

MORGAN STATE UNIVERSITY



FY 2025 OPERATING & CAPITAL BUDGET PRESENTATION
Maryland Higher Education Commission | September 13, 2023
Dr. David K. Wilson, President

OVERVIEW



Presentation Highlights

- Morgan State University at a Glance
- Leaning Forward: Transformation Morgan 2030
- Academic Investments
- Enrollment Management and Student Success
- Research and Economic Development
- FY 2025 Operating & Capital Budget Requests
 - Projects in Progress



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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)



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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 – 9,101 (Fall 2022) | Fall 2023 – 9,600 Estimate
- ❖ Workforce – Faculty: 677 | Staff: 1,640
- ❖ Academic Programs
 - 63 Undergraduate
 - 48 Master’s
 - 28 Doctoral
 - 13 Certificate Programs
- ❖ Students
 - Best Prepared
 - 25% First-Generation College Students
 - Majority Have Significant Financial Need
- ❖ Strategic Plan – University Road Map
 - 2021 - 2030 – R1 Goal
- ❖ Campus Master Plan
 - 2015 - 2025
- ❖ Strategic Housing Plan
 - 2017 - 2025



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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>



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ACADEMIC INVESTMENTS



Usage of HBCU Funds - Investments

FY24 Investments Made From HBCU Settlement Funds

Area/Initiative	Totals
Faculty Lines	\$7,000,000
Academic Schools Budget Enhancements	\$1,300,000
Academic Support	\$3,575,000
Marketing	\$2,000,000
Morgan Completes You - CICS	\$1,500,000
Teaching Assistantships	\$4,000,000
Faculty Development	\$1,500,000
Faculty Recruitment	\$1,300,000
Scholarships	\$4,125,000
Total	\$26,300,000



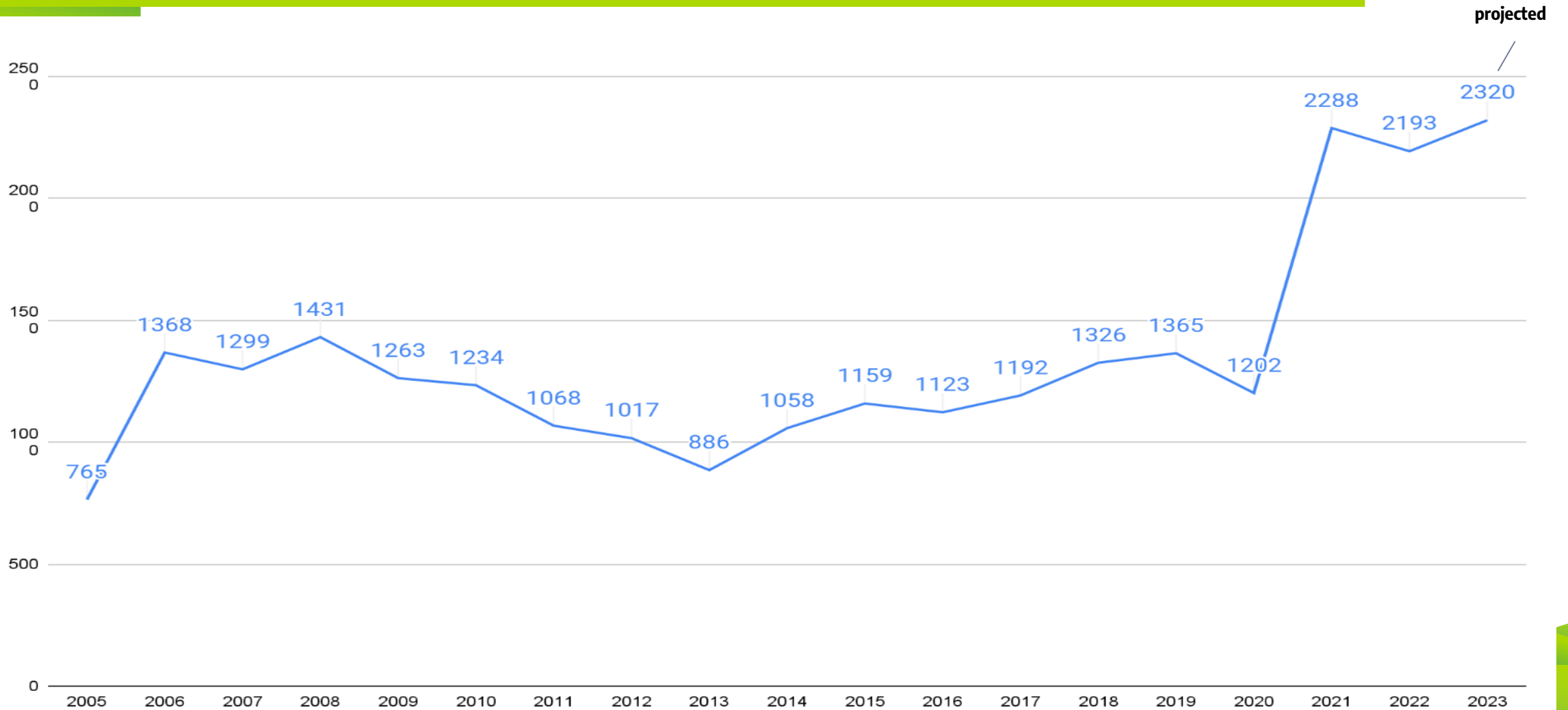
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ENROLLMENT MANAGEMENT & STUDENT SUCCESS

THIRD YEAR OF RECORD FRESHMAN ENROLLMENT



SGS Fall Admissions

TODAY:

1025 • New Admits

558 • New Admits Enrolled

367 • Fall 22 Total New Admits Enrolled

1475 • Total enrollment 8/22

Comparative Graduate Admissions Trends as of August 22, 2023

Submitted Applications

Fall 2020	910
Fall 2021	1,116
Fall 2022	1,560
Fall 2023	2,402

Admits

Fall 2020	676
Fall 2021	860
Fall 2022	725
Fall 2023	1,025

Fall 2023 Enrollment Projections

- ▷ Conservative-9600 (Fall 2022- 9101; Fall 2021-8469)
- ▷ Likely-9650-9800
- ▷ Possible-9900

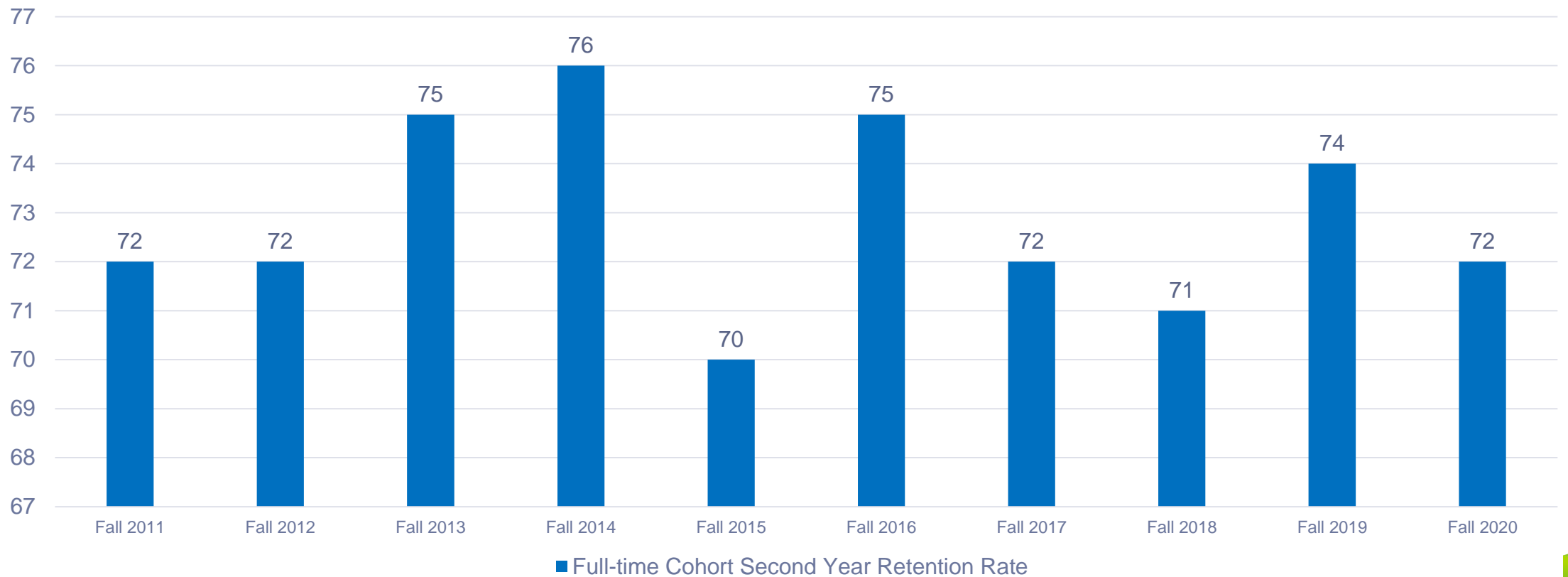
Record-setting First-to-Second Year Retention Rates

Expected to be 13th consecutive year above 70%

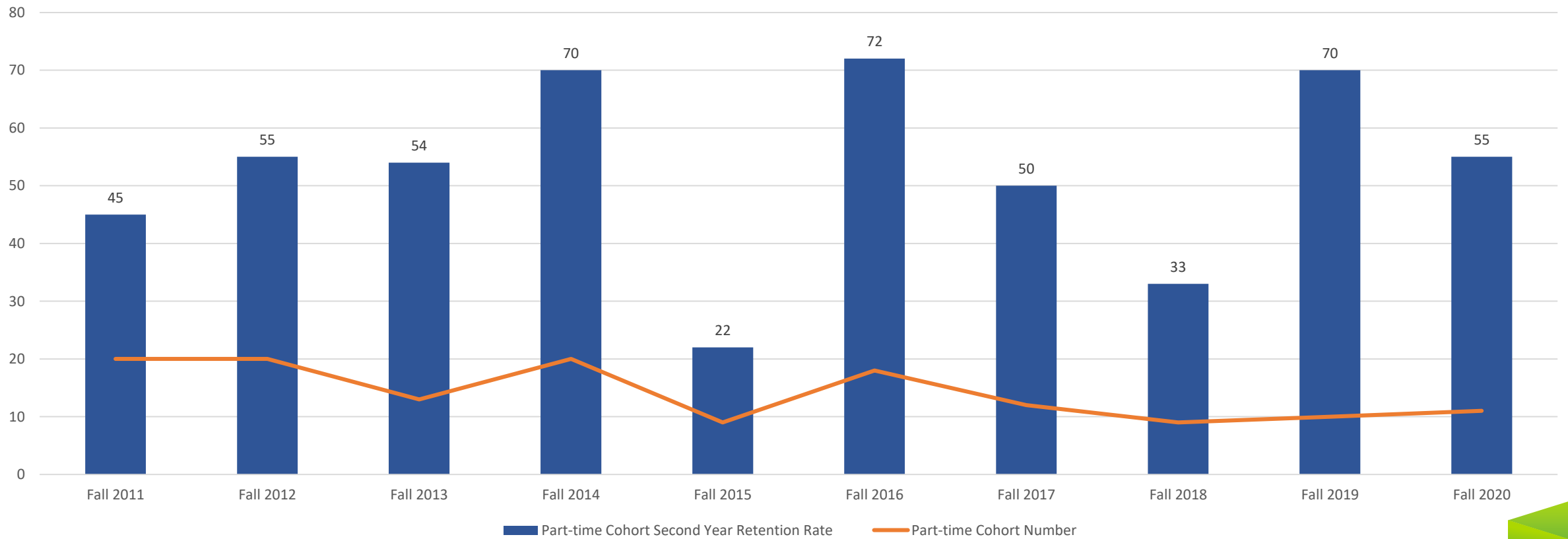
- ▶ Previous record: 9 consecutive years above 70% between 1992-2000



IPEDES Trend in 2nd Year Retention Rates Full-Time Cohorts



IPEDES Trend in 2nd Year Retention Rates Part-Time Cohorts



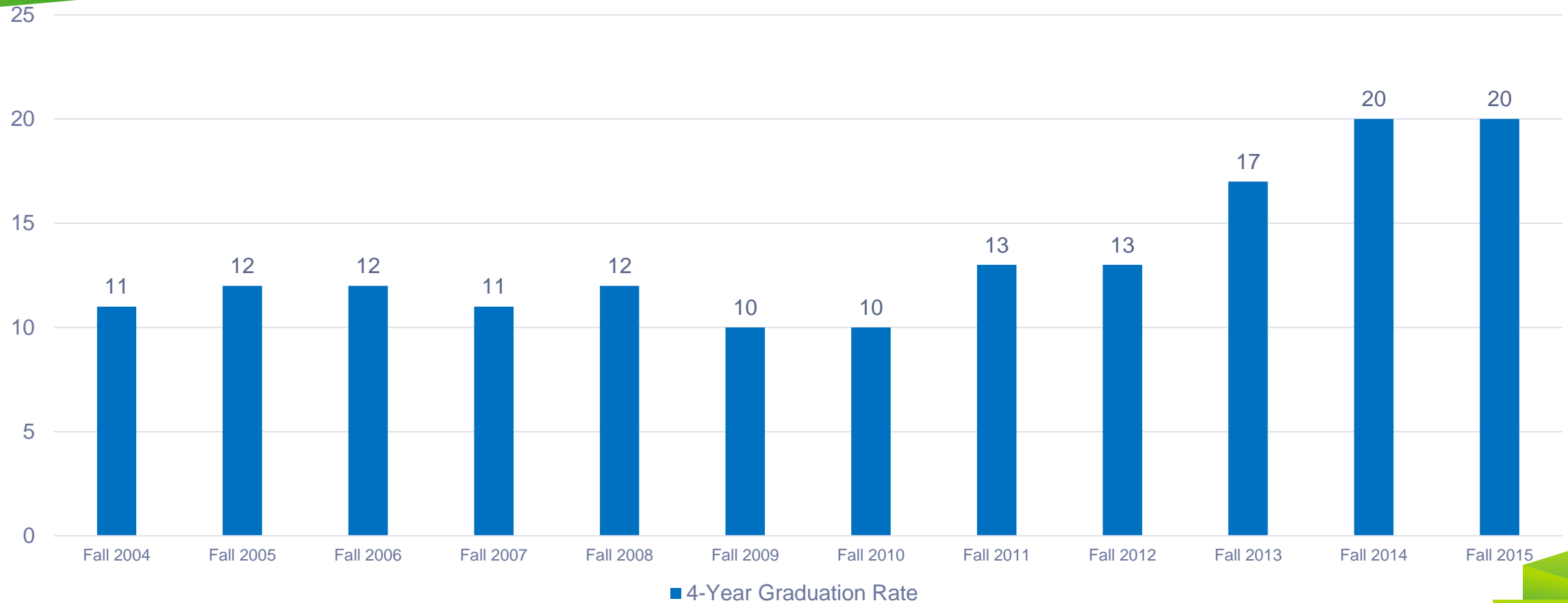
Graduation Rates Continue to Climb

6-year graduation rate 41%
(2017 cohort)

- ▶ 5 straight years above 40%
- ▶ Only the second time that University has had five consecutive years with above 40% six-year graduation rate.



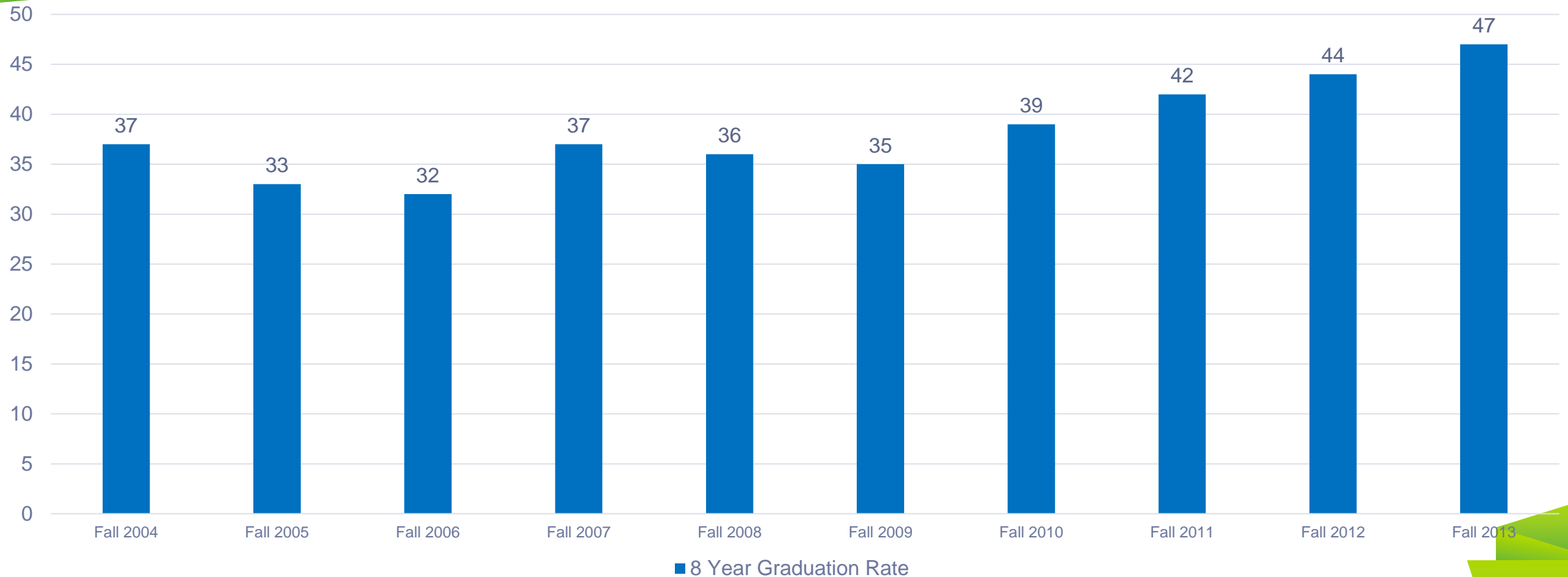
IPEDES 4-Year Graduation Rate Trend Full-Time Cohorts



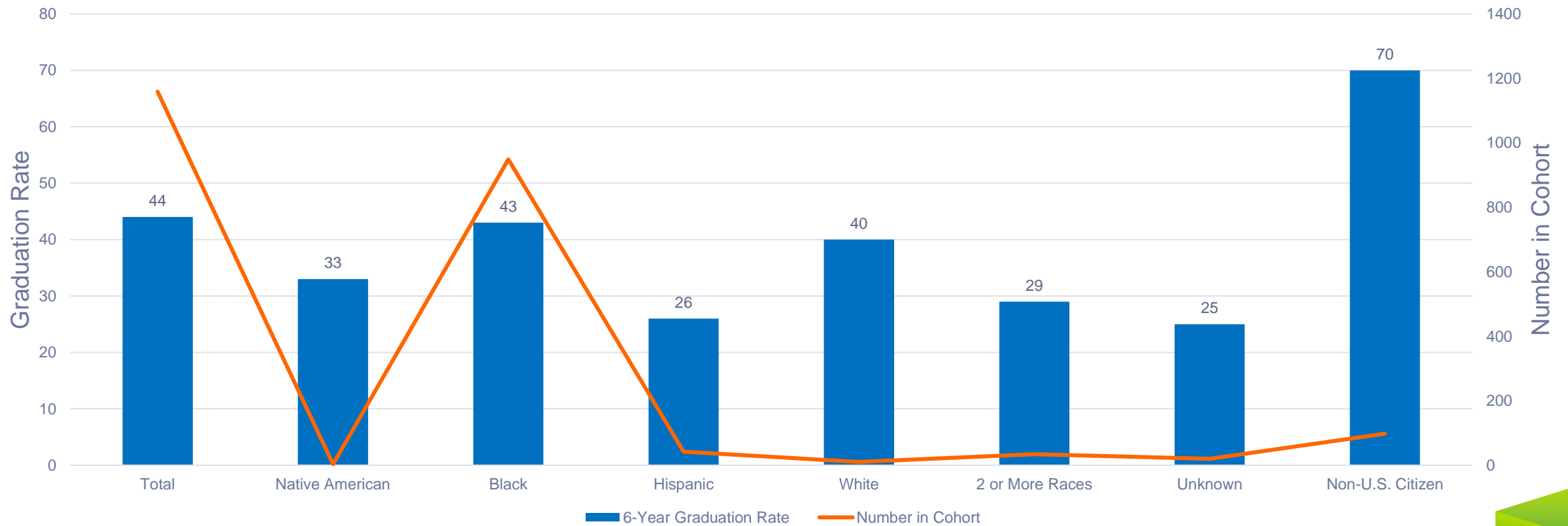
IPEDES 6-Year Graduation Rate Trend Full-Time Cohorts



IPEDES 8-Year Graduation Rate Trend Full-Time Cohorts



IPEDES Fall 2015 Cohort 6-Year Graduation Rates by Student Demographics



RECENT STUDENT SUCCESS HIGHLIGHTS

Awarded \$1.5M National Institute for Student Success (NISS) Acceleration Grant 2023-2026



- Proactive Advising
- Financial Wellness
- Operationalizing Data

Partnered with Community College of Baltimore County to offer dual admission program to CCBC students--Degrees to Succeed Program



Degrees to Succeed Acknowledgement Form

Community College of Baltimore County (CCBC) and Morgan State University (Morgan)

RECENT STUDENT SUCCESS HIGHLIGHTS

Designated 2023-24 [Military Friendly® School](#)
and [Military Spouse Friendly School](#)



Institutions earning the Military Friendly® Schools Awards designation were evaluated using public data sources and responses from a proprietary survey. Over 1,800 schools participated in the 2023-2024 survey, 530 schools earned awards level designations in Gold, Silver, and Bronze. 250 were selected for “Gold” award status for their leading practices, outcomes, and effective programs. The 2023-2024 Military Friendly® Schools list will be published in G.I. Jobs magazine’s May issue. <https://www.militaryfriendly.com/schools/>

Awarded grant through Thurgood Marshall College Fund, Partnership for Educational and Inside Track Advancement to provide re-enrollment coaching for stopped out students, retention coaching for select student cohort, and capacity building to enhance institutional coaching and advising.

Student Success for HBCUs

Coaching and Capacity Building for Student-Supported Transformational Change

A four-year, \$7.9M HBCU Transformation Project student success initiative for 16 institutions with two phases primed for a robust ROI:



DIRECT COACHING
for 21,360 students across
multiple HBCUs



CAPACITY BUILDING
at the institutional level and
training for 180 administrators

STUDENT LOAN DEBT DATA

- ▶ Morgan is constantly working with students to monitor and minimize the impact of loan debt through engagement and financial aid optimization. Based on the Federal Score Card Field of Study Data as of April 2023, Student Federal Debt Incurred at Morgan averages \$28k with Median Earnings 4 years after graduation averaging \$55k across all undergraduate degrees.



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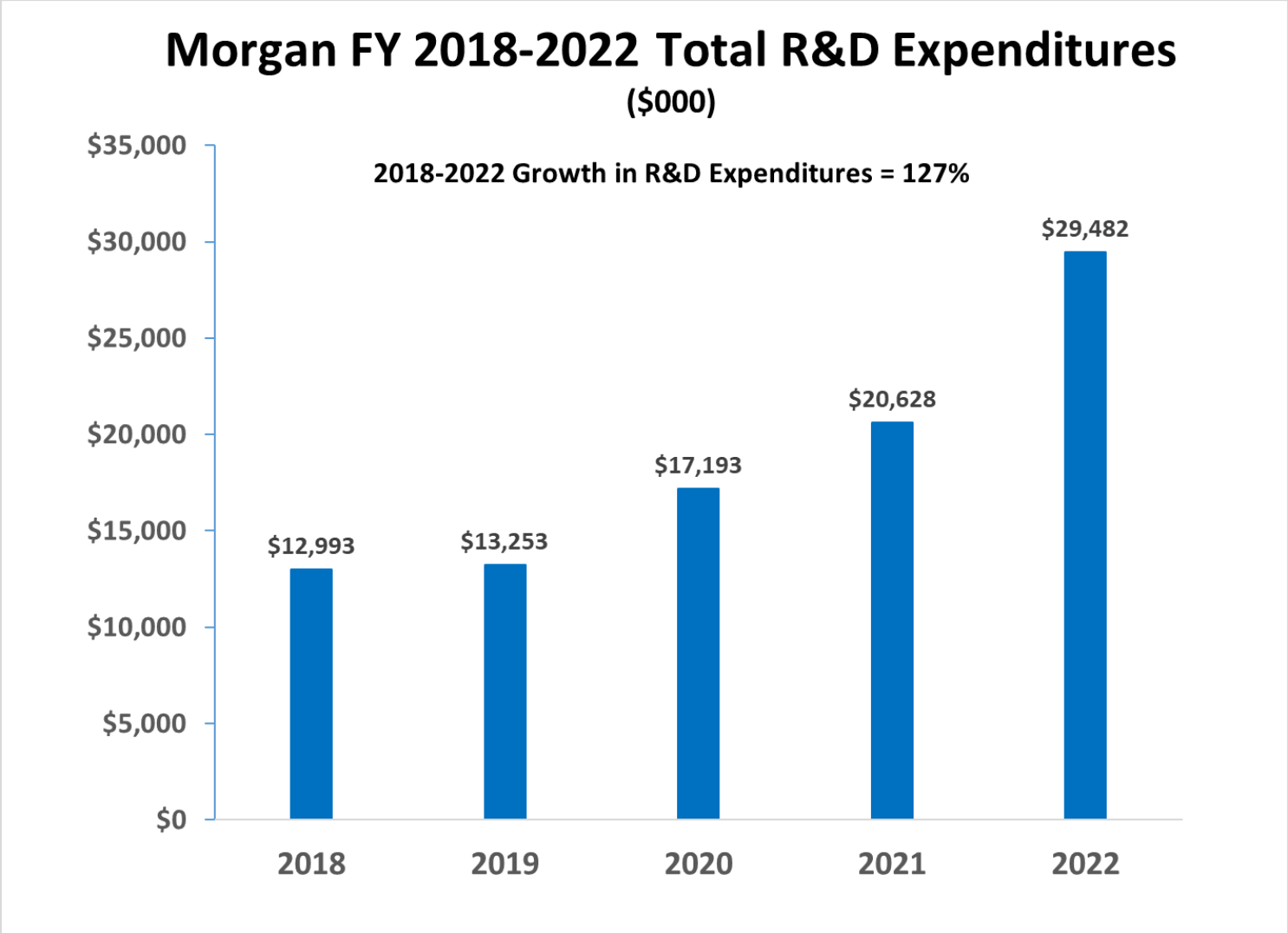


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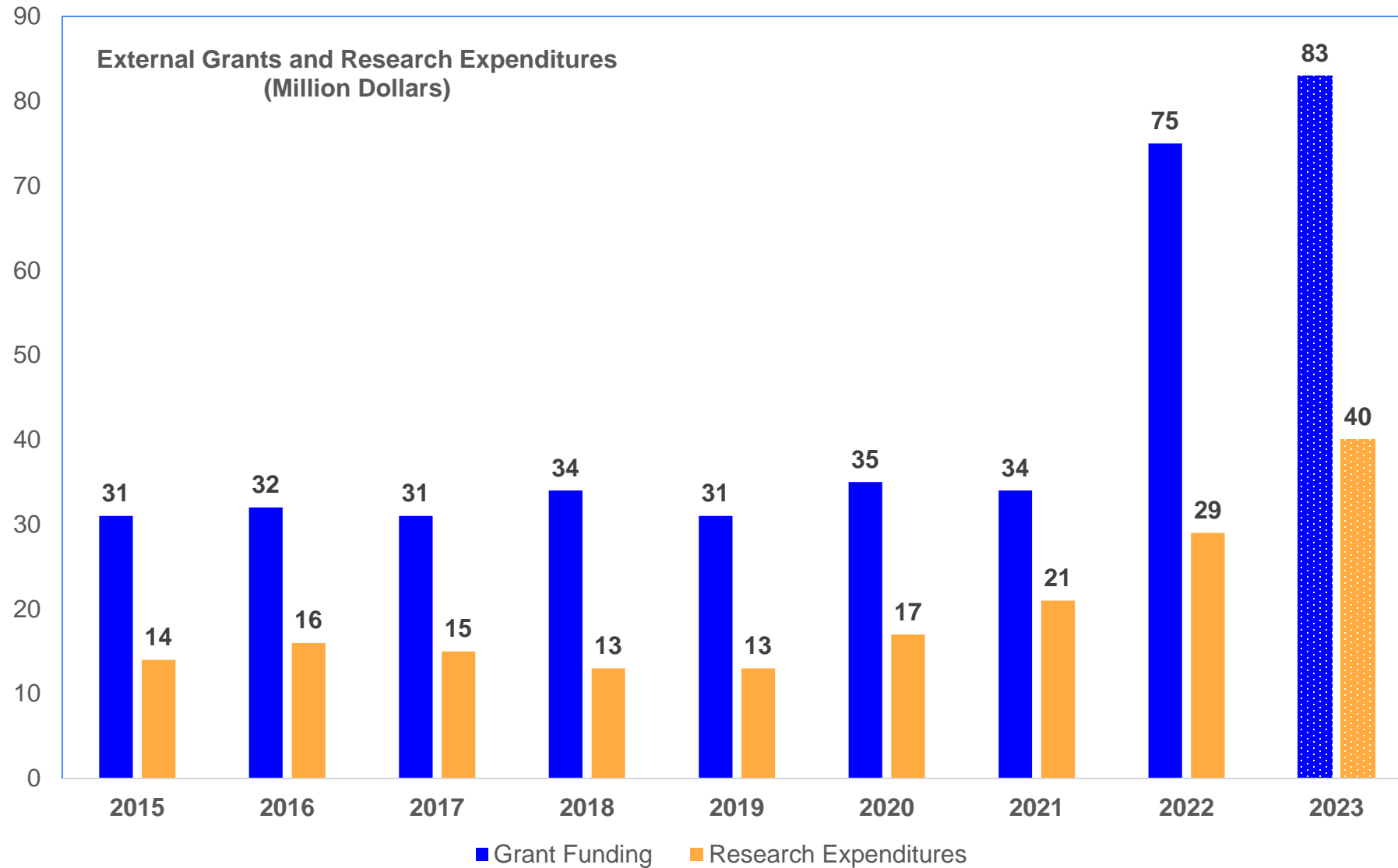
RESEARCH AND ECONOMIC DEVELOPMENT

MORGAN'S RECENT R&D EXPENDITURE TREND

(NSF HERD DATA)



RESEARCH AT MORGAN ACHIEVING NEW HEIGHTS



2023 is a projection

MORGAN RESEARCH CENTERS PROGRAM

Center	Established
Institute for Urban Research	1978
Patuxent Environmental and Aquatic Research Laboratory (PEARL)	2004
Cybersecurity Assurance and Policy (CAP) Center	2018
Center for Urban Health Equity	2021
Center for Data Analytics and Sports Gaming Research	2022
Center for Equitable AI and Machine Learning Systems	2022
Center on Urban Violence and Crime	2022

TWO NEW RESEARCH CENTERS

Center	Launched
National Center for the Elimination of Educational Disparities	July 1, 2023
Center for Education and Research in Microelectronics	July 1, 2023

INNOVATION OUTPUTS AND OUTCOME COMPARISONS

Morgan Innovation and Technology Transfer		
Metric	Recorded Through FY 2010	FY 2011-2023
Intellectual Property Disclosures	1	199
New U.S. Patent Applications Filed ¹	0	138
U.S. Utility Patents Issued ²	0	22
License Agreements & Options	0	31
New Start-up Companies	0	13

¹ New U.S. Provisional Patent Applications and New First Filings of U.S. Utility Patent Applications

² End of FY 2023: 38 U.S. Utility Patent Applications were pending including 4 allowed and 3 allowable

HOW MSU MEASURES UP TO U.S. RESEARCH UNIVERSITIES: METRICS PER R&D EXPENDITURES

Morgan FY 2023 Metrics & U.S. University Rank per \$10 Million R&D Expenditures					
Output & Outcome Performance Metrics	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	31	15	3.3	5 X	7th
New U.S. Patent Applications	32	16	2.0	8 X	3rd
Issued U.S. Patents	7	3.4	1.1	3 X	9th
License & Option Agreements	9	4.4	1.2	4 X	10th
Start-up Companies Formed	3	1.5	0.14	11 X	5th

Morgan Performance Data of most recent annual data: Association of University Technology Transfer Mangers (AUTM). To be updated in late 2023.

ECONOMIC IMPACT OF MORGAN

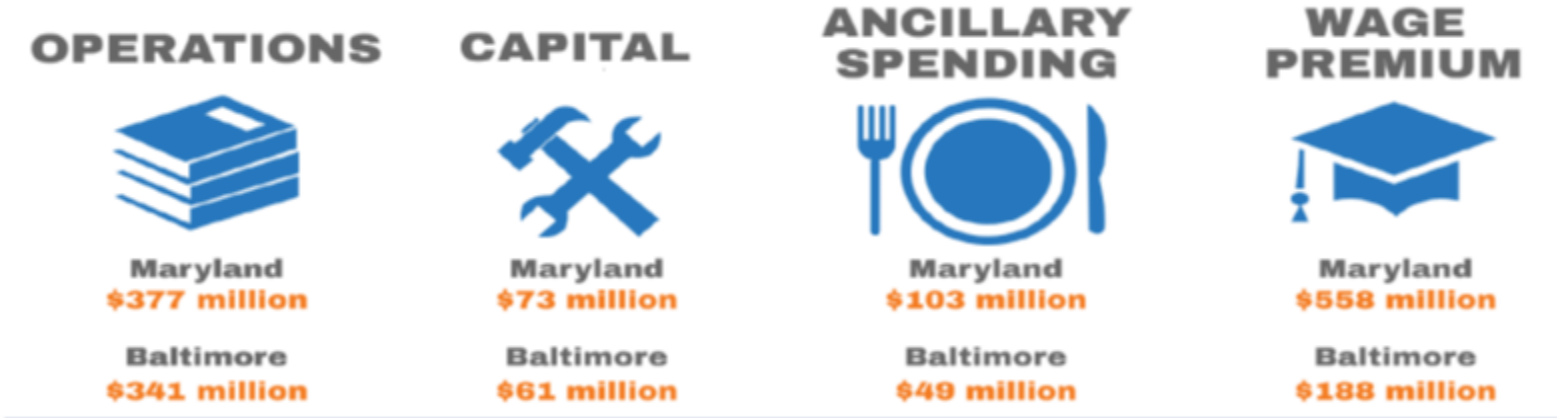
Morgan is a major economic engine for the city and state annually producing **\$1.1 billion** in statewide economic impact, supporting 6,900 jobs and generating \$53 million in state tax revenues. About 60 percent of that economic and employment impact occurs in Baltimore.



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 2025 OPERATING & CAPITAL REQUESTS

FY 2025 OPERATING BUDGET REQUEST

\$ in Millions

Priority	University Initiative	Amount
1	Center for the Preservation and Advancement of Democracy	\$1.5M
2	Center for Brain Science	\$3.2M
3	Center for Urban and Coastal Climate Science Research	\$3.0M
4	Center for Cannabis Science and Management	\$2.0M
	Total for FY 2025	<u>\$9.7M</u>

DETAILS ON MORGAN'S OPERATING BUDGET

- Budget information is prepared by Morgan's central budget/planning office
 - Marvin Hick, Budget Director; marvin.hicks@morgan.edu
 - Cynthia Wilder, University Planner; cynthia.wilder@morgan.edu
 - Jazzmine Carter, Senior Financial Analyst; jazzmine.carter@morgan.edu
- Morgan expends substantially all of its budget either directly during the year or via budget encumbrances for expenditures that have been obligated. As an example, the FY23 budget was directly expended at 100% not including encumbrances resulting in a fully expended FY23 budget.
- Based on the NACUBO operating categories, instruction represents approximately 31% of the University's FY23 state support budget and 20% of the University's total FY23 operating budget.
- IPEDS data for FY21 reflects instruction expenses as a percent of total core expenses at 25%. IPEDS peer budget data for FY21 is reflected on the following slide.
- Total vacancies as of 6/30/23 is 238 -- 84 faculty, 134 exempt, and 20 non-exempt.

FY24 IPEDS PEER BUDGET DATA FOR FY21

IPEDS FISCAL YEAR 2021 Expense Category as a Percent of Total Core Expenses

UnitID	Institution Name	Core expenses total dollars (GASB) (DRVF2021)	Instruction expenses as a percent of total core expenses (GASB) (DRVF2021)
201441	Bowling Green State University-Main Campus	264,128,177	55
202134	Cleveland State University	240,752,834	57
190567	CUNY City College	1,124,453,855	23
198464	East Carolina University	580,671,524	50
203517	Kent State University at Kent	360,086,449	58
204024	Miami University-Oxford	454,480,719	51
185590	Montclair State University	380,928,000	45
163453	Morgan State University	244,312,552	25
199102	North Carolina A & T State University	257,259,050	34
204857	Ohio University-Main Campus	492,286,843	53
232982	Old Dominion University	439,435,330	50
184782	Rowan University	604,957,978	39
186371	Rutgers University-Camden	221,460,000	38
122409	San Diego State University	749,302,816	33
196103	SUNY College of Environmental Science and Forest	99,740,851	40
200800	University of Akron Main Campus	219,664,925	58
166638	University of Massachusetts-Boston	443,461,000	47
167987	University of Massachusetts-Dartmouth	224,168,000	45
166513	University of Massachusetts-Lowell	437,713,000	43
199139	University of North Carolina at Charlotte	525,550,791	47
199148	University of North Carolina at Greensboro	367,997,254	49
199218	University of North Carolina Wilmington	299,744,106	47
206084	University of Toledo	303,817,974	78
231624	William & Mary	351,410,907	40

Source: IPEDS Frequently Used/Derived Variables-Financial Indicators-Percent distribution of core expenses by function

FY 2025 CAPITAL BUDGET REQUEST

\$ in Millions

Project	Phase	FY 2025 Request	Funded to Date	Total Cost
Ongoing/Funded				
Deferred Maintenance	P	\$5.0	\$62.0	\$87.0*
New Science Center, Phase I	P, C	\$7.6	\$11.7	\$19.3
New Science Center, Phase II	P, C	\$102.7	\$17.9	\$342.0
Lake Clifton Demolition	P, C	\$9.4	\$6.1	\$17.4
Carter-Grant-Wilson Renovation	P	\$9.9	\$2.4	\$37.2
Jenkins Demolition	P, C	\$0.8	\$1.0	\$16.8
New				
Campus-Wide Electric Upgrades	P	\$2.2	\$0	\$83.6
Campus Renovations	P	\$1.9	\$0	\$49.4
Campus Infrastructure	P	\$3.0	\$0	\$40.5
Climate Act/Sustainability	P	\$2.1	\$0	\$2.9
TOTAL		<u>\$144.6</u>	<u>\$101.1</u>	<u>\$696.1</u>
Special Request – Osteopathic Medical School, Phase I	P	\$3.5		\$15.7

*Note: Amount reflects five-year total.

KEY: C – Construction, P – Planning



PROJECTS IN PROGRESS



MORGAN

HEALTH AND HUMAN SERVICES

Scheduled for Completion in Summer 2024

OTHER CAMPUS PROJECTS

- University Chapel Deferred Maintenance
- Academic Quad Steam Upgrade
- Hurt Gymnasium Interior Renovations – opens 2024
- West Campus Infrastructure – opens fall 2023
- University Student Center Garage Repairs – complete 2023
- Future Science Complex – to be located on Cold Spring Lane & Stadium Way, opens 2027

Thank You! Questions?

A photograph of a modern, multi-story university building with large glass windows and a prominent corner. The sun is low in the sky, creating a warm orange and yellow glow and a lens flare effect on the glass. The word "MORGAN" is visible vertically on the upper part of the building. In the foreground, a large blue sign with white text reads "MORGAN STATE UNIVERSITY".

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Dr. David K. Wilson | PRESIDENT

September 13, 2023

