

# MORGAN STATE UNIVERSITY



**FY 2023 OPERATING & CAPITAL BUDGET PRESENTATION**  
Maryland Higher Education Commission | September 22, 2021  
Dr. David K. Wilson, President



# OVERVIEW



## Presentation Highlights:

- Morgan State University at a Glance
- COVID Testing and Vaccinations
- Academic Affairs and New Program Initiatives
- Enrollment Management and Student Success
- Research and Economic Development
- FY 2023 Operating and Capital Budget Requests
  - Projects in Progress
- Leaning Forward: Transformation Morgan 2030





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**MORGAN STATE UNIVERSITY AT A GLANCE**

# MSU AT A GLANCE

## Strategic Goals for Current Ten-Year Plan: 2011 – 2021

### Vision Statement

Morgan State University is the premier public urban research university in Maryland known for its 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 Statement

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

1

#### Goal 1: Enhancing Student Success

Morgan will create an educational environment that enhances student success by hiring and retaining well qualified, experienced and dedicated faculty and staff, offering challenging, internationally relevant academic curricula, and welcoming and supporting a diverse and inclusive campus community.

2

#### Goal 2: Enhancing Morgan's Status as a Doctoral Research University

Morgan will enhance its status as a Doctoral Research University through its success in securing grants and contracts and its faculty's achievements in basic and applied research, professional expression, artistic creation and creative inquiry. Additionally, initiatives will be designed to enhance doctoral achievement in the science, technology, engineering and mathematical (STEM) and non-STEM disciplines for underrepresented students of color.

3

#### Goal 3: Improving and Sustaining Morgan's Infrastructure and Operational Processes

Morgan will enhance its infrastructure and processes by improving the efficiency and efficacy of its operating procedures, by focusing on the environmental sustainability of its facilities and by meeting the technological customer service needs of its students, faculty, staff and community.

4

#### Goal 4: Growing Morgan's Resources

Morgan will expand its human capital as well as its financial resources by investing in the professional development of faculty, staff and students, seeking greater financial support from alumni, the State and federal governments, private and philanthropic sources, and establishing collaborative relationships with private and public entities. The issue of indirect costs associated with contracts and grants will be revisited.

5

#### Goal 5: Engaging With the Community

Morgan will engage with community residents and officials in the use of knowledge derived from faculty and student research, the sharing of mutually beneficial resources, and the appropriate and timely dispatch of University experts and professionals to collaborate in addressing community concerns.

Leadership  
Innovation  
Integrity

CORE VALUES

Diversity  
Excellence  
Respect



Carnegie Classification  
of Institutions of Higher  
Education

R2

Doctoral Universities -  
High Research Activity





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**COVID TESTING AND VACCINATIONS**

# VACCINATION REQUIREMENT

Morgan State University requires all faculty, staff and students to be fully vaccinated prior to the start of the fall 2021 semester.

- After careful consideration, extensive internal and external consultation and supportive feedback from a myriad of members from within the Morgan community, the best path forward to a return to normalcy was to require everyone within our community to get vaccinated.
- All faculty, staff and students are required to receive a full vaccination or be approved for an exemption.
- Required COVID testing twice weekly for all unvaccinated individuals.
- Required masking for everyone – vaccinated and unvaccinated.



**COVID Testing  
and  
Vaccinations**



# COVID TESTING

Time Period	Testing of Students	Testing of Employees	Total Tested	Student Positives	Employee Positives	Total Positives
May 2 <sup>nd</sup> – 8 <sup>th</sup>	383	276	659	1	1	2
May 9 <sup>th</sup> – 15 <sup>th</sup>	198	94	292	0	0	0
May 16 <sup>th</sup> – 22 <sup>nd</sup>	69	153	222	0	0	0
May 23 <sup>rd</sup> – 29 <sup>th</sup>	65	139	204	0	0	0
May 31 <sup>st</sup> – June 5 <sup>th</sup>	28	145	173	0	1	1
June 6 <sup>th</sup> – 12 <sup>th</sup>	41	127	168	0	0	0
June 13 <sup>th</sup> – 19 <sup>th</sup>	42	133	175	0	0	0
June 20 <sup>th</sup> – 26 <sup>th</sup>	37	124	161	0	0	0
June 27 <sup>th</sup> – July 2 <sup>nd</sup>	56	111	167	0	0	0
July 3 <sup>rd</sup> – 10 <sup>th</sup>	32	105	137	0	0	0
July 11 <sup>th</sup> – 17 <sup>th</sup>	46	116	162	0	0	0
July 18 <sup>th</sup> – 24 <sup>th</sup>	31	108	139	0	0	0
July 25 <sup>th</sup> – 31 <sup>st</sup>	20	116	136	0	0	0
August 1 <sup>st</sup> – 7 <sup>th</sup>	28	125	153	0	0	0
<b>TOTALS</b>	<b>1076</b>	<b>1872</b>	<b>2948</b>	<b>1</b>	<b>2</b>	<b>3</b>

# VACCINATION COMMUNITY SITE

- ✓ Partnered with Maryland Department of Health and Maryland Equity Task Force to host Vaccine Clinic for Morgan students.
- ✓ Launched Weekend Community Vaccine Site in the University Student Center on April 30, 2021.
- ✓ Vaccinations administered at Morgan to date – approximately **5,000**







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ACADEMIC AFFAIRS & NEW PROGRAM INITIATIVES



# NEW PROVOST AND SENIOR VP FOR ACADEMIC AFFAIRS

*President Wilson Appoints Former Dean to Provide Critical Leadership as University Aspires to Reach R1 Carnegie Doctoral Research Classification and Expands Global Footprint*

**Hongtao Yu**, Ph.D., most recently served as dean of Morgan's School of Computer, Mathematical and Natural Sciences (SCMNS). Since his arrival in 2016, he has successfully guided SCMNS into becoming one of the fastest growing schools at Morgan, surpassing several key university metrics and milestones. An accomplished academic and research chemist with more than 30 years of postsecondary education experience, Dr. Yu has amassed a distinguished career with a portfolio that includes facilitating innovative strategic and academic program growth, shared governance, research development and interdisciplinary research, as well as program and research-focused grant funding. A decorated and highly accomplished scholar and higher education administrator, Dr. Yu has cultivated a stellar record of advancing diversity within higher education and is a staunch advocate for diversity, and student and faculty success.





# MORGAN COMPLETES YOU

Morgan Completes You (MCY) initiative relates to the development and implementation of new academic programs including online programs.

- The MCY initiative is a novel degree completion program and academic initiative focused exclusively on adult learners with previously earned college course credits. MCY seeks to bridge the graduation gap for some 37 million Americans who have ‘stopped out’ of college before receiving their degrees.
- The MCY initiative will provide an obtainable pathway to degree attainment and potential career advancement for many of these individuals. MCY is designed to offer greater flexibility, opportunity and accessibility for non-traditional undergraduate and graduate students with Some College, No Degree (SCND), by coupling their accumulated course work and work experience with a customized academic regimen leading to an interdisciplinary degree in the area of their career aspiration.
- Morgan will be adding 18 new and unique interdisciplinary degrees to its current offering of academic programs forming the foundation of the MCY program. The academic programs will be available at the undergraduate and graduate level, including eight bachelors, five master’s, and five doctoral programs.







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**ENROLLMENT MANAGEMENT & STUDENT SUCCESS**



# MSU INVESTMENT IN STUDENT FINANCIAL ASSISTANCE

Spring 2020

–

Fall 2021

\$366,249 in Student Emergency Funds

615 Students

\$8.7 Million in direct CARES Act payments

9,113 Students

\$1 Million in Loan Reduction HBCU CARES Act

1,054 Students

\$1.3 Million in Additional Aid (past due balances, reduce out-of-pocket payments, etc.)

594 Students

\$4.89 Million added to Institutional Aid Budget for FY 2022

\$12.5 Million in direct payments or toward bills, forthcoming Fall 2021

# HISTORIC GRADUATION RATES – MAY 2021

**Six-Year Graduation Rate**  
44% (2015 Cohort)

- 2nd highest rate on record (May 2020 highest at 46%).
- 3rd straight years above 40%.

**Five-Year Graduation Rate**  
40% (2016 Cohort)

- Highest five-year rate on record.

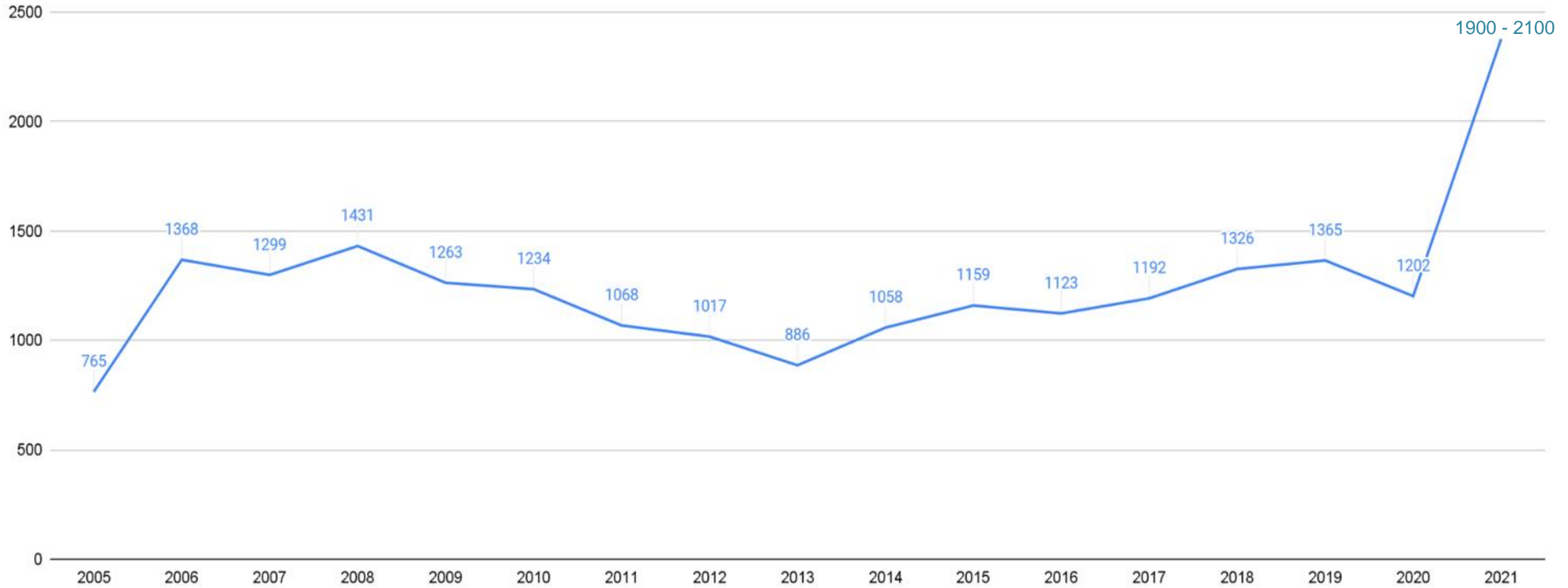
**Four-Year Graduation Rate**  
21% (2017 Cohort)

- Highest four-year rate on record (tie with May 2020).



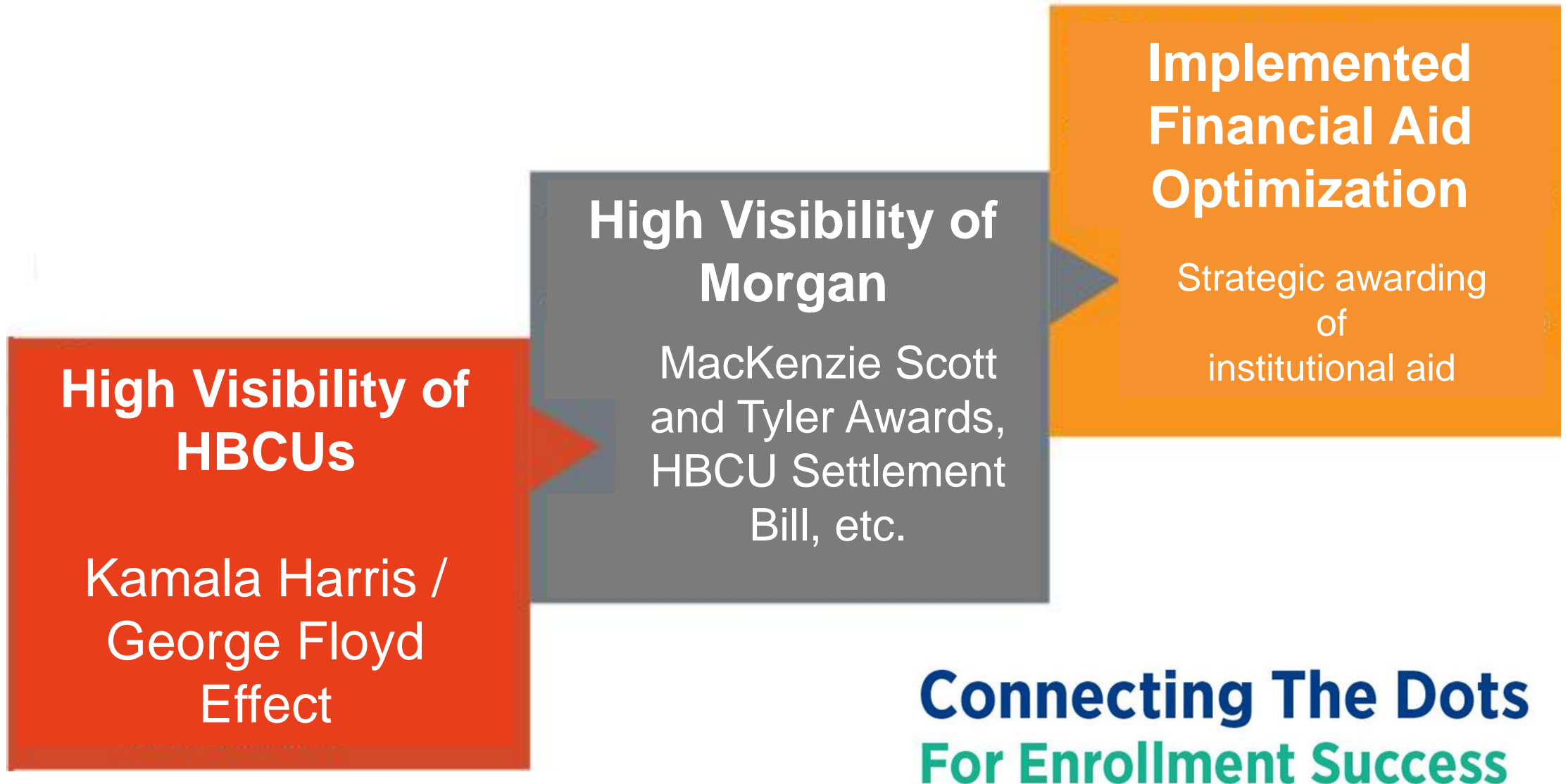
# TRACKING TOWARD RECORD FRESHMAN ENROLLMENT

## FALL 2021



*2005 - 2020 figures are freeze date enrollment. Highest freshman enrollment on record was 1,431 in 2008. Anticipated freeze date enrollment for Fall 2021 is between 1,900 - 2,100.*

# MAJOR FACTORS IN ENROLLMENT SUCCESS





# IMPORTANT TAKEAWAYS

Impact of pandemic on student emotional health and well-being

Financial need is greater than ever due to pandemic

Demand for traditional college experience is very strong, but so is demand for flexibility in modality

LESSONS  
LEARNED



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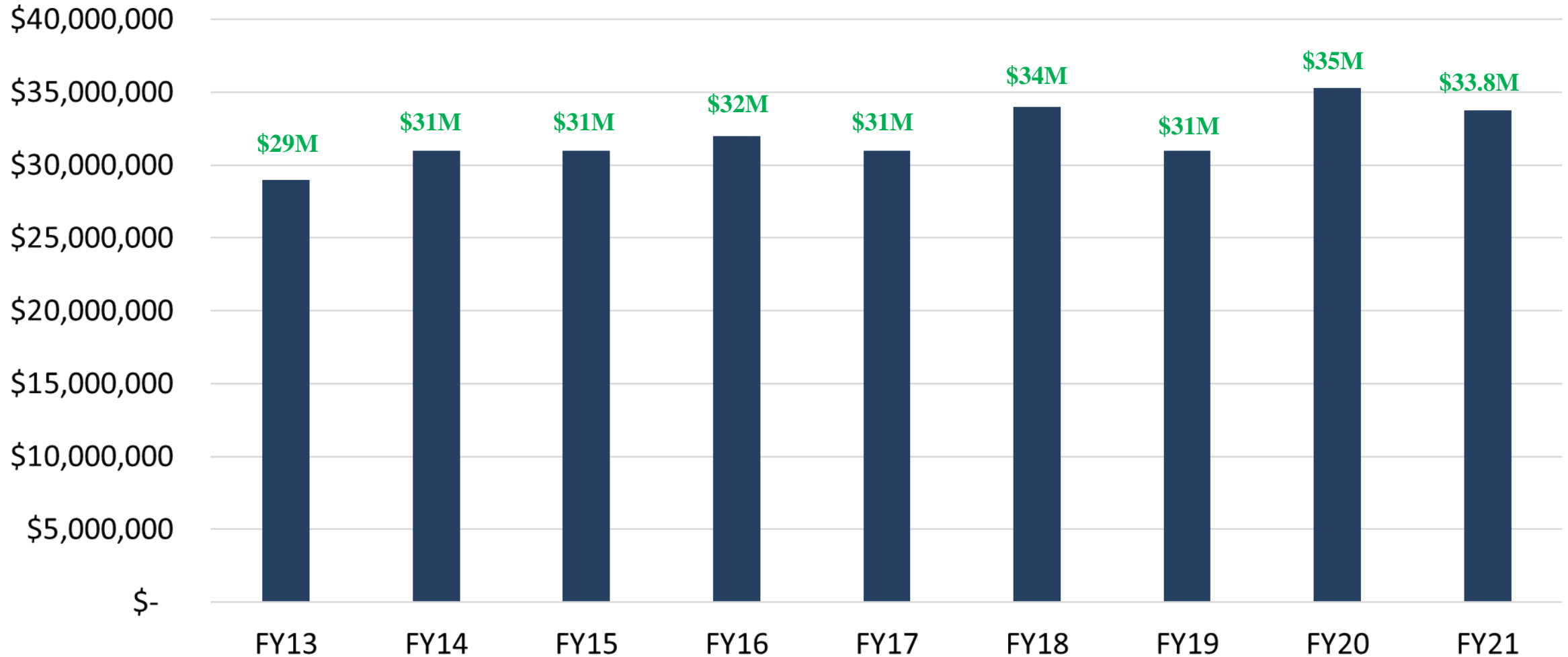
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**RESEARCH AND ECONOMIC DEVELOPMENT**



# GRANTS, AWARDS AND CONTRACTS

## Awards Income by Year



# METRICS COMPARISONS / R&D EXPENDITURE

## Morgan FY 2021 Innovation Metrics (Final)

AUTM Metric Data for U.S. Research Universities (Updated) - Calculated per R&D Expenditures (2020 Updated Data - +\$3.7 million)

Performance Metrics			Metric/\$10 Million R&D Expenditures			Comparison <sup>4</sup>	
Innovation and Technology Transfer Output and Outcome Metrics		FY 2021 Numbers	Morgan State University <sup>1</sup>	U.S. Research Universities <sup>2</sup>	Maryland Research Universities <sup>3</sup>	Morgan Factor Compared to U.S.	Morgan Factor Compared to Maryland
Output	Intellectual Property Disclosures	30	17	3.3	2.5	5 X	7 X
Output	New U.S. Patent Applications Filed	28	16	2.0	1.2	8 X	13 X
Outcome	Issued U.S. Patents	6	3.5	1.0	0.58	3 X	6 X
Outcome	Total Options & License Agreements	7	4.1	1.1	0.43	4 X	9 X
Outcome	New Start up Companies Formed	2	1.2	0.14	0.09	8 X	13 X

<sup>1</sup> FY 2021 Goals. Calculations based on \$17,200,000 in Morgan R&D Expenditures in FY 2020. Metrics per R&D expenditures rounded to 2 significant figures

<sup>2</sup> Averages of updated 2019 AUTM data: 154 US Research Universities. Calculated/rounded to 2 significant figures. U.S. averages show little change year-to-year.

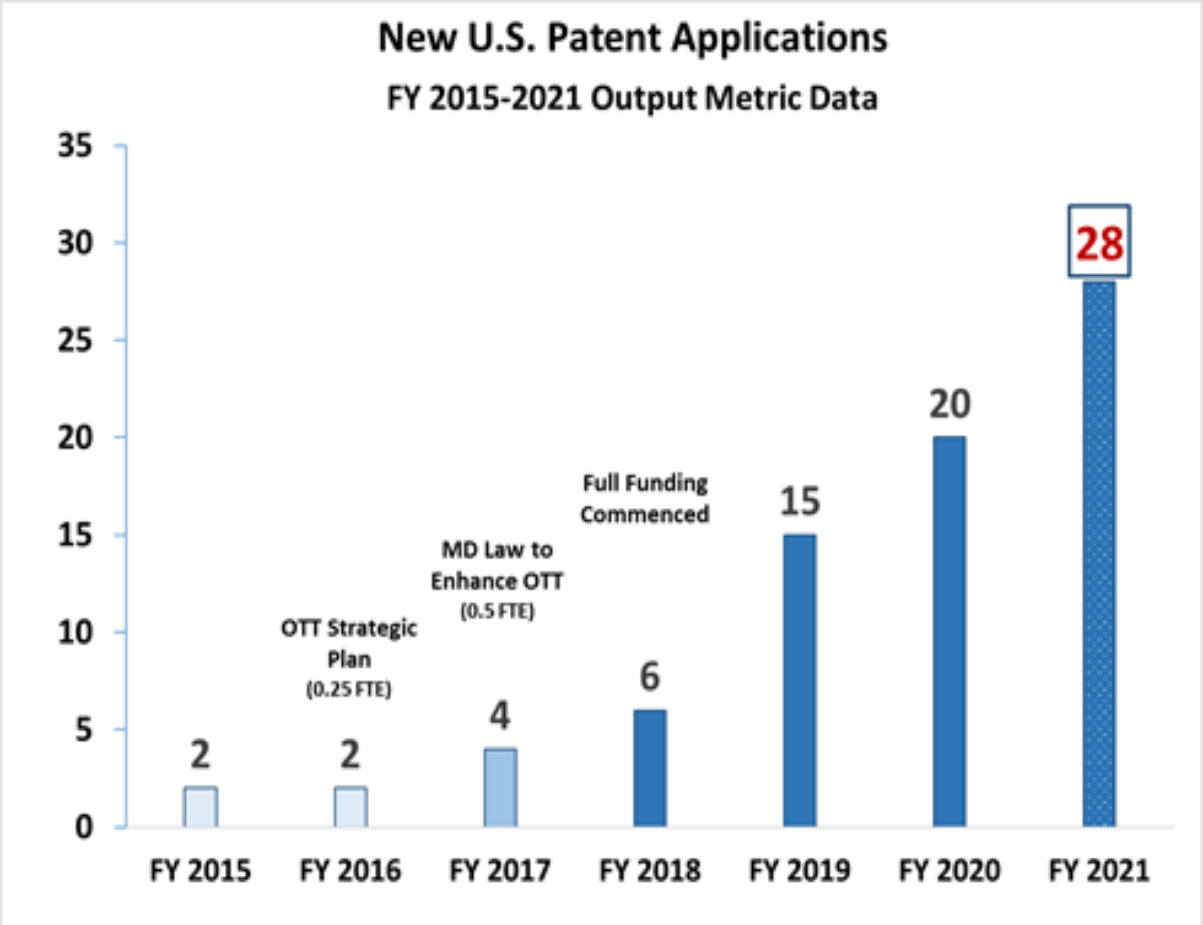
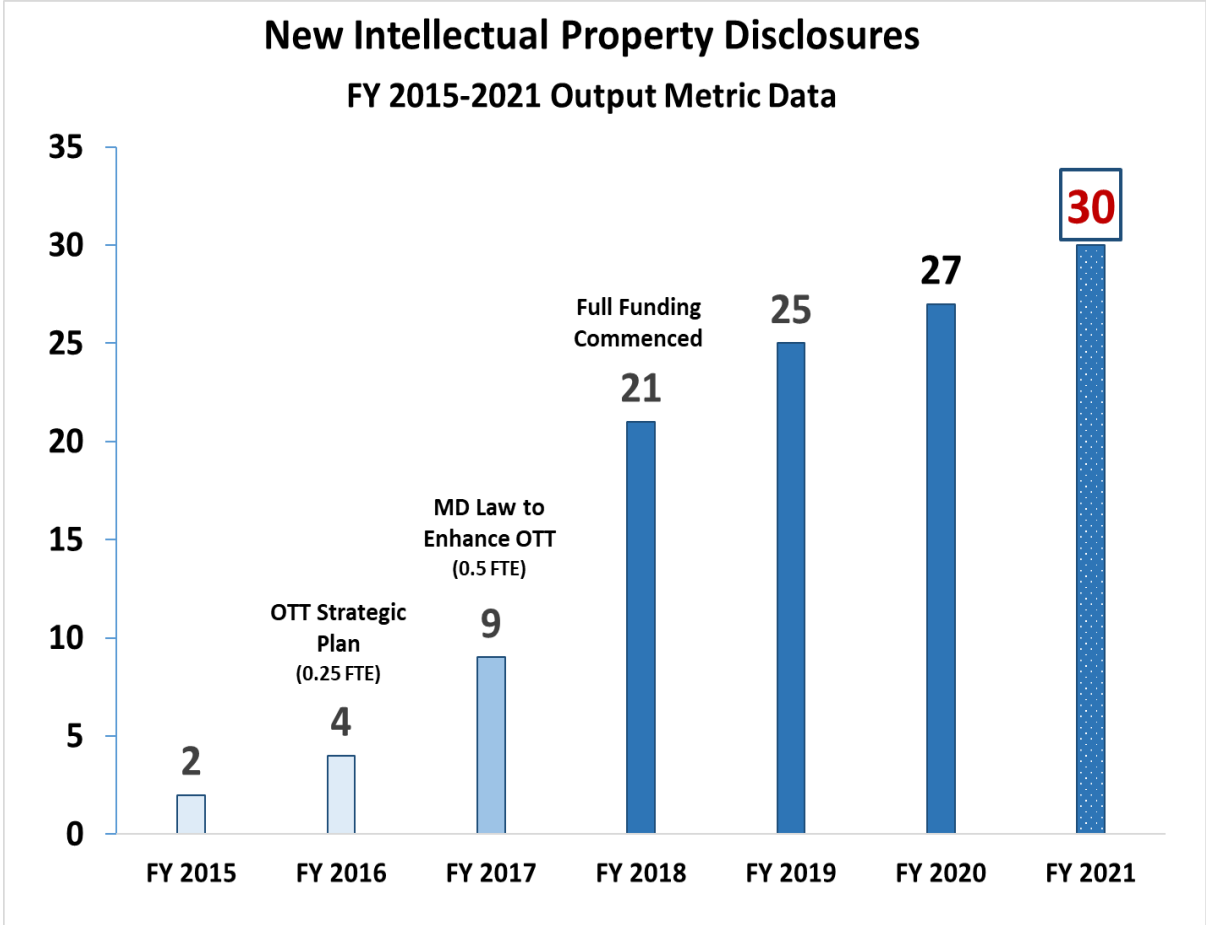
<sup>3</sup> Average Data AUTM 2019 Statistics for JHU, JHU/APL, and USM - Rounded to 2 significant figures.

<sup>4</sup> Comparison Factor in achieving FY 2021 Metric Goals. Rounded to whole number



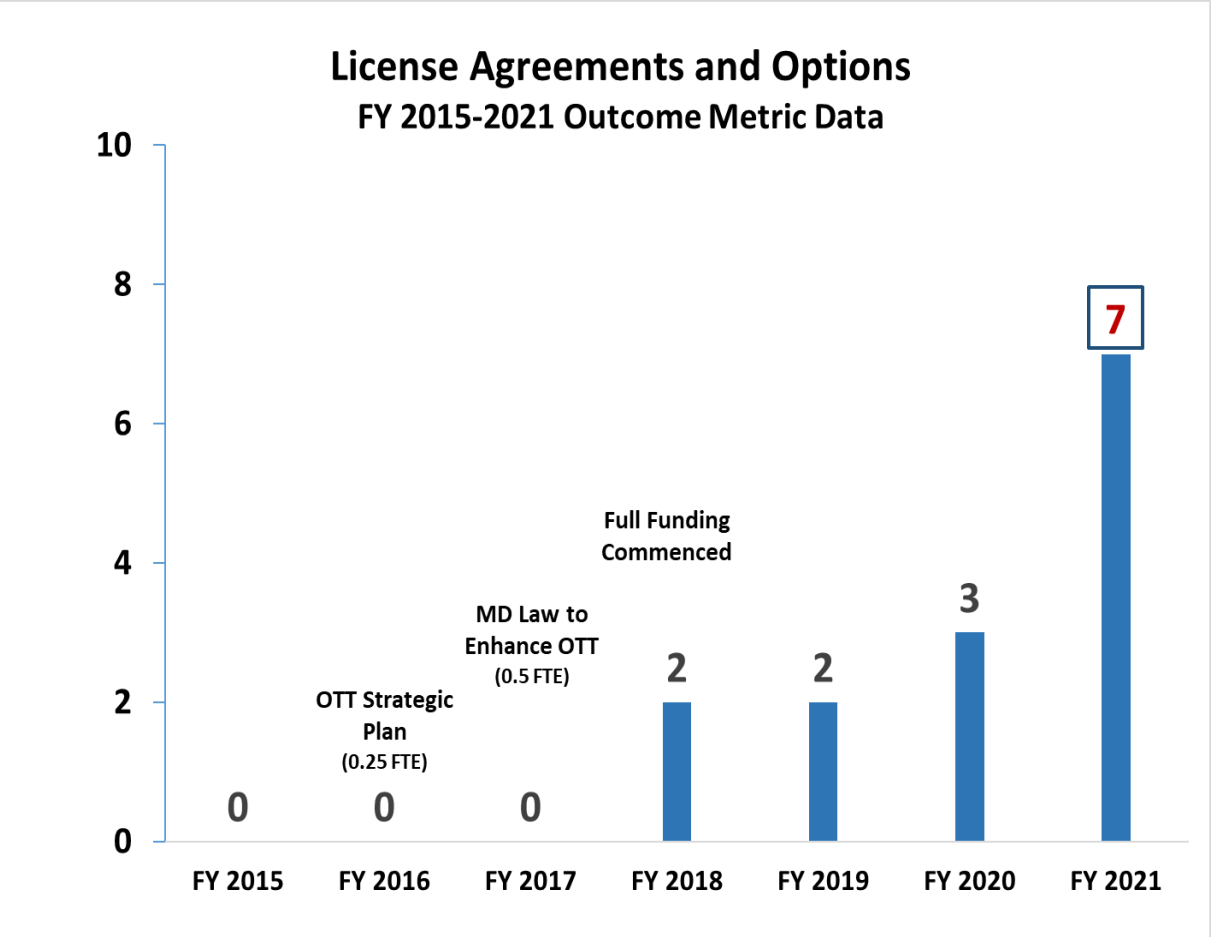
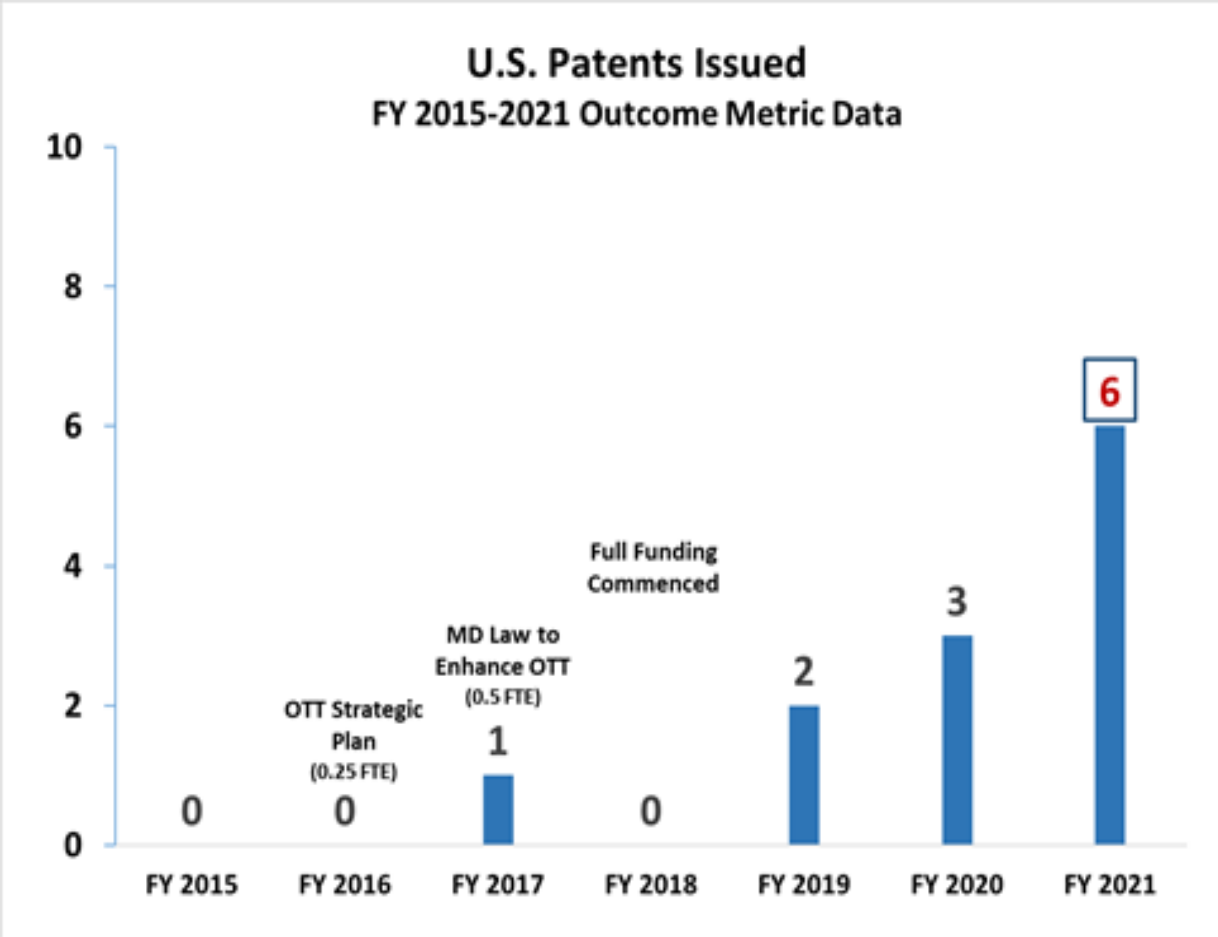
# INNOVATION & TECH TRANSFER PERFORMANCE METRICS

## Innovation Output Trends



# INNOVATION & TECH TRANSFER PERFORMANCE METRICS

## Innovation Outcome Trends





# ECONOMIC IMPACT OF MORGAN

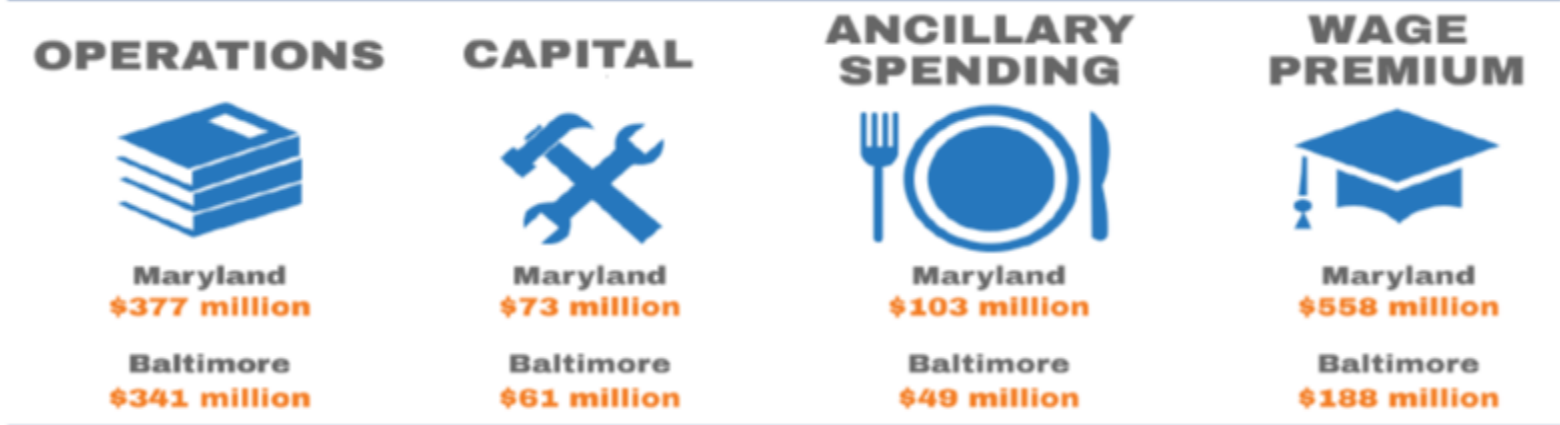
Morgan is a major economic engine for the city and state annually producing **\$1.1 billion** in statewide economic impact, supporting 6,900 jobs and generating \$53 million in state tax revenues. About 60 percent of that economic and employment impact occurs in Baltimore.



# MORGAN STATE UNIVERSITY: TOTAL ANNUAL IMPACT



## ECONOMIC IMPACT BY CATEGORY



## ANNUAL TAX REVENUES

**STATE OF MARYLAND**  
\$53 million



**CITY OF BALTIMORE**  
\$11 million





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**FY 2023 OPERATING & CAPITAL REQUESTS**

# FY 2023 OPERATING BUDGET REQUEST

\$ in Millions

Priority	University Initiative	Amount
1	National Center for the Elimination of Educational Disparities	\$3.0M
2	Center on Brain Science	\$3.0M
3	Center for Equitable Artificial Intelligence	\$3.0M
4	National Center of Excellence for Urban Violence Prevention	\$2.3M
5	Enhancement of Safety and Security	\$2.3M
	<b>Total for FY 2023</b>	<b><u>\$13.6M</u></b>



# FY 2023 CAPITAL BUDGET REQUEST

\$ in Millions

Project	Phase	FY 2023 Request	Funded to Date	Total Project Cost
<b>Ongoing/Funded</b>				
New Health & Human Services, Phase II	C, E	\$66.5	\$42.9	\$170.9
Deferred Maintenance & Site Improvements	P, C	\$4.0	\$30.0	\$69.0
New Science Center, Phase I	P, D	\$9.1	\$0.8	\$10.8
Lake Clifton Demo	C, D	<u>\$8.8</u>	<u>\$5.0</u>	<u>\$15.8</u>
Sub-Total	P, C	\$88.4	\$78.7	\$266.5
<b>New</b>				
New Science Center, Phase II	P	\$12.0	-0-	\$12.0
<b>TOTAL</b>		<b><u>\$100.4</u></b>	<b><u>\$78.7</u></b>	<b><u>\$278.5</u></b>

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

# FUNDING FOR DEFERRED MAINTENANCE IS CRITICAL

## 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.





**PROJECTS IN PROGRESS**



# NEW STUDENT HOUSING PROJECT – OPENING FALL 2022

## Thurgood Marshall Residence Hall & Dining Facility

- Construction is moving forward quickly
- Tenth floor and roof have been poured
- **670 beds**
- Retail space
- New housing rates to go into effect Fall 2022

CONCEPT PHASING

RAWLINGS RESIDENCE

BLOUNT TOWERS

PHASE 1

WIDDOWS DRIVE





# New Student Housing Concept







## New Student Housing Concept – Lobby and Dining Facility





# New Student Housing Concept – Lounge and Room



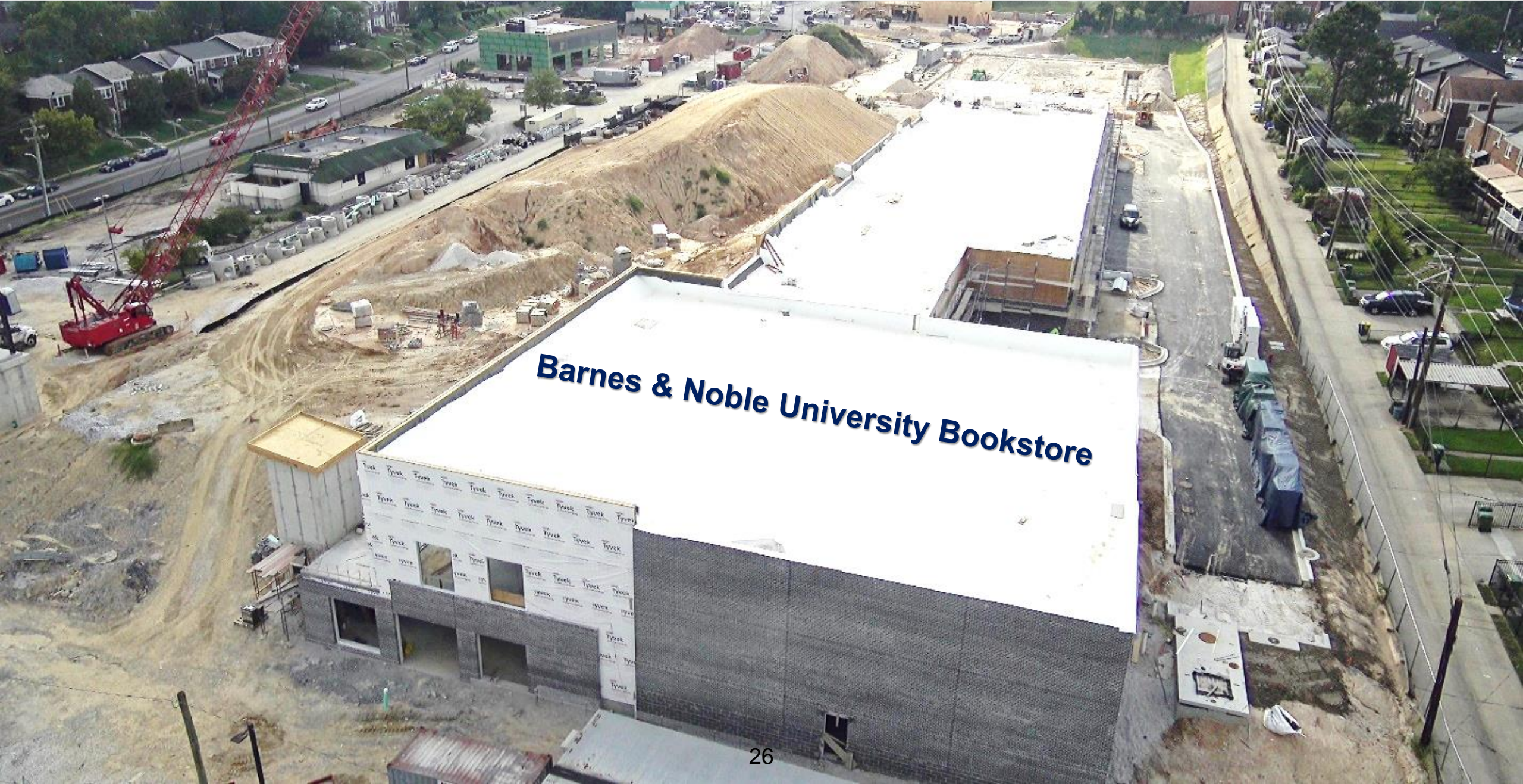
VIEW OF TYPICAL CENTRAL RESIDENT LOUNGE



VIEW OF TYPICAL SOUTHERN RESIDENT LOUNGE



# NORTHWOOD UPDATE



**Barnes & Noble University Bookstore**



# Northwood Update – Public Safety Building





# NORTHWOOD UPDATE – FUTURE TENANTS





# NORTHWOOD COMMONS CONCEPT





# 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





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LEANING FORWARD: TRANSFORMATION MORGAN 2030

# POSITIONING MORGAN FOR THE NEXT DECADE

## Strategic Plan Update: 2021 – 2031

### GOAL 1: Enhance Student Success and Wellbeing

Provide students with a comprehensive education that develops their intellectual, emotional, social, physical, artistic, creative and spiritual potential.

### GOAL 2: Achieve the “Highest” Research Activity Classification (Top-Tier)

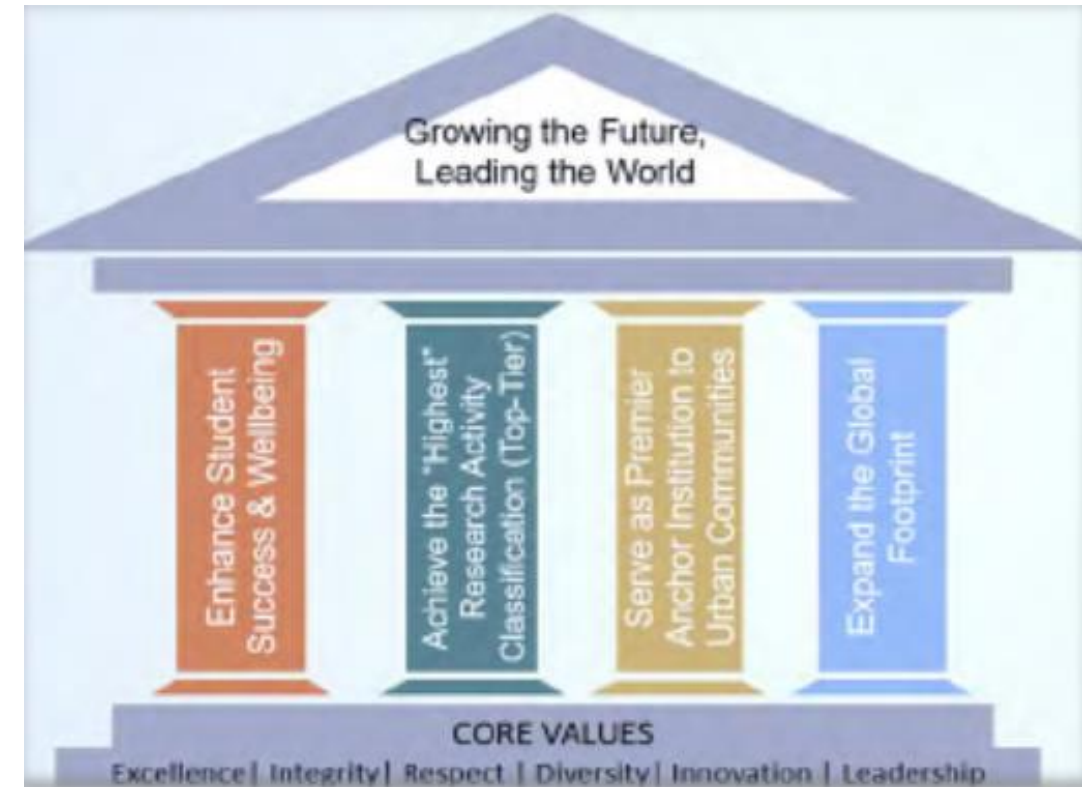
Morgan will be recognized as a leader in research, consistently ranked among institutions with the “highest” level of research activity.

### GOAL 3: Serve as Premier Anchor Institution to Urban Communities

Implement a comprehensive model of community engagement that reinforces the University’s urban mission to address and resolve problems experienced by the city of Baltimore and region.

### GOAL 4: Expand the Global Footprint

Expand and accelerate globalization efforts and the University’s footprint using the current global campus success as a model.





# A STRATEGIC ROADMAP TO GLOBAL PREEMINENCE



- Research infrastructure
- Sustainable faculty workload policy
- Peaks of Excellence on Research:
  - Four to six areas in alignment with Goal 2 in updated strategic plan.
  - Identify endowed professorship opportunities in the above areas.
  - Identify a small cadre of scholars, and federal/corporate lab types to advise us on these possible peaks and opportunities.
- Athletics excellence in academics, facilities and on field/on court competitiveness.
- Develop a timeline for buildout of facilities that integrates with strategic plan.
- Grow enrollment to 10,000 or so minimally that is sustainable and can become the foundation upon which to build our annual operating budget.
- IT Preeminence – must maintain reliable and efficient IT infrastructure to support our services, operations and programs.
- Must expedite the “clean up” of our policies in a thoughtful, non rushed but urgent matter.
- Salsburg Seminars
- Must take campus public safety to the next level.



# MORGAN STATE UNIVERSITY



**THANK YOU!**