, the University obtained approval to submit a new application to the HBCU Capital Financing Program to borrow up to \$35.0 million (the 2025 HBCU Loan).

## **FY 2025 OPERATING BUDGET**

The FY 2025 budget reflects \$163.3 million for General Funds, \$4.6 million for HEIF and \$26.4 million for HBCU settlement funds, for a total of \$194.3 million. The FY25 base general fund allocation includes FY24 COLA and increment annualizations as well as statutory changes and other changes implemented by the Office of Budget and Analysis; however, FY25 salary adjustments (FY25 COLA and increment) have not been included pending expected budget amendments from the State. Amendments to the FY25 budget are expected from the state prior to our fiscal year-end close.

## **FY 2026 OPERATING BUDGET**

The FY 2026 budget target reflected \$177.4 million for general funds, \$4.6 million for HEIF and \$26.4 million for HBCU settlement funds, for a total of \$208.7 million. The base general fund allocation includes the FY25 COLA and increment annualizations as well as statutory changes and other changes implemented by the Office of Budget and Analysis.

The Governor's recommendation, which has been approved by the Legislature, totals \$3.3 million on a net adjustments basis as detailed in the legislative decision summary report, resulting in \$164.7 million for general funds, \$5.3 million for HEIF and \$27.6 million for HBCU settlement funds, for a total of \$197.6 million.

Combining the general fund and HEIF balances for the FY26 target and the FY26 legislative decision reflects \$182M and \$170M, respectively. The difference from the FY26 target guidance to the FY26 legislative decision reflects a total **\$12M reduction** in state budget funding. This is expected to be a permanent reduction to the University's state support budget starting in FY26. HBCU Settlement funding is provided for by separate legislation.

## **TUITION AND FEES – FY27 (FALL 2026) PROPOSAL**

Tuition and mandatory fees had been unchanged since fall 2019 even though the cost of education since 2019 has continued to rise. Normal 2% to 3% annual tuition increases for the fall 2020, fall 2021 and fall 2022, essentially three years of rate increases, were foregone in light of the financial hardships endured by students and their families as a result of the COVID pandemic and have helped to support the enrollment increase during the same period.

While being sensitive to the rising of cost of education, and the general financial challenges of the community we serve, an increase in tuition of 2% effective for the fall 2025 semester (FY26) was approved at the August 2024 Board of Regents meeting. In an effort to continue to streamline recruiting and billing processes and be clear and transparent about the cost of education, a proposal for FY27 tuition and fees is now being presented for discussion and potential approval in August 2025, based on level enrollment, the fiscal impact of a 2% increase is expected to result in an additional \$2.1 million in gross tuition revenue for FY27. Consideration for this increase is requested given ongoing additional investments needed in both the academic and student support infrastructures. Further, this increase is consistent with our peer intuitions and the other public institutions' actions on increased tuition. While access and affordability are hallmarks for Morgan, tuition increases have a direct impact on the University's ability to continue to deliver high quality educational services as enrollment and student services needs continue to grow.

Mandatory fees have foregone traditional annual rate increases since fall 2019; with no increase in fees being proposed as the University prepares to establish a working group to evaluate and review the existing fee structure. Overall, the University's mandatory fee structure requires a revision and a potential increase with consideration given to adding a technology fee in light of increased technology needs and support, particularly with respect to pandemic period upgrades to AV technology in classrooms across campus and new technologies coming online with the new buildings being constructed. The goal will be to align the mandatory fees with the student services supported by the fees.

Housing had similarly foregone traditional rate increases in an effort to ease the financial burden on students and their families during and in the period following COVID. However, FY22 and FY23 saw an increase in housing rates of 4% as well as additional rates proposed for specific off campus leases required to supplement the demand for housing. These increases are necessary to keep pace with the rising cost of market-based housing, inflation, and off-campus lease agreements which require annual increases. As such, we are proposing that housing rates be increased for fall 2026 (FY27) by 4%. Based on level activity, the fiscal impact of a 4% increase is expected to result in an additional \$2.1 million in housing revenue required to keep pace with costs of off-campus leased premises. Note that these increases do not support additional costs incurred for security and shuttle services for off-campus housing which have continued to rise.

Sodexo Magic, our food services vendor has noted inflation pressures and the rising cost of food service will require pricing adjustment going forward. FY26 rates reflected an increase of 10% to keep pace in inflation and wage related increases. The proposal for FY27, based on level activity, is an 8% increase in board rates which is expected to result in an additional \$1.3 million in board revenue required to offset the rising cost of food service to the university.

These rate increases are necessary to support the rising cost to deliver a high-quality educational system. As stated previously, every aspect of the University's operations is experiencing inflationary pressures, along with the increased enrollment infrastructure demands.

**MORGAN STATE UNIVERSITY  
WORKING BUDGET VS. REVENUE REALIZED  
FISCAL YEAR 2025**

Actual for the Period Ending March 31, 2025

	<b>FUNDING SOURCE</b>	<b>WORKING BUDGET</b>	<b>REVENUES</b>	<b>BALANCE</b>	<b>PERCENT REALIZED</b>
<b>STATE - SUPPORTED PROGRAMS:</b>					
Tuition and Fees	State	97,490,000	106,652,661	(9,162,661)	109.4%
State Appropriations	State	194,245,000	145,432,786	48,812,214	74.9%
Grants and Contracts	State	8,850,000	7,160,904	1,689,096	80.9%
Other Sources	State	3,340,000	5,591,746	(2,251,746)	167.4%
<b>TOTAL STATE - SUPPORTED PROGRAMS</b>		<b>303,925,000</b>	<b>264,838,097</b>	<b>39,086,903</b>	<b>87.1%</b>
<b>SELF - SUPPORTED PROGRAMS:</b>					
Sales and Services - Auxiliary Enterprises	Auxiliary	66,205,000	64,325,196	1,879,804	97.2%
Federal Grants and Contracts	Restricted Funds	83,500,000	80,080,694	3,419,306	95.9%
State Grants and Contracts	Restricted Funds	1,500,000	1,809,924	(309,924)	120.7%
Private Grants and Contracts	Restricted Funds	4,000,000	3,222,384	777,616	80.6%
<b>TOTAL SELF - SUPPORTED PROGRAM</b>		<b>155,205,000</b>	<b>149,438,198</b>	<b>5,766,802</b>	<b>96.3%</b>
<b>TOTAL UNIVERSITY</b>		<b>459,130,000</b>	<b>414,276,295</b>	<b>44,853,705</b>	<b>90.2%</b>

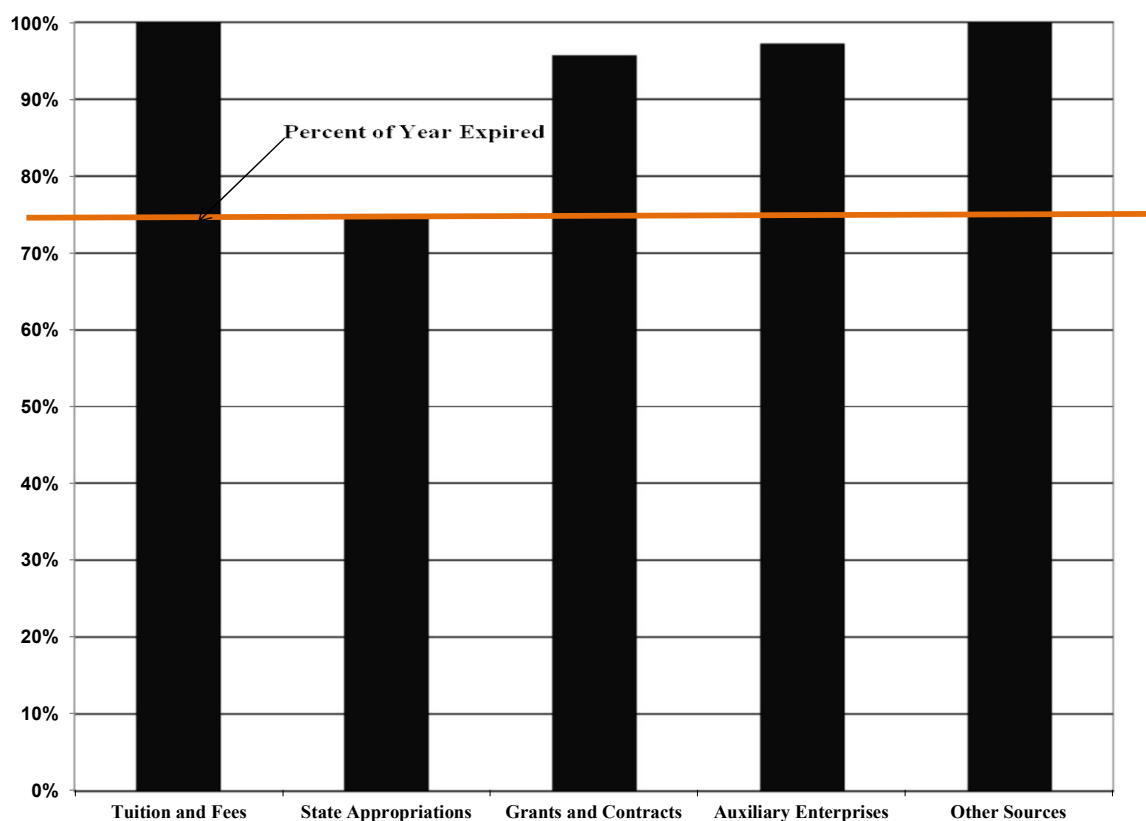
**MORGAN STATE UNIVERSITY  
WORKING BUDGET VS. EXPENDITURE  
FISCAL YEAR 2025**

Actual for the Period Ending March 31, 2025

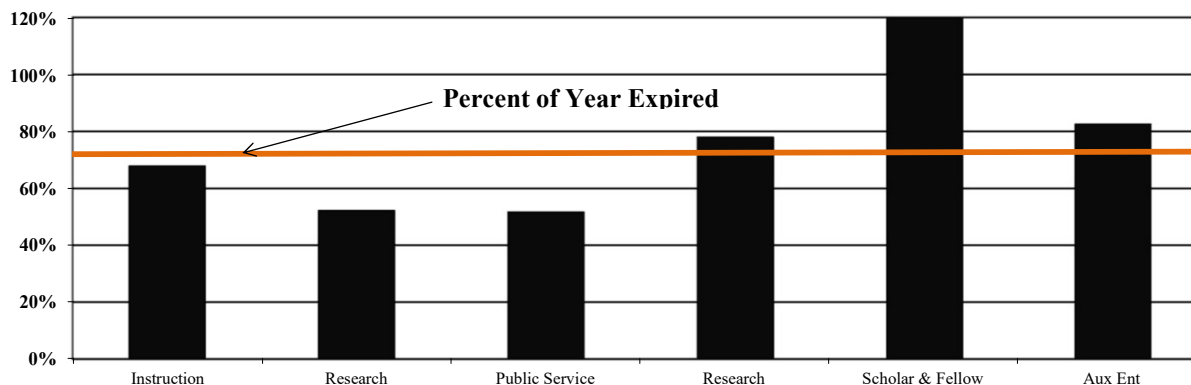
	<b>FUNDING SOURCE</b>	<b>WORKING BUDGET</b>	<b>EXPENDITURES</b>	<b>BALANCE</b>	<b>PERCENT EXPENDED</b>
<b>STATE - SUPPORTED PROGRAMS:</b>					
Instruction	State	87,072,500	59,051,913	28,020,587	67.8%
Research	State	22,227,000	11,599,265	10,627,735	52.2%
Public Service	State	365,000	188,488	176,512	51.6%
Academic Support	State	41,925,000	29,411,635	12,513,365	70.2%
Student Services	State	13,740,500	10,720,361	3,020,139	78.0%
Institutional Support	State	64,988,000	58,219,597	6,768,403	89.6%
Plant Operations and Maintenance	State	35,637,000	29,749,459	5,887,541	83.5%
Scholarships and Fellowships	State	37,970,000	42,224,898	(4,254,898)	111.2%
<b>TOTAL STATE - SUPPORTED PROGRAM</b>		<b>303,925,000</b>	<b>241,165,615</b>	<b>62,759,385</b>	<b>79.4%</b>
<b>SELF-SUPPORTED PROGRAMS:</b>					
Auxiliary Enterprises	Auxiliary	66,205,000	54,635,247	11,569,753	82.5%
Research	Restricted Funds	63,521,000	49,510,171	14,010,829	77.9%
Restricted Scholarships and Fellowships	Restricted Funds	25,479,000	35,602,831	(10,123,831)	139.7%
<b>TOTAL SELF-SUPPORTED PROGRAM</b>		<b>155,205,000</b>	<b>139,748,249</b>	<b>15,456,751</b>	<b>90.0%</b>
<b>TOTAL UNIVERSITY</b>		<b>459,130,000</b>	<b>380,913,864</b>	<b>78,216,136</b>	<b>83.0%</b>



**WORKING BUDGET VS. REVENUE REALIZED**  
**FISCAL YEAR 2025**  
 Actual for the Period Ending March 31, 2025



**PERCENT OF BUDGET EXPENDED BY PROGRAM**  
**FISCAL YEAR 2025**  
 Actual for the Period March 31, 2025



STATE SUPPORT

SELF SUPPORT

**MORGAN STATE UNIVERSITY  
BOARD OF REGENTS  
Finance and Facilities Committee  
May 5, 2025**

**LEGISLATIVE DECISION – FY 2026 OPERATING BUDGET**

As per the Governor’s recommendation, the University’s base general fund operating budget is projected to increase to \$197.6M in FY 2026 from \$194.2M in FY 2025 or by 1.7% net, to fund the following initiatives:

<b>Annualization of FY25 COLA/Increment</b>	<b>13.0</b>
<b>Removing One-Time Funding- AI Center</b>	<b>(0.5)</b>
<b>Removing One-Time Funding- Coastal Climate</b>	<b>(0.08)</b>
<b>Center Operating Impact- CGW Renovation</b>	<b>2.0</b>
<b>HBCU Funding- Calculation Adjustment</b>	<b>0.8</b>
<b>Governor's Reduction Adjustment</b>	<b>(10.2)</b>
<b>Statewide Sub-Object Adjustments</b>	<b>(1.7)</b>
<b>Total</b>	<b><u>\$3.3M*</u></b>

Please note that funding for FY25 COLA (3%) and Increment increase is currently in DBM’s budget and is scheduled to be appropriated to the University later in the fiscal year.

The Governor’s proposed allowance does not include any discretionary funding. All proposed funding is mandated and restricted to the categories above.

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

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

**MORGAN STATE UNIVERSITY**  
**BOARD OF REGENTS**  
**Finance & Facilities Committee**  
**May 5, 2025**

**LEGISLATIVE DECISION - FY 2026 CAPITAL BUDGET**

The Governor recommended \$104,236,000 for Morgan in General Obligation (GO) Bonds. The Legislature appropriated \$95,236,000 in GO Bonds and \$9,000,000 in Special Funds (SF). The SF will be used to pay for the sustainability portions of the New Science Building.

<b>Project</b>	<b>Governor's Recommendation</b>	<b>Type</b>	<b>Legislative Decision</b>
Deferred Maintenance	\$13,400,000*	P,C,E	\$13,400,000*
New Science, Phase II	\$69,580,000	P,C	\$69,580,000**
Campus Expansion: Lake Clifton (Demolition & Valve House Stabilization)	\$ 6,256,000	P,C	\$ 6,256,000
Campus-wide Electric Upgrades	\$15,000,000	P,C	\$15,000,000
Total	\$104,236,000		\$104,236,000

*\*Included in the \$13,400,000 is \$10,000,000 to replace FY 2023 general funds which were reverted to provide operating budget relief*

*\*\*New Science, Phase II appropriation is comprised of \$60,580,000 in Go Bonds and \$9,000,000 in special funds from the Strategic Investment Fund to fund the sustainability components of the project*

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

**Deferred Maintenance**

Funding is being provided to continue renovating, repairing, and upgrading building systems and infrastructure to address the significant deferred maintenance backlog. The backlog is estimated at between \$150 million and \$200 million. The University is augmenting the State's investment in its campus facilities through the operating budget, federal HBCU Capital Financing Program loan funding, Energy Performance contracts (EPC), and two grants from the National Park Service for repairs to the University Memorial Chapel. The FY 2026 funding is for 3 projects: (1) Murphy Fine Arts Roof and Exterior Door Replacements, (2) Fire Alarm Upgrades and (3) Central Heating Plant Boiler Repairs.

**New Science Center, Phase II**

This funding provides additional design and construction funding for the new Sciences Building to house the biology and chemistry departments and the Dean's Office on the site of the existing Washington Service Center. The Department of Budget and Management deferred additional funding for the renovation of Carter-Grant-Wilson and reverted a portion of the prior authorization to accommodate this project.

**Campus Expansion, Multipurpose Convocation and Teaching Complex, Phase I (Demolition of Lake Clifton/Valve House Stabilization)**

This funding provides additional design and construction funds for the demolition of Lake Clifton High School and the stabilization of the historic Valve House. The solicitation for design has been advertised.

**FY 2027 / Fall 2026  
TUITION AND FEES PROPOSAL**

**MORGAN STATE UNIVERSITY**  
Proposed Impact of Tuition, & Room and Board Rate Increases  
**Fiscal Year 2027**

		Rate increase:		2%					
Tuition		FY 2025	FY 2026	FY 2027	Difference	FY 2025	FY 2026	FY 2027	Difference
FT-Undergraduate (annual)									
In-State		\$5,698	\$5,815	\$5,931	\$116	\$24,569,388	\$25,060,776	\$25,561,991	\$501,216
Out of State		\$16,593	\$16,925	\$17,264	\$339	\$60,267,880	\$61,473,238	\$62,702,702	\$1,229,465
By Credit Hour									
PT- Undergraduate- Resident		\$260	\$265	\$270	\$5	\$2,262,650	\$2,307,903	\$2,354,061	\$46,158
PT- Undergraduate- Non-Resident		\$654	\$670	\$683	\$13	\$2,476,884	\$2,526,422	\$2,576,950	\$50,528
Graduate- Resident		\$473	\$485	\$495	\$10	\$6,973,127	\$7,112,590	\$7,254,841	\$142,252
Graduate- Non-Resident		\$930	\$950	\$969	\$19	\$6,587,363	\$6,719,110	\$6,853,492	\$134,382
CICS (by Credit Hour)									
		FY25 Rate	FY26 Rate	FY27 Rate	Difference				
Undergraduate		\$260	\$265	\$270	\$5	\$874,395	\$891,883	\$909,721	\$17,838
Graduate		\$473	\$485	\$495	\$10	\$107,682	\$109,836	\$112,032	\$2,197
Tuition Revenue						\$104,119,369	\$106,201,756	\$108,325,792	\$2,124,035
Mandatory Fees									
		FY25 Rate	FY26 Rate	FY27 Rate	Difference				
Full-time (annual)		\$2,531	\$2,531	\$2,531	\$0				
Part-Time (per Credit Hour)		\$81.50	\$81.50	\$81.50	\$0				
Room Rates (annual)									
		Rate increase:		4%					
		FY25 Rate	FY26 Rate	FY27 Rate	Difference	FY25 Revenue	FY26 Revenue	FY27 Revenue	Difference
On-Campus Single		\$12,840	\$13,355	\$13,889	\$534				
On-Campus Double		\$7,537	\$7,840	\$8,154	\$314				
On-Campus Triple		n/a	\$7,535	\$7,836	\$301				
Marble Hall Gardens 1BR/1BA Double		n/a	\$13,400	\$13,936	\$536				
Marble Hall Gardens 2BR/1BA Single		n/a	\$14,360	\$14,934	\$574				
TM Hall Single 4BR/1BA Suite (MEDCO)		\$12,840	\$13,355	\$13,889	\$534				
TM Hall Double 2BR/1BA Suite (MEDCO)		\$10,630	\$11,055	\$11,497	\$442				
TM Hall Double 1BR/1BA Suite (MEDCO)		\$11,690	\$12,160	\$12,646	\$486				
Towson Town 2BR/2BA Double		\$13,900	\$14,460	\$15,038	\$578				
Towson Town 2BR/2BA Single		\$14,330	\$14,905	\$15,501	\$596				
Legacy Hall Single 4BR/1BA Suite (MEDCO)		\$12,840	\$13,355	\$13,889	\$534				
Legacy Hall Double 2BR/1BA Suite (MEDCO)		\$10,630	\$11,055	\$11,497	\$442				
Legacy Hall Double 1BR/1BA Suite (MEDCO)		\$11,690	\$12,160	\$12,646	\$486				
Legacy Hall Double (MEDCO)		n/a	\$11,500	\$11,960	\$460				
Legacy Hall Triple (MEDCO)		n/a	\$9,500	\$9,880	\$380				
Baldwin-Cummings - Single		\$12,840	\$13,355	\$13,889	\$534				
Baldwin-Cummings - Double		\$11,690	\$12,160	\$12,646	\$486				
HH Midtown Single (6p suite)		\$12,700	\$13,210	\$13,738	\$528				
HH Midtown Single (4-5p suite)		\$12,960	\$13,480	\$14,019	\$539				
HH Midtown Single (2-3p suite)		\$14,465	\$15,045	\$15,647	\$602				
HH Midtown Double (3p suite)		n/a	\$11,150	\$11,596	\$446				
HH Midtown Double (5p suite)		n/a	\$10,110	\$10,514	\$404				
HH Midtown Double (6p suite)		n/a	\$9,890	\$10,286	\$396				
Altus/York-Single		\$13,900	\$14,460	\$15,038	\$578				
Altus/York-Double		\$12,334	\$12,830	\$13,343	\$513				
Enolia (4p Apt.)		n/a	\$14,670	\$15,257	\$587				
Enolia (2p Apt.)		n/a	\$15,735	\$16,364	\$629				
Enolia (1p Apt.)		n/a	\$15,975	\$16,614	\$639				
Housing Revenue						\$51,031,200	\$53,072,448	\$55,195,346	\$2,122,898
Board Rates (annual)									
		Rate increase:		8%					
		FY25 Rate	FY26 Rate	FY27 Rate	Difference	FY25 Revenue	FY26 Revenue	FY27 Revenue	Difference
Platinum Plan		\$5,785	\$6,365	\$6,874	\$509				
Gold Plan		\$5,120	\$5,635	\$6,086	\$451				
Silver Plan		\$4,790	\$5,270	\$5,692	\$422				
1000 Dining Dollar Plan		\$950	\$950	\$950	\$0				
750 Dining Dollar Plan		\$715	\$715	\$715	\$0				
500 Dining Dollar Plan		\$475	\$475	\$475	\$0				
250 Dining Dollar Plan		\$250	\$250	\$250	\$0				
Commuter Block 100		\$900	\$900	\$900	\$0				
Commuter Block 75		\$700	\$700	\$700	\$0				
Commuter Block 50		\$470	\$470	\$470	\$0				
Commuter Block 25		\$250	\$250	\$250	\$0				
Board Revenue						\$14,887,537	\$16,376,291	\$17,686,394	\$1,310,103
Total proposal fiscal impact (to revenue)									\$5,557,036
Summary		FY 2025	FY 2026	FY 2027	Difference				
Total Tuition and Mandatory Fees									
FT-Undergraduate-Resident		\$8,229	\$8,346	\$8,462	\$116				
FT-Undergraduate-Non-Resident		\$16,675	\$17,007	\$17,345	\$339				
Room and Board (On Campus)		\$12,327	\$13,110	\$13,845	\$735				
Total Tuition, Mandatory Fees, & R&B (On Campus)									
FT-Undergraduate-Resident		\$20,556	\$21,456	\$22,308	\$852				
FT-Undergraduate-Non-Resident		\$29,002	\$30,117	\$31,190	\$1,074				

**MORGAN STATE UNIVERSITY**  
Proposed Impact of Tuition, Mandatory Fees, & Room and Board Increases  
**Fiscal Year 2027**

**FULL-TIME (Per Annum)**

	Current Rate	Proposed Increase amount by %					
<i>Tuition (FT-Undergraduate)</i>		2%		3%		4%	
	FY 2026	Rate	Difference	Rate	Difference	Rate	Difference
In-State	\$5,815	\$5,931	\$116	\$5,989	\$174	\$6,048	\$233
Out of State	\$16,925	\$17,264	\$339	\$17,433	\$508	\$17,602	\$677

	Current Rate	Proposed Increase amount by %					
<i>By Credit Hour</i>		2%		3%		4%	
	FY 2026	Rate	Difference	Rate	Difference	Rate	Difference
PT- Undergraduate- Resident	\$260	\$265	\$5	\$268	\$8	\$270	\$10
PT- Undergraduate- Non-Resident	\$654	\$667	\$13	\$674	\$20	\$680	\$26
Graduate- Resident	\$473	\$482	\$9	\$487	\$14	\$492	\$19
Graduate- Non-Resident	\$930	\$949	\$19	\$958	\$28	\$967	\$37



	Current Rate	Proposed Increase amount by %					
Mandatory Fees (Full Time, per yr)		0%		3%		6%	
	FY 2026	Rate	Difference	Rate	Difference	Rate	Difference
Student Activity*	\$88	\$88	\$0	\$91	\$3	\$93	\$5
Athletic	\$1,177	\$1,177	\$0	\$1,212	\$35	\$1,248	\$71
Student Union Operating	\$478	\$478	\$0	\$492	\$14	\$507	\$29
Auxiliary Facilities	\$518	\$518	\$0	\$534	\$16	\$549	\$31
Health Center	\$44	\$44	\$0	\$45	\$1	\$47	\$3
Academic Facilities	\$132	\$132	\$0	\$136	\$4	\$140	\$8
Transportation	\$94	\$94	\$0	\$97	\$3	\$100	\$6
<b>TOTAL</b>	<b>\$2,531</b>	<b>\$2,531</b>	<b>\$0</b>	<b>\$2,607</b>	<b>\$76</b>	<b>\$2,683</b>	<b>\$152</b>

	Current Rate	Proposed Increase amount by %					
Mandatory Fees (Part Time-per credit)		0%		3%		6%	
	FY 2026	Rate	Difference	Rate	Difference	Rate	Difference
Student Activity	\$1.00	\$1.00	\$0.00	\$1.03	\$0.03	\$ 1.06	\$ 0.06
Athletic	\$36.50	\$36.50	\$0.00	\$37.60	\$1.10	\$ 38.69	\$ 2.19
Student Union Operating	\$17.00	\$17.00	\$0.00	\$17.51	\$0.51	\$ 18.02	\$ 1.02
Auxiliary Facilities	\$15.00	\$15.00	\$0.00	\$15.45	\$0.45	\$ 15.90	\$ 0.90
Academic Facilities	\$8.00	\$8.00	\$0.00	\$8.24	\$0.24	\$ 8.48	\$ 0.48
Transportation	\$4.00	\$4.00	\$0.00	\$4.12	\$0.12	\$ 4.24	\$ 0.24
<b>Total:</b>	<b>\$81.50</b>	<b>\$81.50</b>	<b>\$0.00</b>	<b>\$83.95</b>	<b>\$2.45</b>	<b>\$86.39</b>	<b>\$4.89</b>

		Proposed Increase amount by %					
<i>*Student Activity Breakdown</i>		0%		3%		6%	
	FY 2026	Rate	Difference	Rate	Difference	Rate	Difference
Band	\$6.00	\$6.00	\$0.00	\$6.18	\$0.18	\$6.36	\$0.36
Choir	\$6.00	\$6.00	\$0.00	\$6.18	\$0.18	\$6.36	\$0.36
Intramurals	\$20.00	\$20.00	\$0.00	\$20.60	\$0.60	\$21.20	\$1.20
Student Media	\$2.00	\$2.00	\$0.00	\$2.06	\$0.06	\$2.12	\$0.12
SGA	\$54.00	\$54.00	\$0.00	\$55.62	\$1.62	\$57.24	\$3.24
<b>Total:</b>	<b>\$88.00</b>	<b>\$88.00</b>	<b>\$0.00</b>	<b>\$90.64</b>	<b>\$2.64</b>	<b>\$93.28</b>	<b>\$5.28</b>

Room	FY 2026	Proposed Increase amount by %					
		2%		4%		5%	
		Rate	Difference	Rate	Difference	Rate	Difference
On-Campus Single	\$13,355	\$13,622	\$267	\$13,889	\$534	\$14,023	\$668
On-Campus Double	\$7,840	\$7,997	\$157	\$8,154	\$314	\$8,232	\$392
On-Campus Triple	\$7,535	\$7,686	\$151	\$7,836	\$301	\$7,912	\$377
Off-Campus Double	\$10,110	\$10,312	\$202	\$10,514	\$404	\$10,616	\$506
Off-Campus Single	\$14,360	\$14,647	\$287	\$14,934	\$574	\$15,078	\$718
Marble Hall Gardens 1BR/1BA Double	\$13,400	\$13,668	\$268	\$13,936	\$536	\$14,070	\$670
Marble Hall Gardens 2BR/1BA Single	\$14,360	\$14,647	\$287	\$14,934	\$574	\$15,078	\$718
TM Hall Single 4BR/1BA Suite (MEDCO)	\$13,355	\$13,622	\$267	\$13,889	\$534	\$14,023	\$668
TM Hall Double 2BR/1BA Suite (MEDCO)	\$11,055	\$11,276	\$221	\$11,497	\$442	\$11,608	\$553
TM Hall Double 1BR/1BA Suite (MEDCO)	\$12,160	\$12,403	\$243	\$12,646	\$486	\$12,768	\$608
Towson Town 2BR/2BA Double	\$14,460	\$14,749	\$289	\$15,038	\$578	\$15,183	\$723
Towson Town 2BR/2BA Single	\$14,905	\$15,203	\$298	\$15,501	\$596	\$15,650	\$745
Legacy Hall Single 4BR/1BA Suite (MEDCO)	\$13,355	\$13,622	\$267	\$13,889	\$534	\$14,023	\$668
Legacy Hall Double 2BR/1BA Suite (MEDCO)	\$11,055	\$11,276	\$221	\$11,497	\$442	\$11,608	\$553
Legacy Hall Double 1BR/1BA Suite (MEDCO)	\$12,160	\$12,403	\$243	\$12,646	\$486	\$12,768	\$608
Legacy Hall Double (MEDCO)	\$11,500	\$11,730	\$230	\$11,960	\$460	\$12,075	\$575
Legacy Hall Triple (MEDCO)	\$9,500	\$9,690	\$190	\$9,880	\$380	\$9,975	\$475
Baldwin-Cummings - Single	\$13,355	\$13,622	\$267	\$13,889	\$534	\$14,023	\$668
Baldwin-Cummings - Double	\$12,160	\$12,403	\$243	\$12,646	\$486	\$12,768	\$608
HH Midtown Single (6p suite)	\$13,210	\$13,474	\$264	\$13,738	\$528	\$13,871	\$661
HH Midtown Single (4-5p suite)	\$13,480	\$13,750	\$270	\$14,019	\$539	\$14,154	\$674
HH Midtown Single (2-3p suite)	\$15,045	\$15,346	\$301	\$15,647	\$602	\$15,797	\$752
HH Midtown Double (3p suite)	\$11,150	\$11,373	\$223	\$11,596	\$446	\$11,708	\$558
HH Midtown Double (5p suite)	\$10,110	\$10,312	\$202	\$10,514	\$404	\$10,616	\$506
HH Midtown Double (6p suite)	\$9,890	\$10,088	\$198	\$10,286	\$396	\$10,385	\$495
Altus/York-Single	\$14,460	\$14,749	\$289	\$15,038	\$578	\$15,183	\$723
Altus/York-Double	\$12,830	\$13,087	\$257	\$13,343	\$513	\$13,472	\$642
Enolia (4p Apt.)	\$14,670	\$14,963	\$293	\$15,257	\$587	\$15,404	\$734
Enolia (2p Apt.)	\$15,735	\$16,050	\$315	\$16,364	\$629	\$16,522	\$787
Enolia (1p Apt.)	\$15,975	\$16,295	\$320	\$16,614	\$639	\$16,774	\$799

		Proposed Increase amount by %					
Board		4%		6%		8%	
	FY 2026	Rate	Difference	Rate	Difference	Rate	Difference
Platinum Plan	\$6,365	\$6,620	\$255	\$6,747	\$382	\$6,874	\$509
Gold Plan	\$5,635	\$5,860	\$225	\$5,973	\$338	\$6,086	\$451
Silver Plan	\$5,270	\$5,481	\$211	\$5,586	\$316	\$5,692	\$422
1000 Dining Dollar Plan	\$950	\$950	\$0	\$950	\$0	\$950	\$0
750 Dining Dollar Plan	\$715	\$715	\$0	\$715	\$0	\$715	\$0
500 Dining Dollar Plan	\$475	\$475	\$0	\$475	\$0	\$475	\$0
250 Dining Dollar Plan	\$250	\$250	\$0	\$250	\$0	\$250	\$0
Commuter Block 100	\$900	\$900	\$0	\$900	\$0	\$900	\$0
Commuter Block 75	\$700	\$700	\$0	\$700	\$0	\$700	\$0
Commuter Block 50	\$470	\$470	\$0	\$470	\$0	\$470	\$0
Commuter Block 25	\$250	\$250	\$0	\$250	\$0	\$250	\$0

**Morgan State University**  
**Comparison of Tuition and Fees**  
**Fiscal Year 2025**

Description		UMCP	BOWIE	TOWSON	UMES	FROST	COPPIN	U OF B	SALIS	UMBC	MORGAN	ST. MARY
<b>FT Undergraduate</b>												
	Tuition-In State	\$10,086	\$6,113	\$7,350	\$5,750	\$7,254	\$5,032	\$7,740	\$7,860	\$9,423	\$5,698	\$12,116
	<b>Ranking (lowest to highest)</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>2</b>	<b>11</b>
	Tuition-Out of State	\$39,464	\$16,833	\$25,622	\$16,796	\$22,848	\$11,955	\$22,014	\$18,950	\$27,392	\$16,593	\$28,192
	<b>Ranking (lowest to highest)</b>	<b>11</b>	<b>4</b>	<b>8</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>5</b>	<b>9</b>	<b>2</b>	<b>10</b>
<b>Total Mandatory Fees</b>		\$1,722	\$3,094	\$4,198	\$3,326	\$2,966	\$2,068	\$2,460	\$3,224	\$3,833	\$2,531	\$3,182
	<b>Ranking (lowest to highest)</b>	<b>1</b>	<b>6</b>	<b>11</b>	<b>9</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>8</b>	<b>10</b>	<b>4</b>	<b>7</b>
<b>Total Tuition &amp; Mand. Fees</b>												
	In State	\$11,808	\$9,207	\$11,548	\$9,076	\$10,220	\$7,100	\$10,200	\$11,084	\$13,256	\$8,229	\$15,298
	<b>Ranking (lowest to highest)</b>	<b>9</b>	<b>4</b>	<b>8</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>5</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>11</b>
	Out of State	\$41,186	\$19,927	\$29,820	\$20,122	\$25,814	\$14,023	\$24,474	\$22,174	\$31,225	\$19,124	\$31,374
	<b>Ranking (lowest to highest)</b>	<b>11</b>	<b>3</b>	<b>8</b>	<b>4</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>5</b>	<b>9</b>	<b>2</b>	<b>10</b>
<b>Room and Board</b>												
	Double Room Charge	\$9,562	\$6,799	\$8,672	\$6,047	\$5,768	\$6,598		\$7,976	\$8,514	\$7,535	\$8,523
	Board Meal Plan	\$6,396	\$5,656	\$6,290	\$4,802	\$5,546	\$5,408		\$6,214	\$5,690	\$5,120	\$4,451
<b>Total Room and Board</b>		<b>\$15,958</b>	<b>\$12,455</b>	<b>\$14,962</b>	<b>\$10,849</b>	<b>\$11,314</b>	<b>\$12,006</b>	<b>N/A</b>	<b>\$14,190</b>	<b>\$14,204</b>	<b>\$12,655</b>	<b>\$12,974</b>
	<b>Ranking (lowest to highest)</b>	<b>10</b>	<b>4</b>	<b>9</b>	<b>1</b>	<b>2</b>	<b>3</b>		<b>7</b>	<b>8</b>	<b>5</b>	<b>6</b>
<b>Total Tuition, Fees, Room &amp; Board</b>												
	In State	\$27,766	\$21,662	\$26,510	\$19,925	\$21,534	\$19,106	\$10,200	\$25,274	\$27,460	\$20,884	\$28,272
	<b>Ranking (lowest to highest)</b>	<b>10</b>	<b>6</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>7</b>	<b>9</b>	<b>4</b>	<b>11</b>
	Out of State	\$57,144	\$32,382	\$44,782	\$30,971	\$37,128	\$26,029	\$24,474	\$36,364	\$45,429	\$31,779	\$44,348
	<b>Ranking (lowest to highest)</b>	<b>11</b>	<b>5</b>	<b>9</b>	<b>3</b>	<b>7</b>	<b>2</b>	<b>1</b>	<b>6</b>	<b>10</b>	<b>4</b>	<b>8</b>

# **Audit & Institutional Assessment**





Board of Regents  
Audit and Institutional Assessment Committee Meeting  
Richardson Library - Quarles Room 119  
Tuesday, May 6, 2025  
9:00 a.m.

Agenda

OPEN SESSION

- **Chairman's** Opening Remarks Regent Larry Ellis
- **President's Remarks** Dr. David Wilson
- Approval of Committee Minutes of February 4, 2025 Regent Larry Ellis
- Vote to go into Closed Session Regent Larry Ellis

CLOSED SESSION

- Update on the Status of OLA **Audit** Findings Dr. David Wilson
- Office of Internal Audit Update Mr. Abraham Mauer, *Director*
  - Progress on the Current FY 2025 Audit Plan
  - Approval of FY 2026 Audit Plan
- Office of Enterprise Risk Management Update Mr. James Curbeam, *Director*
  - Progress on Completing Risk Assessment Templates
  - Project Management Committee Update
- Closing Remarks Regent Larry Ellis

## Public Session Minutes

### BOARD MEMBERS

Present: Regent Larry Ellis, Committee Chair; Regent Tracey Parker-Warren, Vice Chair; Regent Swati Agrawal; Regent Shirley Malcom; Regent Brian Pieninck; Regent Carl Turnipseed

### STAFF MEMBERS

Present: Dr. David Wilson, Mr. James Curbeam, Mr. Thomas Faulk, Mrs. Deborah Flavin, Ms. Julie Goodwin, Mrs. Cassandra Grogan, Ms. Sherita Harrison, Mr. Shinil Hong, Mr. David LaChina, Mr. Abraham Mauer, Ms. Twilla Taylor, Dr. Don-Terry Veal

Committee Chair Ellis called the meeting to order at 9:01 a.m. He welcomed all in attendance and offered an overview of the agenda before yielding the floor to the President for brief remarks.

Dr. Wilson stated that he is very pleased with the progress that we have made during the maturation period for standing up our Enterprise Risk Management Program under the leadership of James Curbeam. The approach has been very transparent and inclusive. It was noted from the start that buy-in would be needed from the governing board as well as senior management, and it has been embraced by both parties. Changing the culture of an organization starts with building trust – trust amongst the people in the leader and trust in the process. It is about ensuring that what we are collectively about is in the best interest of everyone, and Mr. Curbeam has done this extraordinarily well. There has not been any push back on the contrary, there has been a level of excitement around this.

Chair Ellis commended Dr. Wilson and his team for all of their hard work in moving this initiative along.

### Minutes

Chair Ellis opened the floor for a motion to adopt the minutes of November 12, 2024. It was MOVED by Regent Turnipseed and SECONDED by Regent Parker-Warren. The MOTION CARRIED unanimously.

### Adjournment of the Public Session

Chair Ellis stated that the Audit Committee would convene in Closed Session to consider items specifically exempted from public consideration under General Provisions Article § 3-305(b)(7)(8)(15) of the Open Meetings Act. In Closed Session, the Audit Committee will receive updates from Enterprise Risk Management and Internal Audit. He stated that the Committee may reconvene in Public Session at the conclusion of the Closed Session, if necessary. After reading the closed session citation into the record, it was MOVED by Regent Pieninck and SECONDED by Regent Agrawal to enter into Closed Session.

The Committee moved into Closed Session at 9:08 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 4, 2025

Time: 9:00 a.m.

Location: Richardson Library 119

Motion to close meeting made by: Regent Pieninck

Seconded by: Regent Agrawal

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)(8)(15):**

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

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

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

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

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

- ☐ (6) To consider the marketing of public securities;
- ☒ (7) To consult with counsel to obtain legal advice on a legal matter;
- ☒ (8) To consult with staff, consultants, or other individuals about pending or potential litigation;
- ☐ (9) To conduct collective bargaining negotiations or consider matters that relate to the negotiations;
- ☐ (10) To discuss public security, if the public body determines that public discussion would constitute a risk to the public or to public security, including: (i) the deployment of fire and police services and staff; and (ii) the development and implementation of emergency plans;
- ☐ (11) To prepare, administer, or grade a scholastic, licensing, or qualifying examination;
- ☐ (12) To conduct or discuss an investigative proceeding on actual or possible criminal conduct;
- ☐ (13) To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter;
- ☐ (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.
- ☒ (15) To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to: (i) security assessments or deployments relating to information resources technology; (ii) network security information, including information that is: 1. Related to passwords, personal identification numbers, access codes, encryption, or other components of the security system of a governmental entity; 2. Collected, assembled, or maintained by or for a governmental entity to prevent, detect, or investigate criminal activity; or 3. Related to an assessment, made by or for a governmental entity or maintained by a governmental entity, of the vulnerability of a network to criminal activity; or (iii) deployments or implementation of security personnel, critical infrastructure, or security devices.

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

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

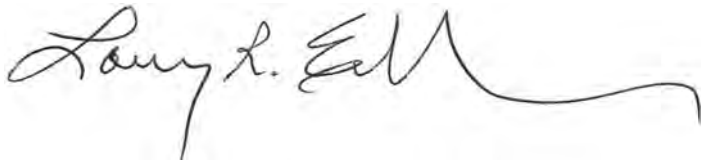
**FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:**

1. To receive an update from the Office of Enterprise Risk Management.
2. To receive an update from the Office of Internal Audit.

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

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

**SIGNATURE:**

A handwritten signature in black ink, appearing to read "Larry R. Ellis", with a long horizontal flourish extending to the right.

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

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

# MORGAN STATE UNIVERSITY

*Maryland's Preeminent Public Urban Research University*



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**EXPERIENCE** MORGAN

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