

MORGAN STATE UNIVERSITY



FY 2024 OPERATING & CAPITAL BUDGET PRESENTATION
Maryland Higher Education Commission | September 29, 2022
Dr. David K. Wilson, President

OVERVIEW



Presentation Highlights

- Morgan State University at a Glance
- COVID Testing and Vaccinations
- Leaning Forward: Transformation Morgan 2030
- Academic Affairs and New Investments
- Enrollment Management and Student Success
- Research and Economic Development
- FY 2024 Operating & Capital Budget Requests
 - Projects in Progress



MORGAN
NATIONAL
TREASURE



Growing
the
Future.

MORGAN STATE UNIVERSITY AT A GLANCE



VISION

Morgan State University is the premier public urban research university in Maryland, known for excellence in teaching, intensive research, effective public service and community engagement. Morgan prepares diverse and competitive graduates for success in a global, interdependent society.

MISSION

Morgan State University serves the community, region, state, nation, and the world as an intellectual and creative resource by supporting, empowering and preparing high-quality, diverse graduates for growing the future and leading the world. The University offers innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population in a comprehensive range of disciplines at the baccalaureate, master's, doctoral, and professional degree levels. Through collaborative pursuits, scholarly research, creative endeavors, and dedicated public service, the University gives significant priority to addressing societal problems, particularly those prevalent in urban communities. (2011)



HOLMES HALL

NATIONAL TREASURE
Growing
the
Future

OUR CORE VALUES
RESPECT
EXCELLENCE
INNOVATION
LEADERSHIP
INTEGRITY
DIVERSITY
MORGAN

Leading
the
World

CORE VALUES

- Leadership
- Integrity
- Innovation
- Diversity
- Excellence
- Respect

CORE VALUES

Leadership	Rigorous academic curricula and challenging co-curricula opportunities to promote the development of and to facilitate the exercise of leadership.
Integrity	Honest communications, ethical behavior, and accountability for words and deeds.
Innovation	Faculty, staff, and students are encouraged and supported in scholarship and in the discovery and application of knowledge.
Diversity	A broad diversity of people and ideas are welcomed and supported as essential to quality education.
Excellence	In teaching, research, scholarship, creative endeavors, student services, and in all aspects of the University's operations.
Respect	Each person is to be treated with respect and dignity and is to be treated equitably .



Morgan At A Glance



- ❖ Student Population – 8,469 (Fall 2021) / Fall 2022 – 9,000 Estimate
- ❖ Workforce – Faculty: 677 | Staff: 1,640
- ❖ Academic Programs
 - 62 Undergraduate
 - 42 Master’s
 - 23 Doctoral
 - 9 Online Degree & 1 Certificate Program
- ❖ Students
 - Best Prepared
 - Many From Disadvantaged Backgrounds
 - Majority Have Significant Financial Need
- ❖ Strategic Plan – University Road Map
 - 2021 – 2030 (New) – R1 Goal
- ❖ Campus Master Plan
 - 2015 – 2025
- ❖ Strategic Housing Plan
 - 2017 – 2025



MORGAN
NATIONAL
TREASURE



Growing
the
Future.

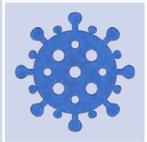
COVID TESTING AND VACCINATIONS



Fall 2022 Semester Opening Plans



Masks are required indoors in classroom settings, indoor events, transportation, and medical settings



Testing required once per week for unvaccinated



Continue with initial full dose vaccination requirement





*Growing
the
Future.*

LEANING FORWARD: TRANSFORMATION MORGAN 2030



Positioning Morgan for the Next Decade

Strategic Plan Update 2021-2030

GOAL 1	<p>Enhance Student Success and Wellbeing Provide students with a comprehensive educational and transformative experience that actualizes their full potential and empowers them to emerge as confident and competent global citizens and dynamic leaders in their selected careers and communities.</p>
GOAL 2	<p>Implement Faculty Ascendancy and Staff Development Initiatives The University will implement a broad range of human resource development initiatives for the benefit of faculty and staff.</p>
GOAL 3	<p>Elevate Morgan’s Status to R1 Very High Doctoral Research University Over the next ten years, Morgan will emerge as a R1 doctoral research university fully engaged in basic and applied research and creative interdisciplinary inquiries undergirded and sustained through increased research grants and contracts.</p>
GOAL 4	<p>Expand and Improve a Campus-Wide Infrastructure to Support Operational Excellence and Increase Overall Institutional Capacity Morgan will advance new construction, capital improvement, deferred maintenance, and campus safety projects in keeping with the University’s evolving master plan.</p>
GOAL 5	<p>Serve as the Premier Anchor Institution for Baltimore City and Beyond Morgan will expand and deepen its role as a recognized anchor institution with broad social and economic impact.</p>
GOAL 6	<p>Accelerate Global Education Initiatives and Expand the University’s International Footprint Morgan will enhance its study abroad program and promote global awareness and intercultural competencies through its diverse curricular and co-curricular programs and activities.</p>



MORGAN

NATIONAL
TREASURE



Growing
the
Future.

ACADEMIC AFFAIRS & NEW INVESTMENTS



Morgan has a variety of innovative and high-demand degree programs

1. Bachelor: Nursing, Business Administration, Biology, Psychology, Computer Science, Electrical Engineering, Civil Engineering, Social Work.
2. Master: Social Work, MBA, Public Health, Architecture, Project Management.
3. Doctorate: Community College Leadership, Engineering, Urban Educational Leaders, Higher Education, Public Health, Business Administration, Bioenvironmental Science, Social Work, etc.
4. **New degrees: 18 "Morgan Completes You"** programs, Cloud Computing, Mechatronics Engineering, etc.



Academic Investments

FY23 Investments Made From HBCU Settlement Funds

Area/Initiative	Totals
Faculty Lines	\$5,867,212.79
Academic Schools Budget Enhancements	\$800,001.31
Marketing	\$1,500,000.00
Morgan Completes You – CICS	\$1,500,000.00
Teaching Assistantships	\$1,501,740.00
F&M – Budget Management of Chapter 41	\$114,400.00
Lecturer Conversion to Receive Benefits	\$1,087,000.00
Faculty Development	\$1,329,646.00
Faculty Recruitment – Start-Up Funding	\$1,200,000.00
Total	\$15,100,000.10



MORGAN
NATIONAL
TREASURE



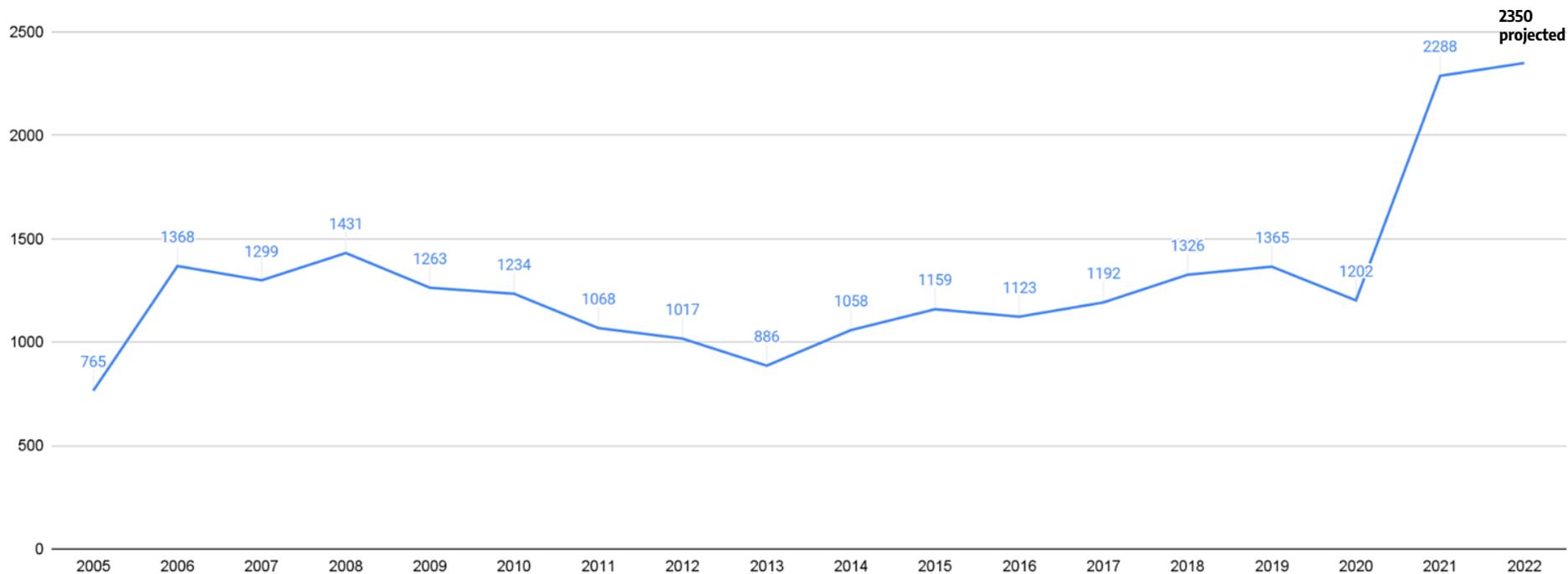
Growing
the
Future.

ENROLLMENT MANAGEMENT & STUDENT SUCCESS

Fall 2022 Enrollment Projections

- ▷ Conservative- 8650 (last fall 8469)
- ▷ Likely-9000
- ▷ Possible-9200

Second Year of Record Freshman Enrollment



Fall 2022 - second highest freshman class ever (fall 2021 was the highest at 2288). This year, we are currently at 2,253 and expect to be at about 2,175.

Graduate Admissions

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

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

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



May 2022 GRADUATION RATES

6-year graduation rate 45.5%
(2016 cohort)

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



Retention Update

- ▷ Fall 2022 - expected to be 12th consecutive year above 70% retention rate



50 By 25 Campaign

Three Main Focus Areas:

- Enhancing advising/degree planning
- Faculty development/course redesign
- Beyond financial aid

50 By 25 Campaign - Recent Highlights

Focus Area 1- Enhancing Advising/Degree Planning:

- \$1M JP Morgan Chase grant to support our Second Year Experience program -- including funding "campus to career" field trips and job shadowing experiences; faculty mini grants to integrate career readiness into their courses; laptop and book awards for select students; and a \$1M grant from Bank of America Jobs Initiative that is also focused on career readiness and has the Second Year Experience program as its centerpiece.

50 By 25 Campaign - Recent Highlights (Cont.)

Focus Area 2 - Faculty Development/Course Redesign:

- One of 30 research institutions participating in a three year project with the Association for Undergraduate Education at Research Universities on Curricular Analytics -- analyzing the curriculum of various majors to determine the impact of curriculum structure on student success.

50 By 25 Campaign - Recent Highlights (Cont.)

Focus Area 3 - Beyond Financial Aid:

- Food Resource Center has gotten several grants to support it and the Beyond Financial Aid website, providing comprehensive resources to support student financial needs beyond financial aid is fully operational.
<https://www.morgan.edu/bfa>



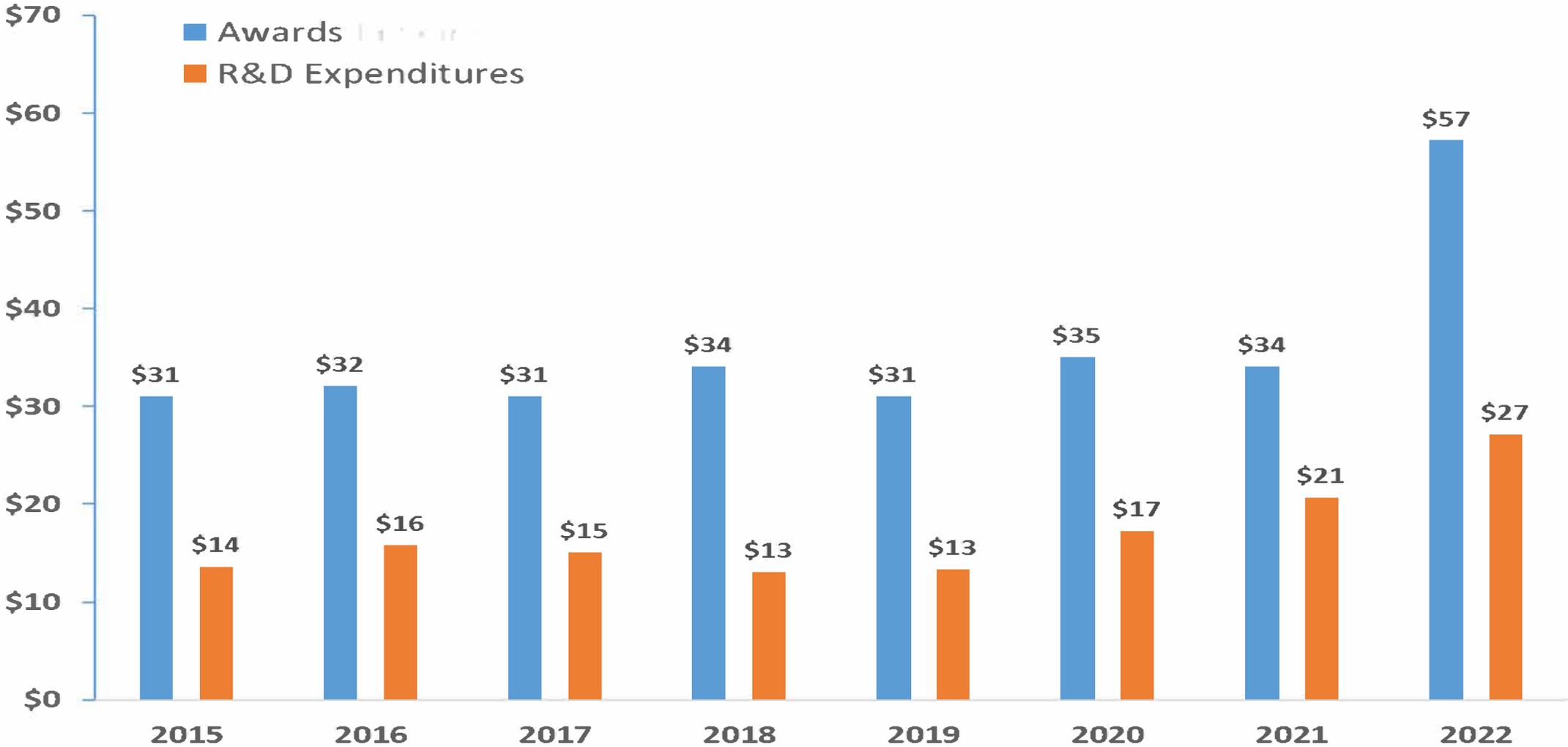
MORGAN
NATIONAL
TREASURE



Growing
the
Future.

RESEARCH AND ECONOMIC DEVELOPMENT

2015-2022 Morgan Total Contract & Grant Awards and Fiscal Year R&D Expenditures in \$ Million (Rounded)



2015-2019: 5-Year Average of R&D Expenditures = \$14 Million

Technology Transfer & Economic Development

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

¹ Includes New U.S. Provisional Patent Applications

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

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

Technology Transfer & Economic Development

Morgan FY 2022 Metric Projections & U.S. University Rank per \$10 Million R&D Expenditures					
Output & Outcome Performance Metrics (Projected as of 3/15/22)	Morgan Metric Numbers	Morgan Metric per \$10 million	Average U.S. University Metric per \$10 million	Morgan Factor Compared to U.S. Average	Morgan Placement (Rank)
Intellectual Property Disclosures	28	17	3.3	5 X	6th
New U.S. Patent Applications	28	16	2.0	8 X	3rd
Issued U.S. Patents	5	3.5	1.1	3 X	10th
Licenses & Options	8	4.1	1.2	4 X	8th
Start-ups Companies Formed	2	1.2	0.14	8 X	6th

Morgan FY 2021 Performance data compared to the most recent data from the Association of University Technology Transfer Managers (AUTM) - Published

ECONOMIC IMPACT OF MORGAN

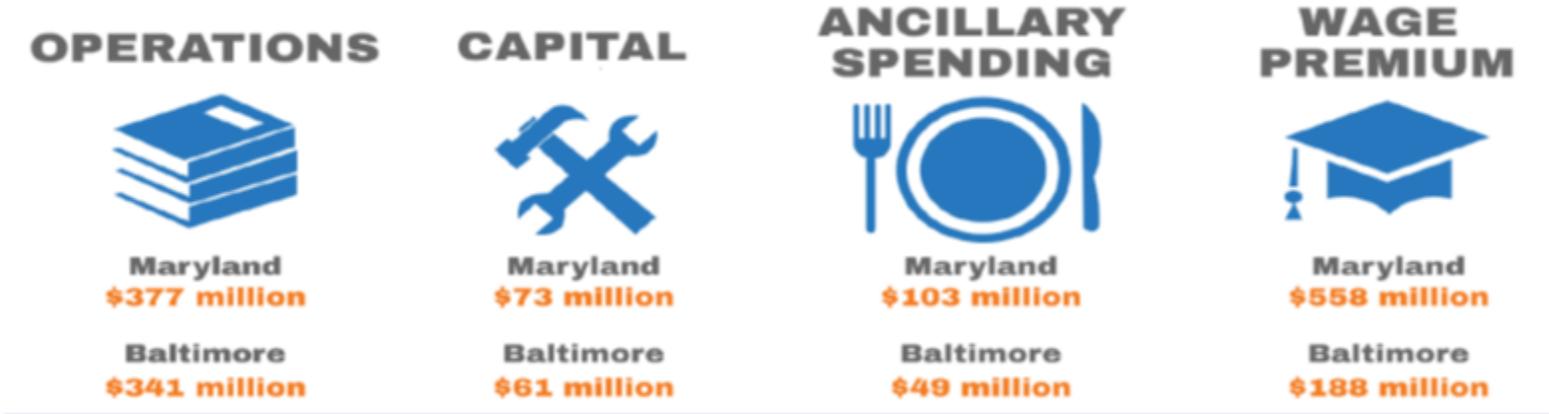
Morgan is a major economic engine for the city and state annually producing **\$1.1 billion** in statewide economic impact, supporting 6,900 jobs and generating \$53 million in state tax revenues. About 60 percent of that economic and employment impact occurs in Baltimore.



MORGAN STATE UNIVERSITY: TOTAL ANNUAL IMPACT



ECONOMIC IMPACT BY CATEGORY



ANNUAL TAX REVENUES

STATE OF MARYLAND
\$53 million



CITY OF BALTIMORE
\$11 million



MORGAN
**NATIONAL
TREASURE**



*Growing
the
Future.*

FY 2024 OPERATING & CAPITAL REQUESTS

FY 2024 OPERATING BUDGET REQUEST

\$ in Millions

Priority	University Initiative	Amount
1	National Center for the Elimination of Educational Disparities	\$3.6M
2	Center for Education and Research in Microelectronics	\$3.1M
3	Health and Human Services Operating Funding	\$6.8M
4	Center on Brain Science	\$3.2M
5	Center for the Preservation and Advancement of Democracy	\$1.5M
	Total for FY 2024	<u>\$18.2M</u>

FY 2024 CAPITAL BUDGET REQUEST

\$ in Millions

Project	Phase	FY 2024 Request	Funded to Date	Total Project Cost
Ongoing/Funded				
New Health & Human Services, Phase II	P, C, E	\$66.7	\$108.9	\$175.5
New Science Center, Phase I	P, C	\$11.9	\$4.1	\$16.0
New Science Center, Phase II	P, C	\$33.0	\$7.0	\$249.7
Campus Expansion Phase I - Lake Clifton H.S. Demolition	P, C	\$9.3	\$5.0	\$18.5
Carter Grant Wilson Renovation	P	\$2.0	\$1.2	\$38.3
Pearl Oyster Lab	P, C, E	<u>\$6.8</u>	<u>\$0.5</u>	<u>\$7.3</u>
Sub-Total		\$129.7	\$126.7	\$429.6
New				
CBEIS Concrete Lab	P, C, E	\$6.8	\$0	\$9.7
Campus Wide Electric Upgrades	P	\$7.4	\$0	\$80.7
Jenkins Demolition	P	<u>\$1.3</u>	<u>\$0</u>	<u>\$15.1</u>
TOTAL		\$145.2	\$126.7	\$535.1

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

FUNDING FOR DEFERRED MAINTENANCE IS CRITICAL

Deferred Maintenance is over \$200M and growing faster than the University can address it

Function

Buildings that play the greatest role in achieving your Institution's overarching mission take precedence.

Condition

Any assessment should include a list of immediate and long-term needs.



Impact

Improvements that leave tangible impact should lead the priority list.



Expectations for FY 2024 Budget

- Salaries and Benefits
 - Total: \$216M for FY24
- Financial Aid – Total of \$62.4M
 - State support budget for \$39.4M
 - Federal Aid Support for \$23.0M
- Facilities Renewal
 - Considering amendments to our policy based on JCR feedback to focus on state facilities over 10 years old
 - Approximately \$2.4M budgeted for utilization in FY24



Expectations for FY 2024 Budget (Cont.)

- Debt Service for Institutional or System Issued Debt
 - Morgan does not have any system issued debt
 - Bond debt is through the Department of Education HBCU Capital Finance Program (\$69.8M original issue, \$25.3M debt forgiveness, \$44.1M available facility)
 - Bond Debt outstanding at June 30, 2022 totals \$20.8M carrying a current maximum annual debt service of \$1.1M
 - Remaining debt facility of \$23.3M (out of \$44.1M) expected to carry a additional maximum annual debt service of \$1.3M at full utilization
 - Use of HBCU Bond debt supports:
 - Building of a new Public Safety Administration Building (Northwood Complex)
 - New state of the art dining complex as part of the Thurgood Marshall Housing Facility in partnership with MEDCO
 - Capital Lease debt outstanding at June 30, 2022 totals \$7.1M (excluding GASB87 adjustments estimated to be \$25M) carrying a current maximum annual debt service of \$2.2M



PROJECTS IN PROGRESS

NEW STUDENT HOUSING



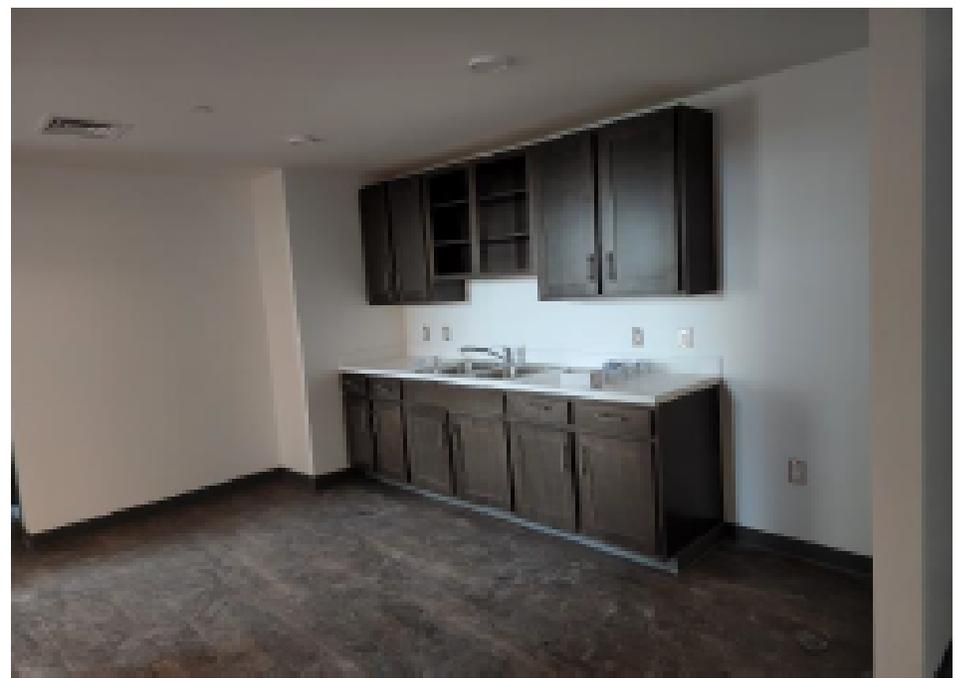


**Opened
on time!**

670 Beds

P3 Partnerships

Thurgood Marshall Hall – Lounge and Room





Thurgood Marshall Hall – Lobby and Dining Facility



NEW HEALTH AND HUMAN SERVICES FACILITY



Future Home for the School of Community Health and Policy and the School of Social Work

Scheduled to open in 2024

NORTHWOOD UPDATE – FUTURE TENANTS



Service Retail

Full Service Restaurant

Pharmacy

Dry Cleaners

tropical CAFE

Lee's Nail Bar



1,500 SF

1,500 SF

1,500 SF

1,500 SF

DTLR

4,800 SF

BARNES & NOBLE COLLEGE



Georgia Peach

SUNNY'S SUBS

2,200 SF



IHOP

Beauty Plus

3,200 SF

Pizza Restaurant

Cafe & Boutique

LEASE PENDING



HARBOR BANK

Fulton Bank

LOCH RAVEN BOULEVARD

ARGONNE DRIVE

NORTHWOOD COMMONS CONCEPT





FDC

Barnes and Noble Bookstore Entrance

New Public Safety Building





Public Safety Building to Open Late Fall 2022

MORGAN STATE UNIVERSITY



THANK YOU!