

Presentation to the Maryland Higher Education Commission

Senior Vice Chancellor for Academic and Student Affairs

Joann Boughman

Senior Vice Chancellor for Administration and Finance

Ellen Herbst



September 29, 2022

Operating & Capital Budget Overview

- USM Contributions to Maryland
- FY 2024 Priorities
- Operating Budget
- Capital Budget



OUR MISSION

*To educate and serve the people of Maryland;
advance equity, justice and opportunity;
and produce the research and scholarship that improves lives.*

USM Contributions to Maryland

Diversity, Equity and Inclusion

- Raise the profile of HBCUs by supporting implementation of ambitious strategies for enrollment management and student success
- Integrate civic education into general education curricula
- Implement new programs to foster an ethos of committed public engagement



Half of the student population identifies as a racial/ethnic minority

USM Contributions to Maryland

Access Affordability and Achievement



- Attract, retain and graduate more Maryland students
 - 165,000 students enrolled
 - Including 33,000-38,000 new transfers annually
- With low cost of attendance, half of undergraduates avoid loans
- 43,000 degrees awarded annually
- Average debt for in-state bachelor degree recipients is \$30,000

USM Contributions to Maryland



Academic Excellence and Innovation

- First-time undergraduates
 - 86% average 2-year retention rate
 - 71% average 6-year graduation rate
- Improving excellence through increased diversity and inclusion
 - 30% of faculty & 42% of staff identify as a member of a minority racial/ethnic group

USM Contributions to Maryland

Workforce and Economic Development

Annually USM graduates:

- 12,000 STEM graduates
 - including 7,000+
Computer Science, IT, Cyber
- 2,000+ engineers
- 1,500 new teachers
- 1,300 nurses
- 160 medical doctors

600+ new companies
created/facilitated (since 2011)



USM Contributions to Maryland (cont.)

Research and Impact



- \$1.4B in R&D attracted annually
- Over 20 joint academic collaborations and student enrichment programs
- UMD-UMB maintain top 10 NSF research ranking among publics
- Enhanced national and international reputation

USM's Vision 2030: From Excellence to Preeminence

USM Strategic Plan Implementation

- Shifting from institution-focused to student-centric
- Priorities concentrate on learner outcomes
- Connecting to Maryland's needs as identified in the State Plan

Ensuring Equitable Access to High-Quality Education

- **Enhance** the 1,200 degree and certificate programs at the undergraduate and graduate levels with emerging fields of study
- **Improve** access to underserved regions/populations to address equity gaps
- **Expand** USM Regional Centers' ability to engage and innovate
- **Disburse** an additional \$20M annually for need-based institutional aid to improve equitable affordability within campus-defined subgroups
- **Strengthen** and **expand** capacity of HBCUs; \$200M over 10 years

Meeting Maryland's 55% Goal While Ensuring Student Success

- **Achieve** MHEC's undergraduate degree targets
 - Currently exceeding with 28,000 awarded in FY 2021 and FY 2022
- **Develop** advanced technology to improve student success
- **Support** for transfer student success through Articulation and Transfer platform (ARTSYS)
- **Develop** and **scale** innovative pathways for new educational opportunities and credentials

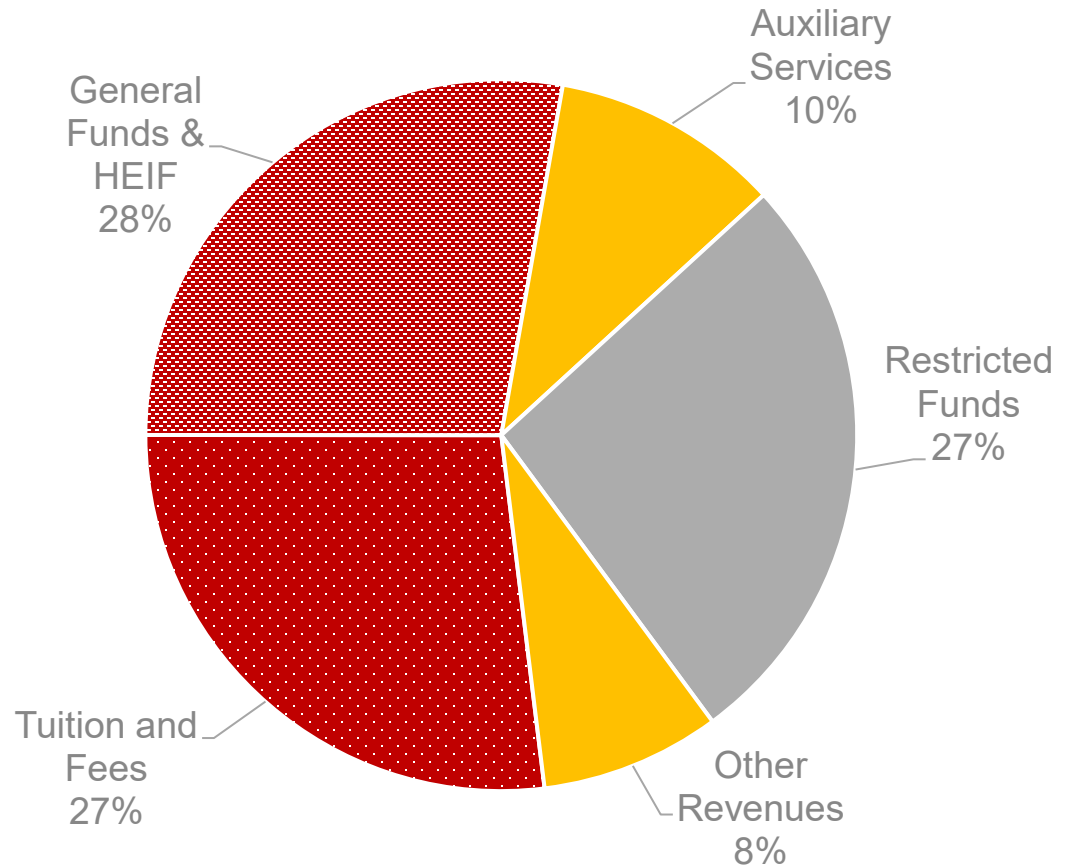
Student Health and Wellness

- Pandemic highlighted key areas of concern
- Campuses working together for best practices
- Universities prepare students through communication, education, and prevention

The Operating Budget

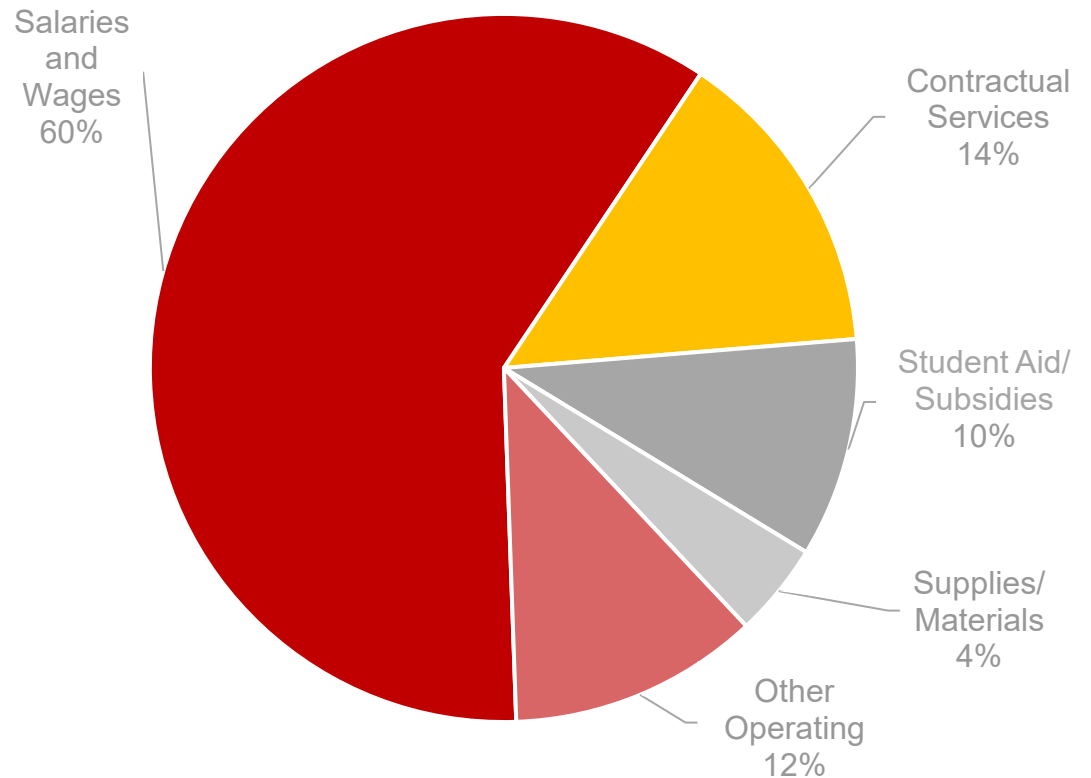
FY 2023 Operating Budget Sources (in billions)

FY 2023 Budget	\$6.8
General Funds & HEIF	1.9
Tuition and Fees	1.8
Restricted Funds	1.8
Auxiliary Services	0.7
Other Revenues	0.6



FY 2023 Operating Budget Uses (in billions)

FY 2023 Budget	\$6.8
Salaries and Wages	4.0
Contractual Services	1.0
Student Aid/Subsidies	.7
Supplies and Materials	.3
Other Operating	.8



Base for FY 2024 Current Services

- FY 2023 Legislative appropriation \$1.7B
- Tuition ranking 20th out of 50 states
Ranked highest to lowest
- Enrollment
 - Headcount 165,000
 - FTES 125,000
- Positions 40,000
 - Faculty 16,500
 - Non-faculty staff (includes grad assistants) 23,500

FY 2024 USM Funding Priorities

Student Access and Success Initiatives

Financial Aid

- Equitable access to high quality education
- Prioritize in-state students to attract and retain Maryland learners
- Increase aid for transfer students and regional higher education centers
- Support post-baccalaureate students to help Marylanders reskill and upskill to meet the state's changing workforce need

New Funding to:

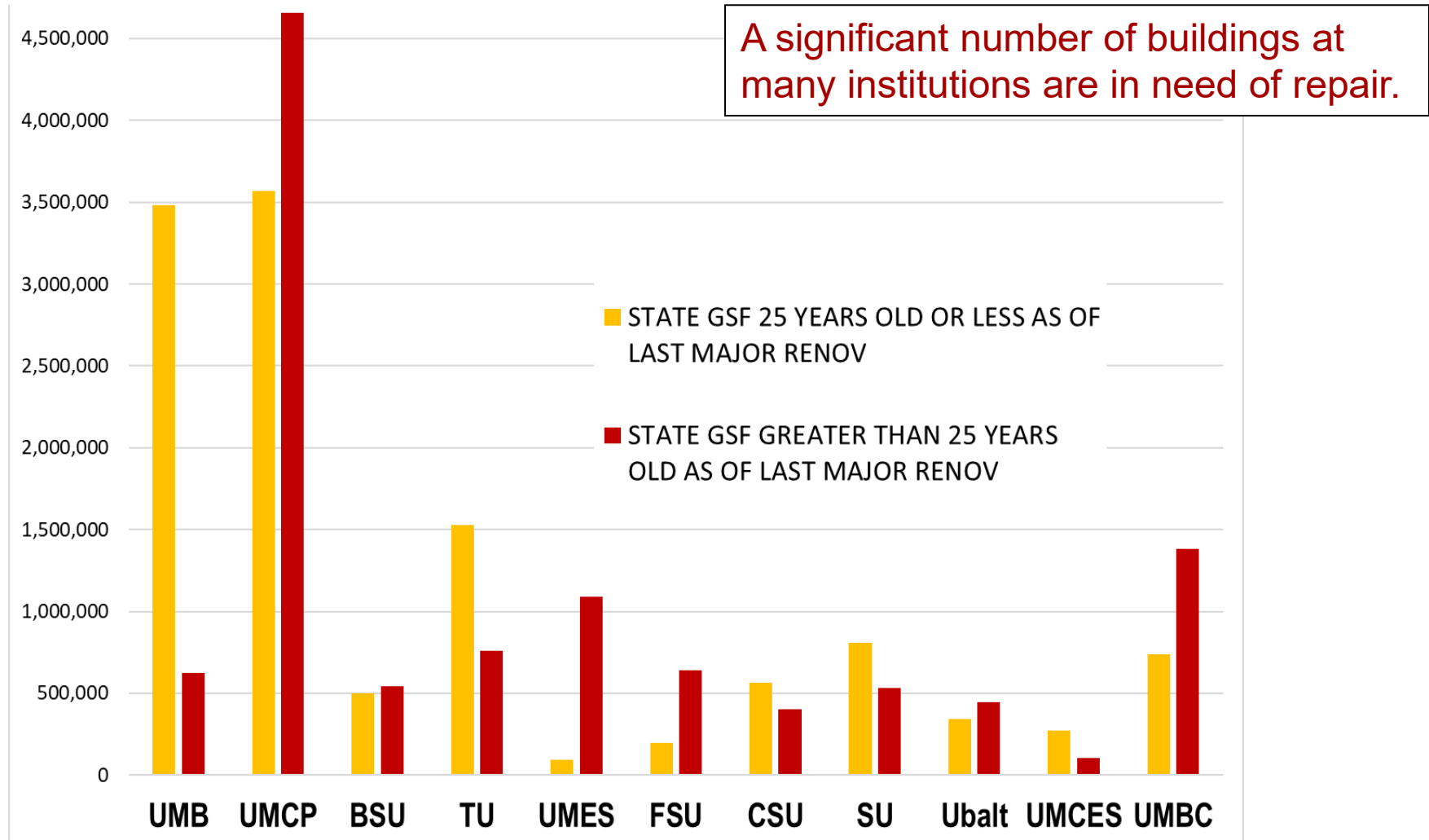
- Foster innovation through technology
- Develop pathways to enhance student success
- Invest systematically for decision support and program review
- Expand innovative ways to connect available aid to students

The Capital Budget

The Importance of State Capital Support

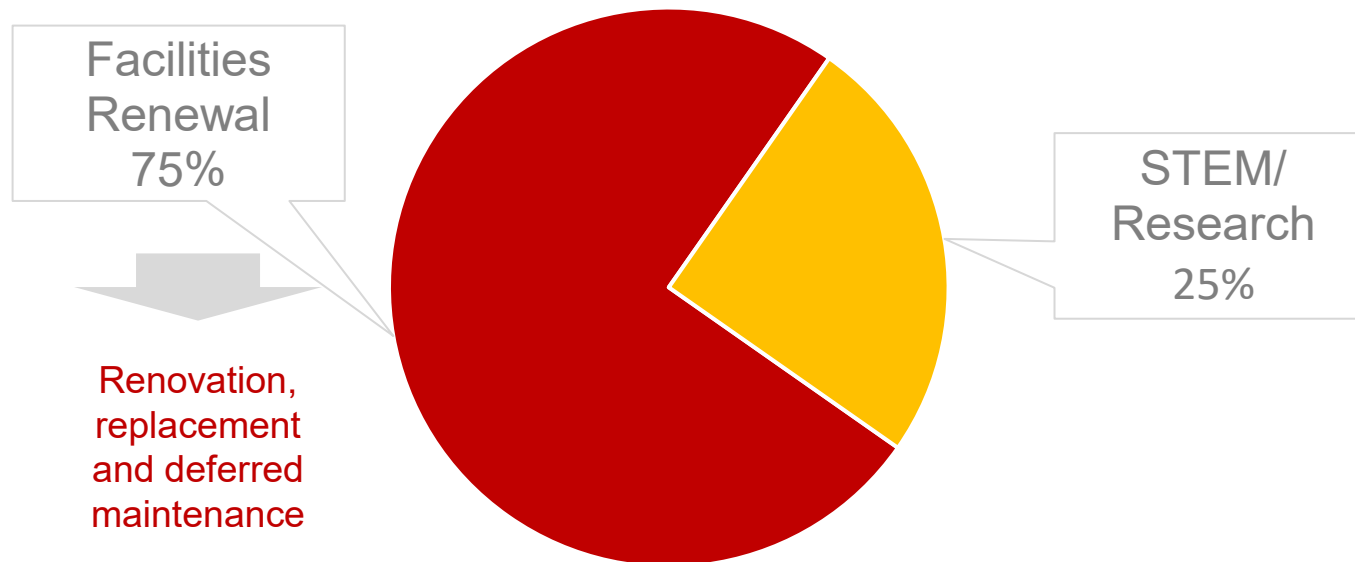
- State support helps address continued maintenance and repair needs of State assets
- State investment in facilities supports USM programs that provide economic benefit
- Construction activity helps sustain the State's economic recovery

The Scope of the Maintenance Problem: Age of Campus Buildings by Institution



Rebuild: Five Year (FY23-27) capital requests by the Board of Regents underscore need for renovation/repair

Capital Improvement Program



Based on \$1.36B Five Year Program per Governor's CIP (FY23 already enacted)

Characteristics of the USM Capital Program

- Student safety and health remain our top priority
- Cost escalation and supply chain uncertainty in construction market
- Future plans are focused on:
 - Maintenance and repair needs
 - Enhanced flexibility and advanced technology
 - Expansion of research and health care programs
- Board of Regents request is consistent with these priorities

Thank you

FY 2024 Operating and Capital Budget Request

Presented to the

Maryland Higher Education Commission

September 29, 2022



Tuajuanda C. Jordan, PhD
President

Katherine Gantz, PhD
Interim Provost and Dean of Faculty

Paula Collins
*Board of Trustees
Vice-Chair*

Paul A. Pusecker, III
*Vice President for Business and
Chief Financial Officer*

Jeffrey J. Byrd, PhD
Interim Associate Provost

We are...

Mission

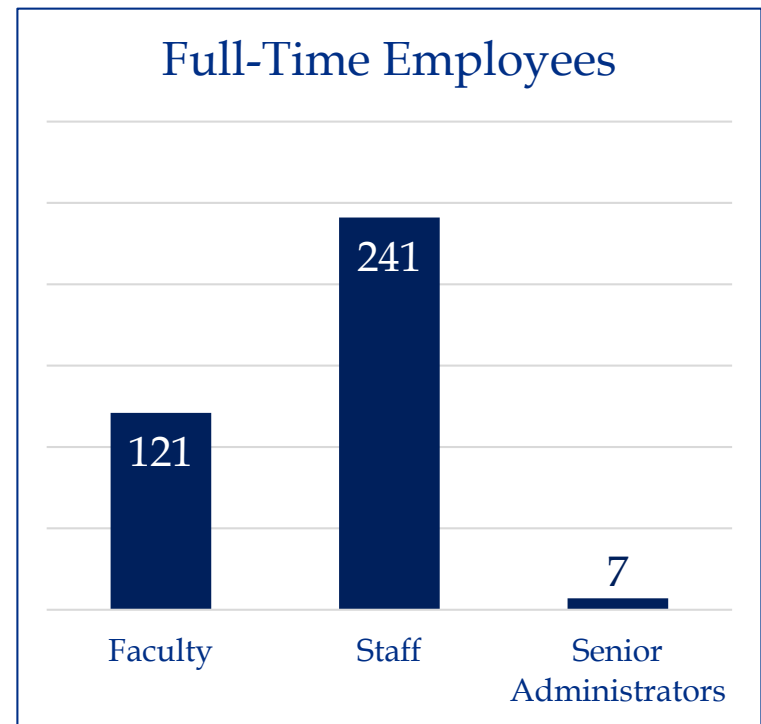
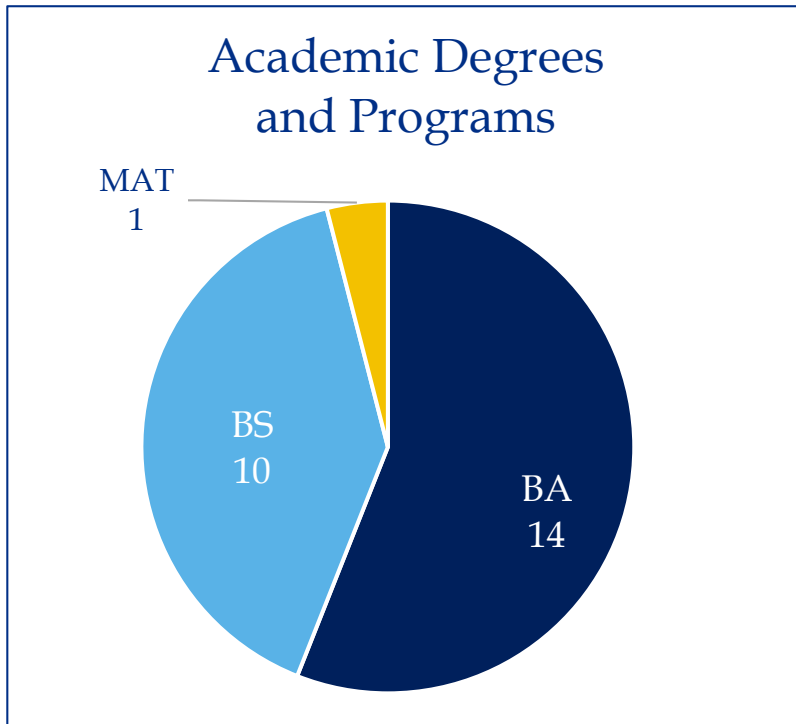
Honors Liberal Arts

Accessible

Affordable

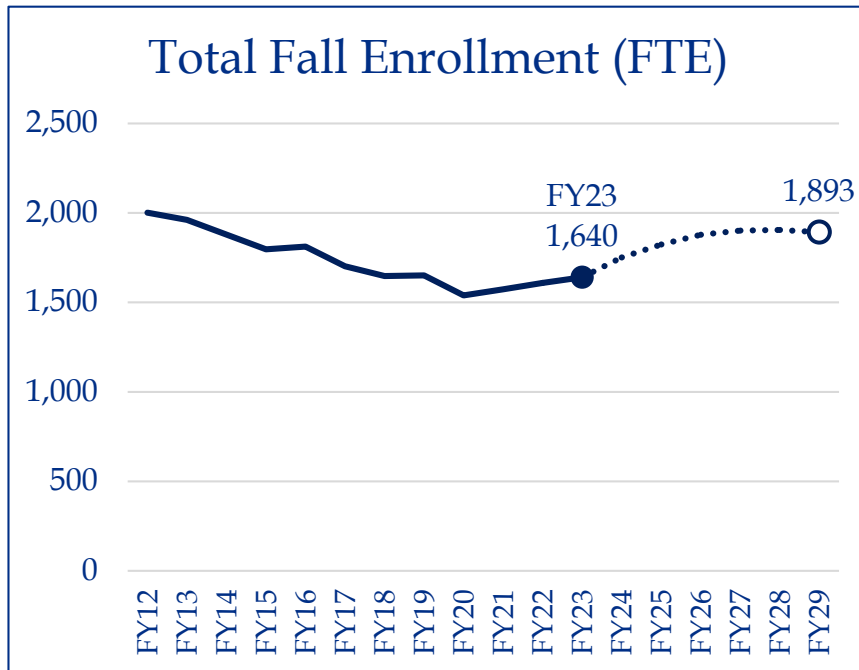


By the numbers...





By the numbers...



Tuition Rankings
Public Four-Year

6th	30th
2012-2013	2021-2022

By the accolades...





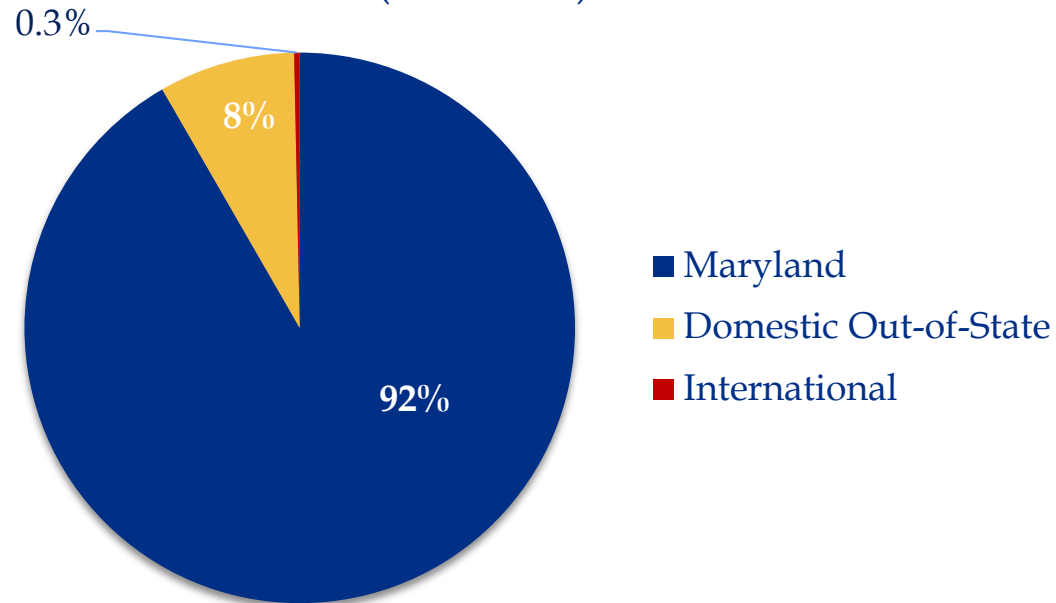
*Equitable access to
affordable & quality education...*



Access

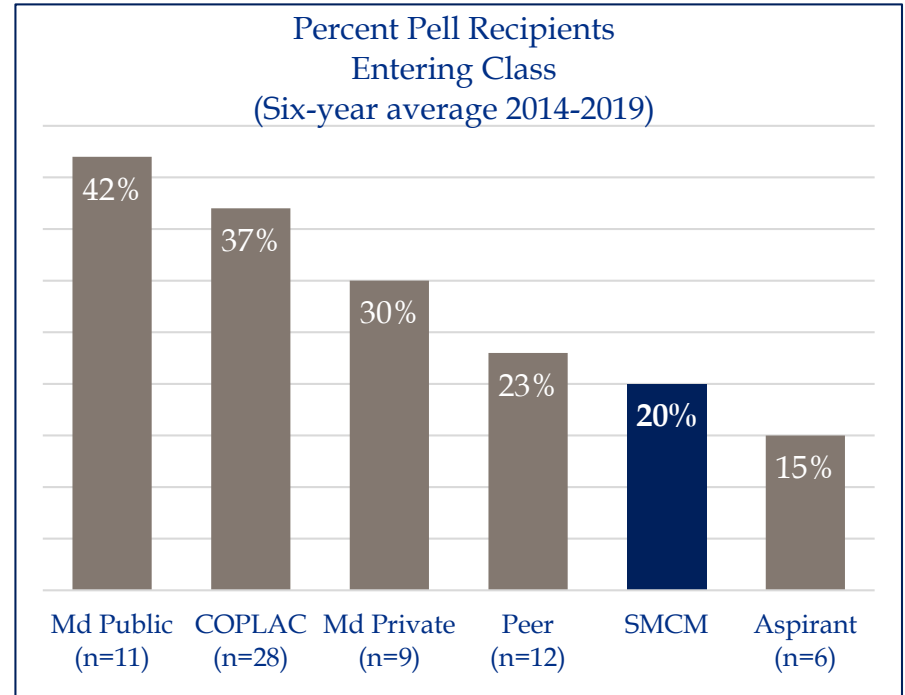
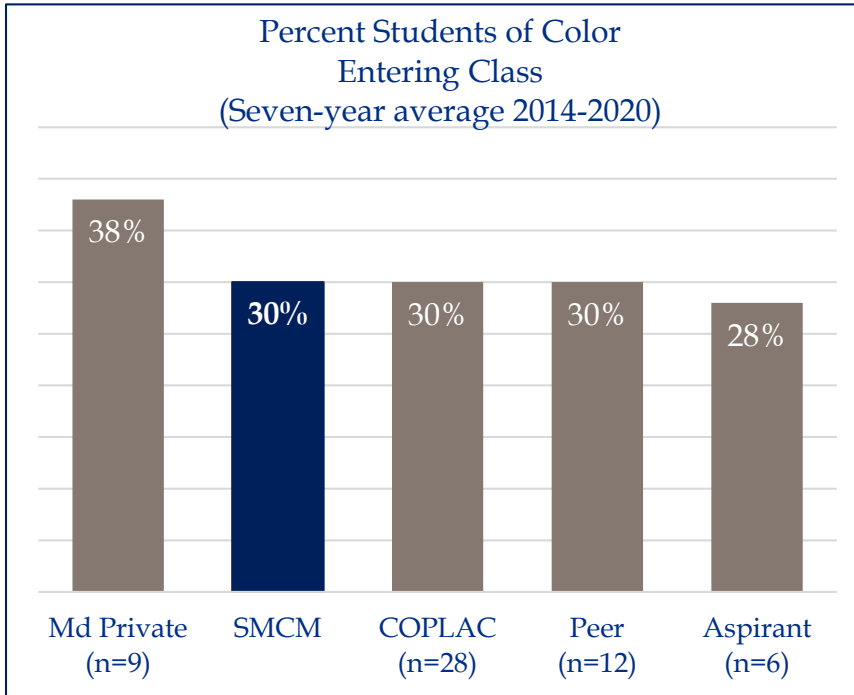


Undergraduate Student Enrollment (Fall 2021)





Access

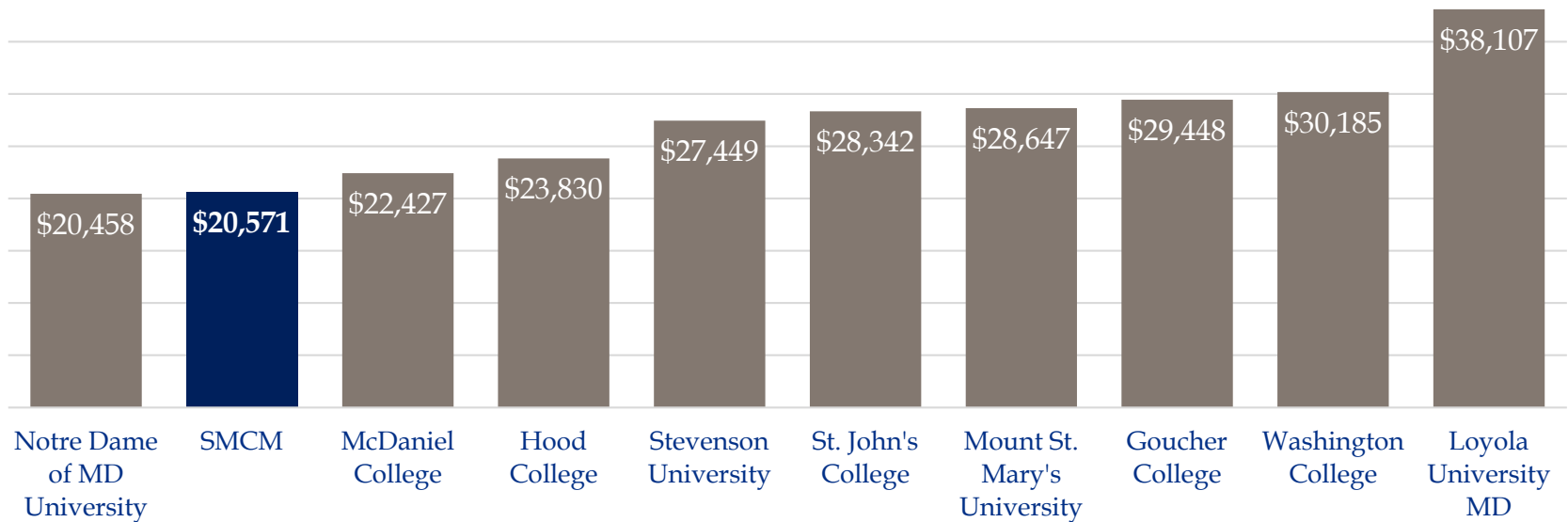




Affordable Access



Maryland Liberal Arts Colleges - Net Price
(Three-year average FY18 - FY20)

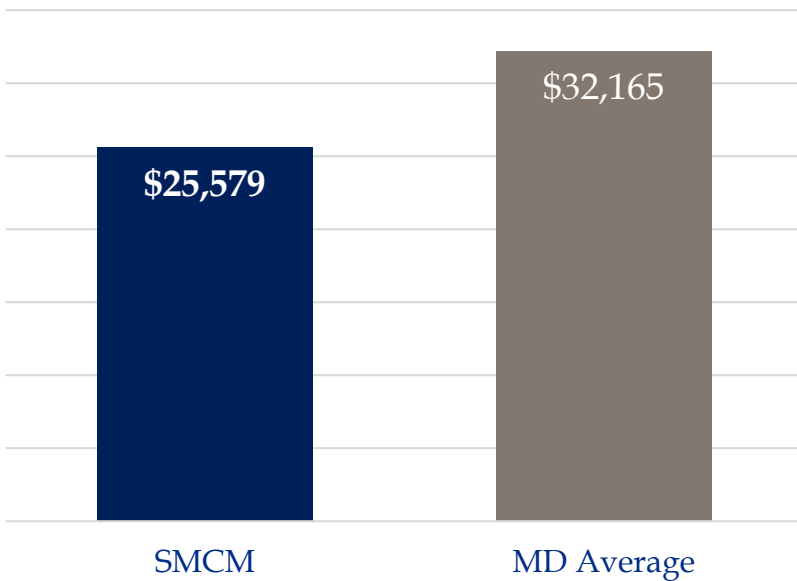




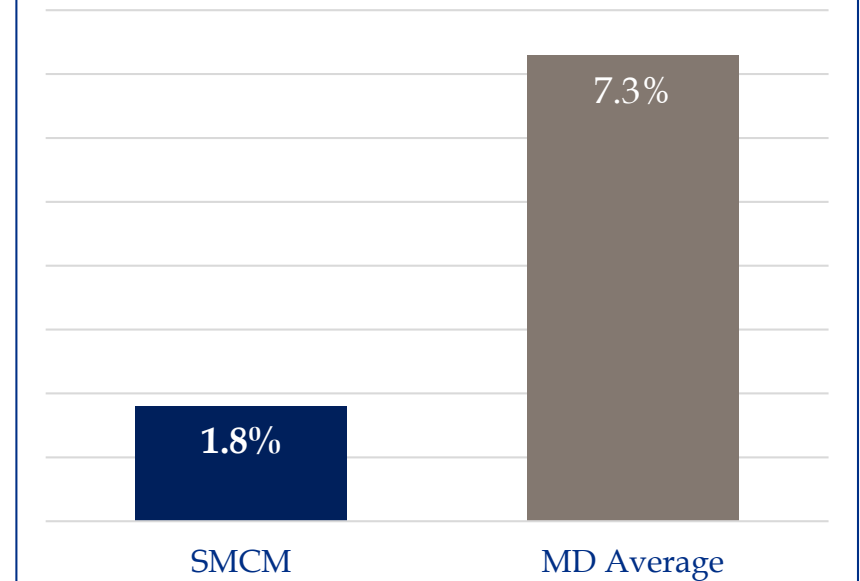
Affordable Access



Average Debt of Graduates



Loan Default Rate





LEAD

LEARNING through EXPERIENTIAL and APPLIED DISCOVERY

Equitable Access, Success, and Innovation
through
Holistic Curricular Design



LEAD

LEARNING through EXPERIENTIAL
and APPLIED DISCOVERY

FOUNDATIONAL
STUDY



ADVANCED
STUDY



HONORS
COLLEGE
PROMISE

REQUIRED

REQUIRED

ENCOURAGED



FOUNDATIONAL STUDY

REQUIRED

LEAD



CORE SEMINAR

Core 101 **OR** Core 301



CORE KNOWLEDGE & METHODS

Core INQ **OR** Core EX



LANGUAGE STUDY



PROFESSIONAL PATHWAY

Core-P 101, 102, 201



ADVANCED STUDY

REQUIRED

LEAD

- **ACADEMIC MAJOR**
- **CAPSTONE PROJECT**



**HONORS
COLLEGE
PROMISE**

ENCOURAGED

LEAD



INTERNSHIP

OR



RESEARCH

OR



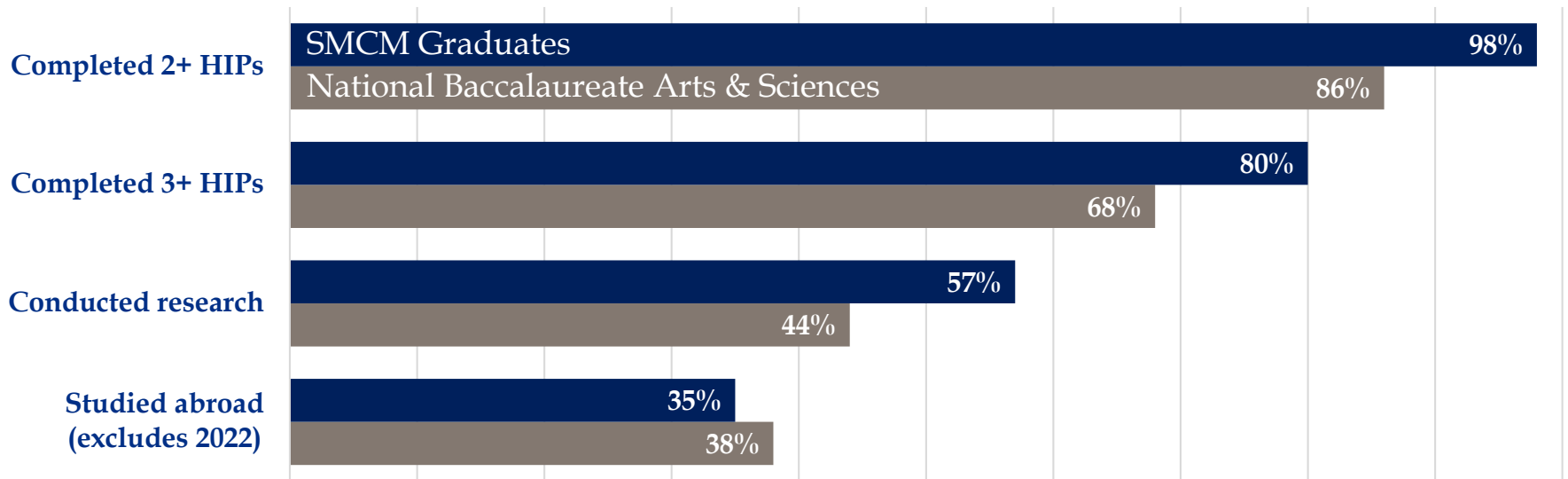
**STUDY ABROAD
EXPERIENCE**



Affordable Access to Quality



High-Impact Practices (HIPs) Among Seniors (4-year average 2019-2022)

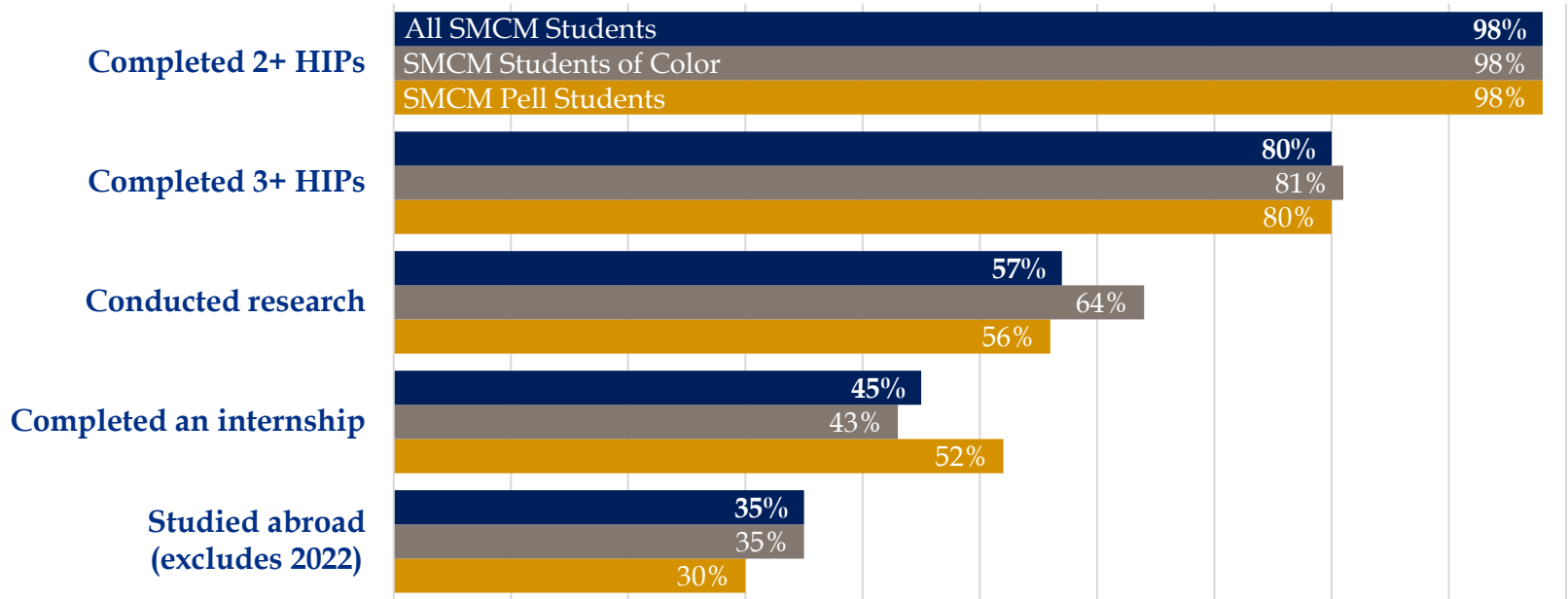




Equitable Affordable Access to Quality



High-Impact Practices (HIPs) Among Seniors
(Four-year average 2019-2022)

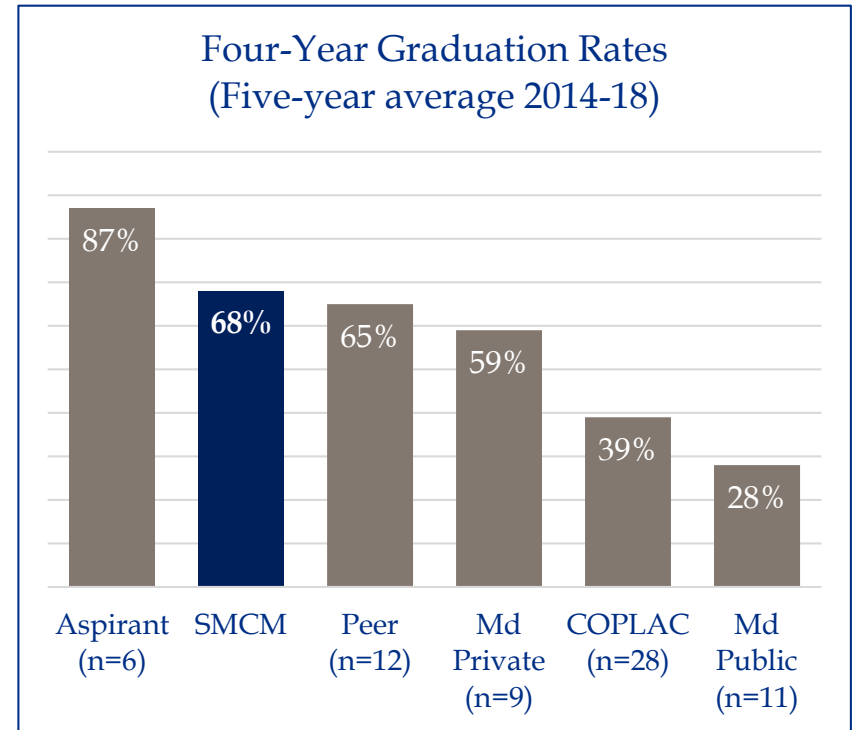
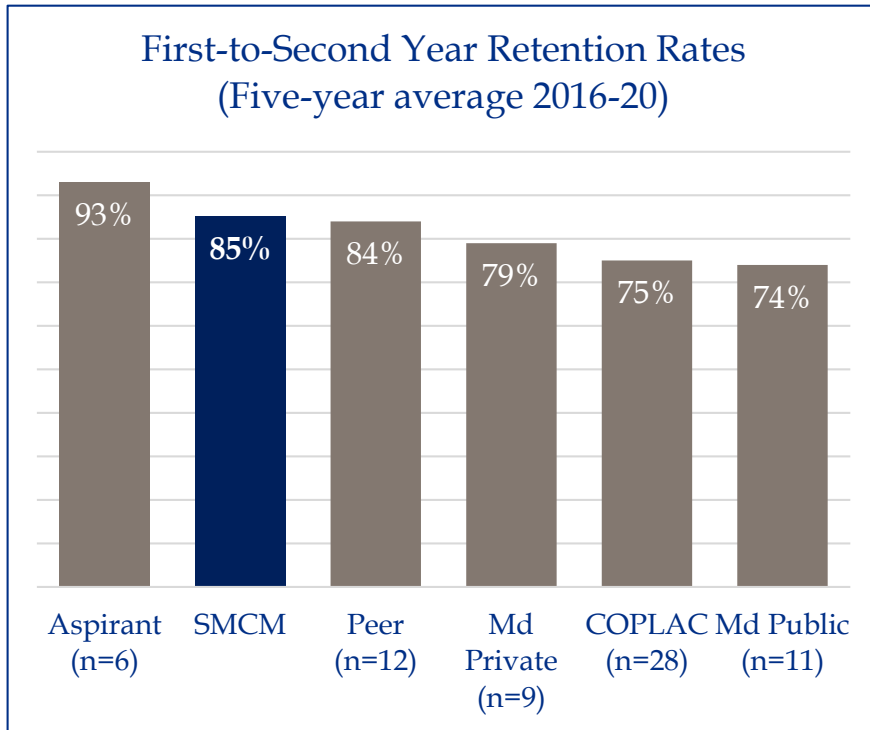




Student success...

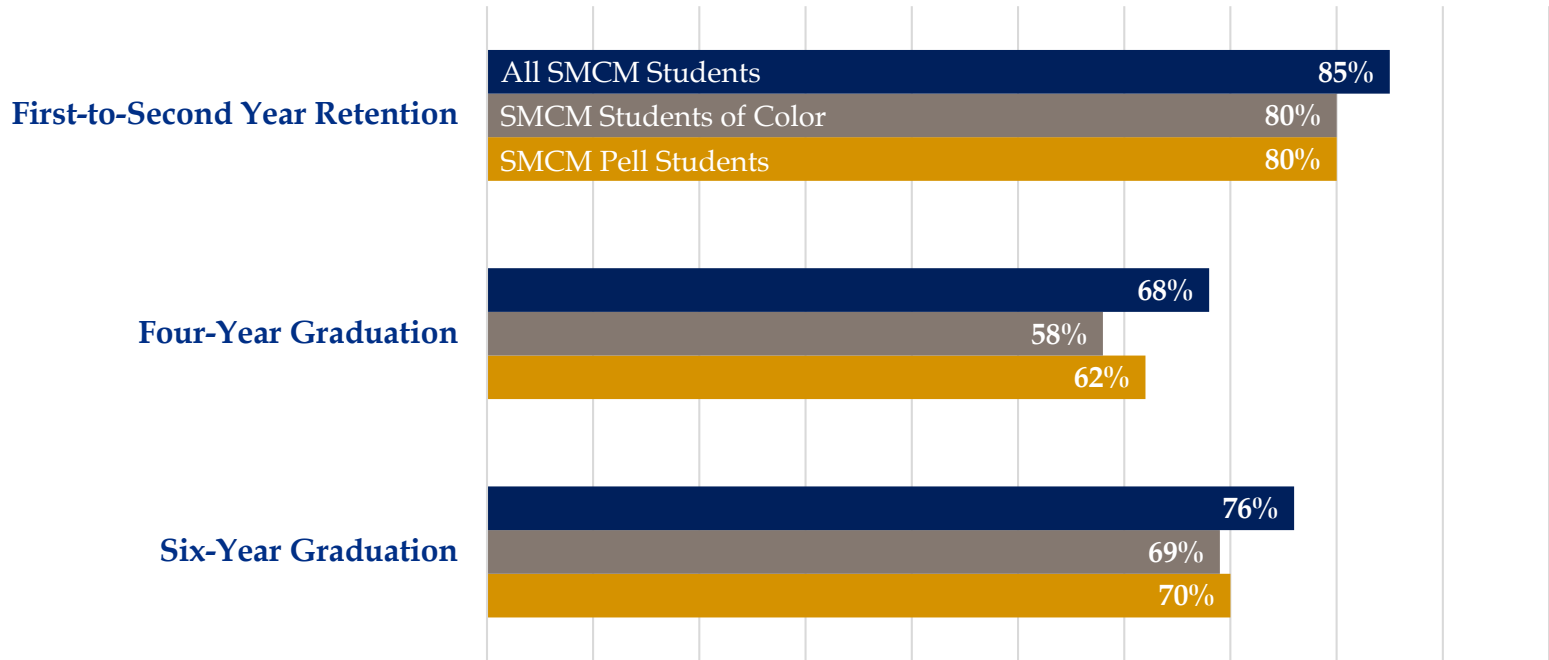


Student Success



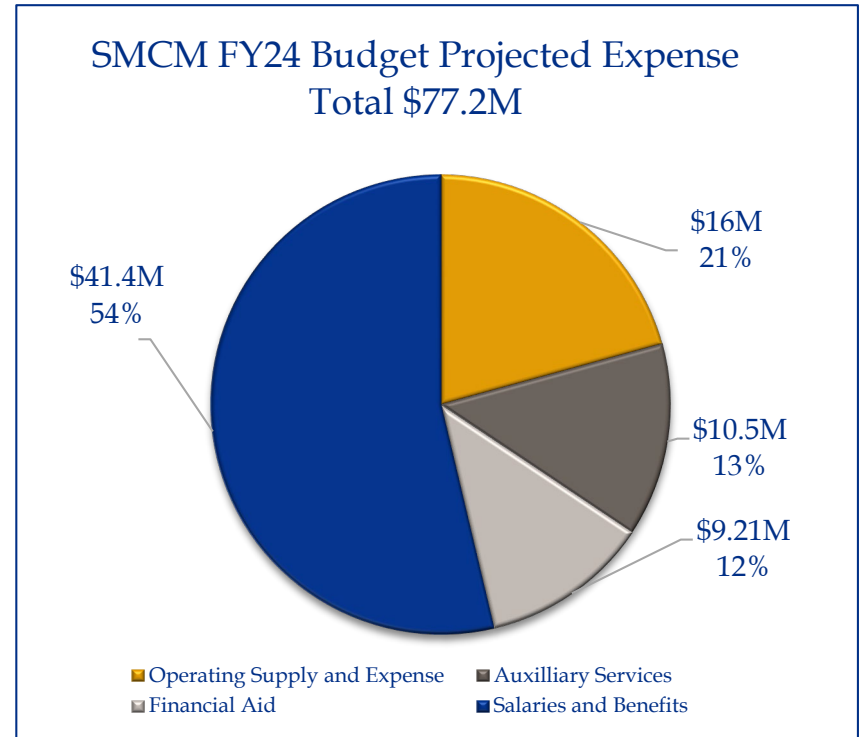
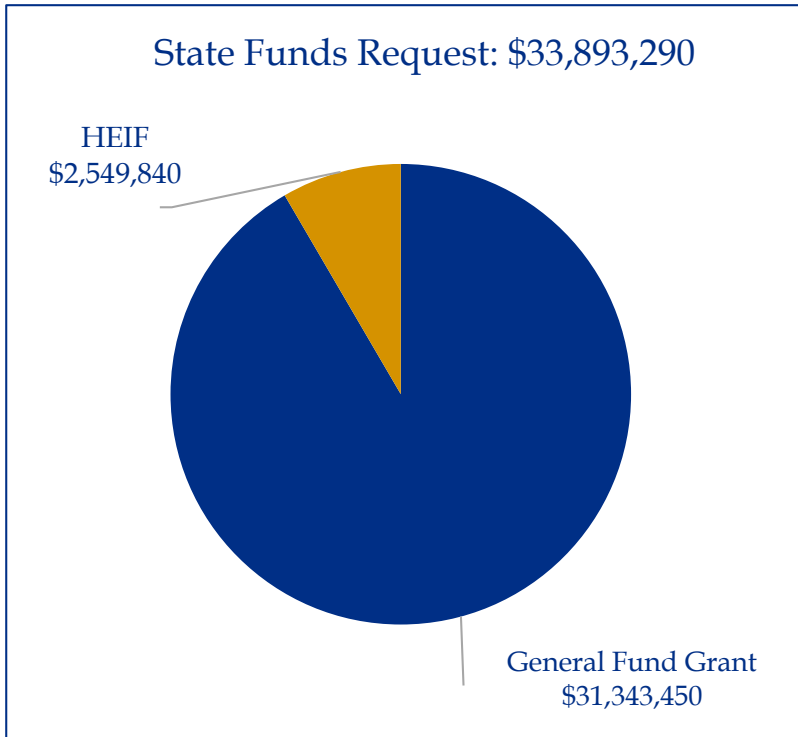


Equitable Student Success





FY24 Budget Request





FY24 Capital Budget Request



Infrastructure		FY24	FY25-28
	Construction	\$210,000	\$950,100
	Equipment	\$1,890,000	\$8,552,900
	TOTAL	\$2,100,000	\$9,503,000
Montgomery Hall Renovation			
	Design	\$1,500,000	\$3,800,000
	Construction		\$33,218,000
	Equipment		\$3,850,000
	TOTAL	\$1,500,000	\$40,868,000
Calvert Hall			
	Design		\$2,562,000
	Construction		0
	Equipment		0
	TOTAL		\$2,562,000
Total CIP Request		\$3,600,000	\$59,933,000

Performing Arts Center and Learning Commons





Thank You!



Questions?

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



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NATIONAL TREASURE



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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

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



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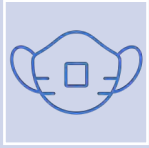


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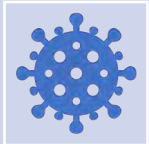
COVID TESTING AND VACCINATIONS



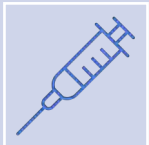
Fall 2022 Semester Opening Plans



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





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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 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



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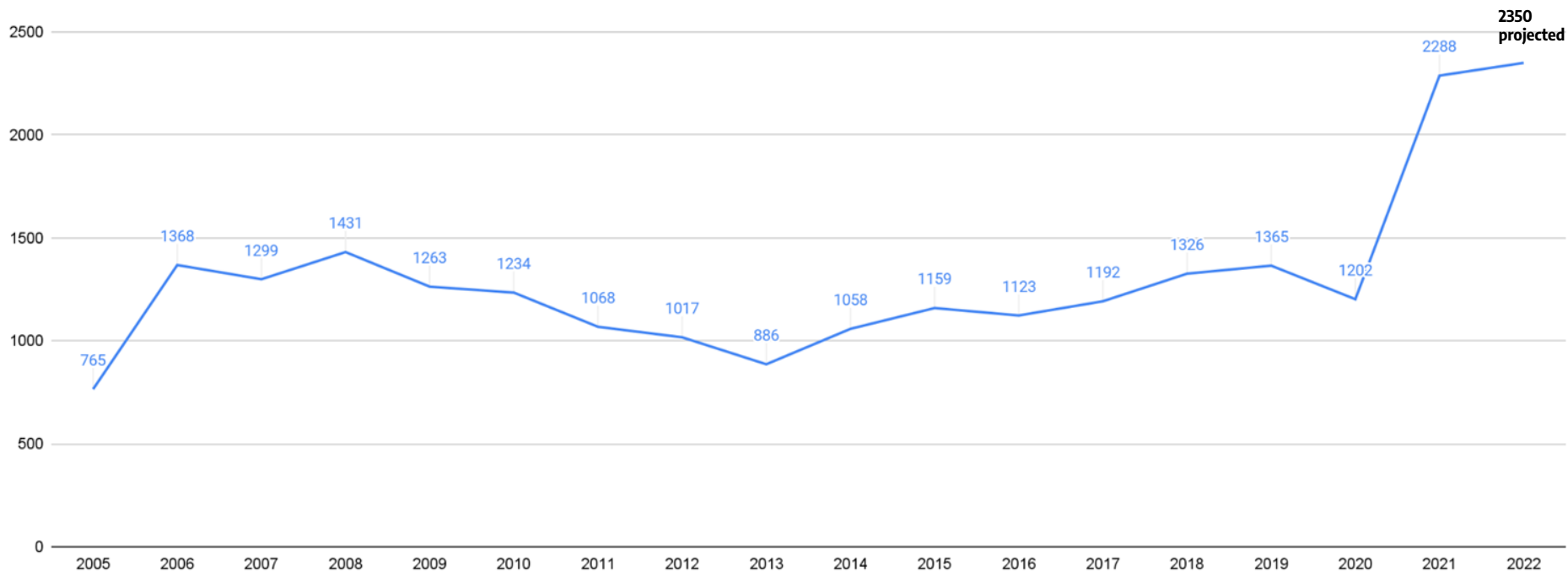
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ENROLLMENT MANAGEMENT & STUDENT SUCCESS

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>



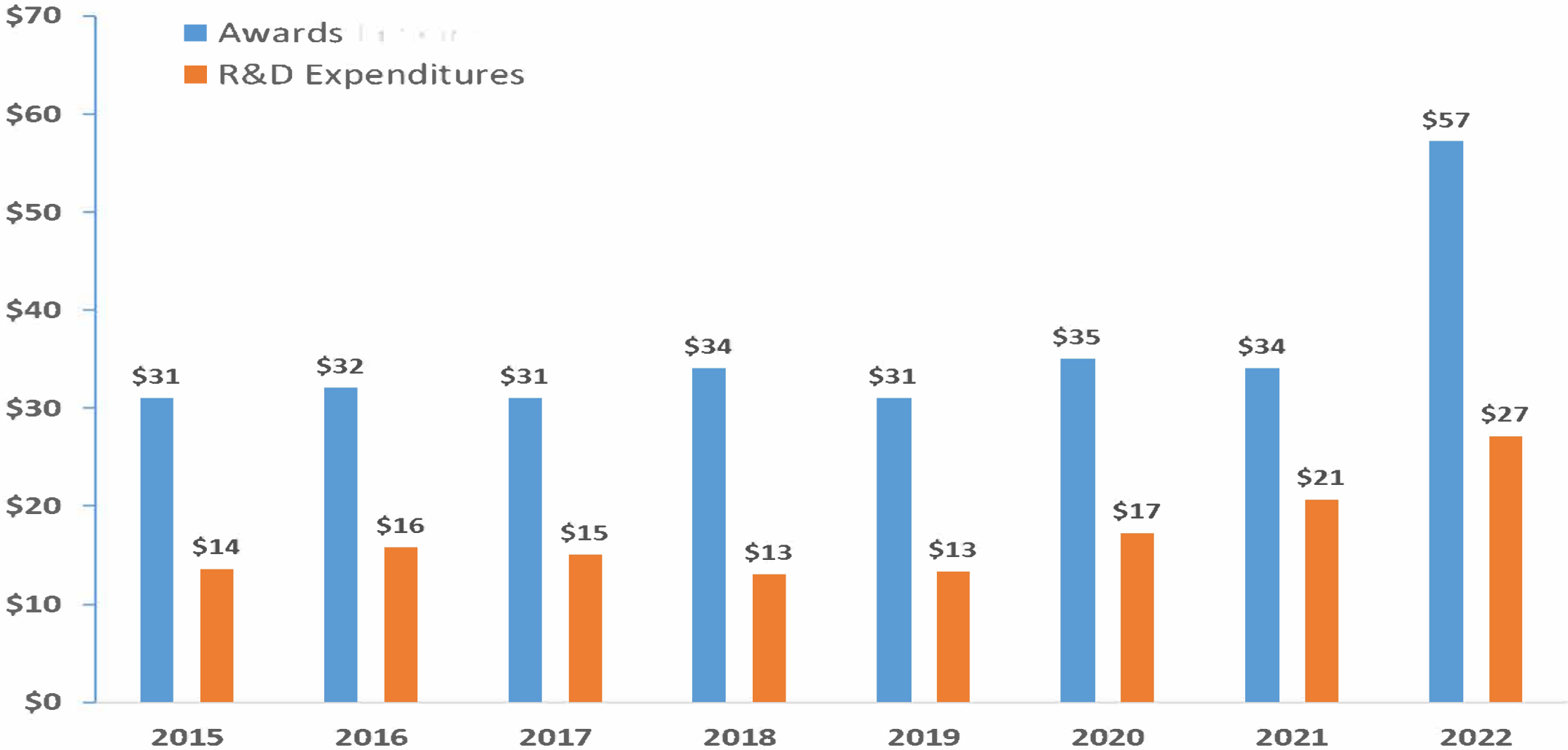
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RESEARCH AND ECONOMIC DEVELOPMENT

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 Mangers (AUTM) - Published

ECONOMIC IMPACT OF MORGAN

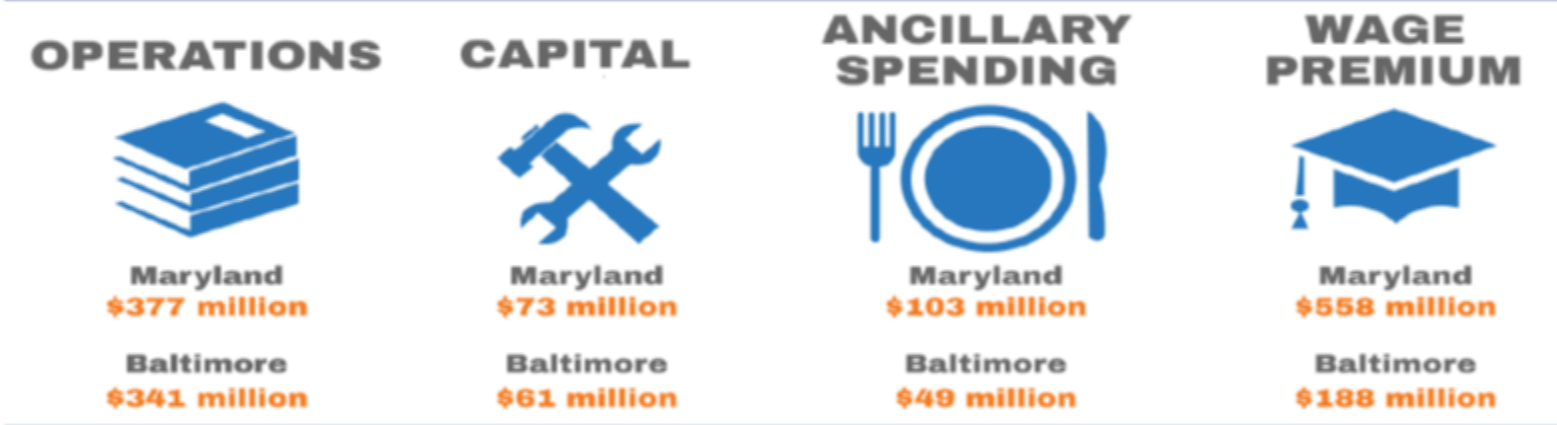
Morgan is a major economic engine for the city and state annually producing **\$1.1 billion** in statewide economic impact, supporting 6,900 jobs and generating \$53 million in state tax revenues. About 60 percent of that economic and employment impact occurs in Baltimore.



MORGAN STATE UNIVERSITY: TOTAL ANNUAL IMPACT



ECONOMIC IMPACT BY CATEGORY



ANNUAL TAX REVENUES

STATE OF MARYLAND
\$53 million



CITY OF BALTIMORE
\$11 million



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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!**

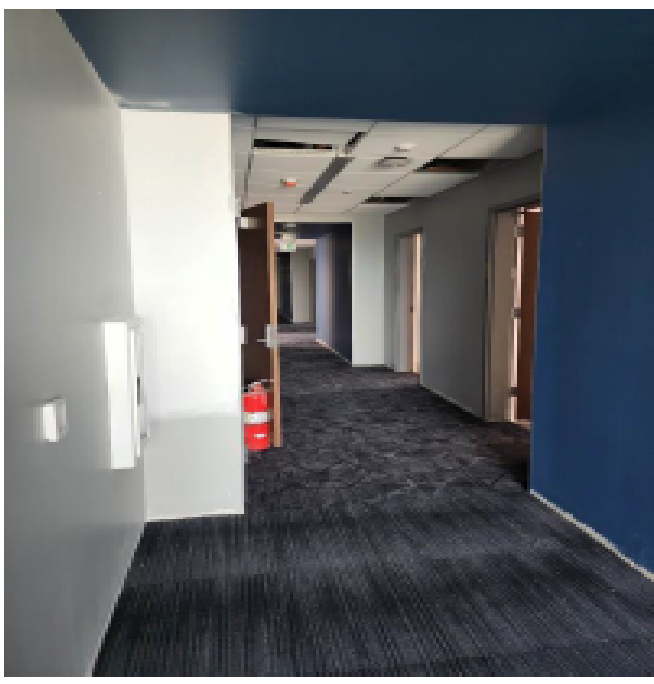
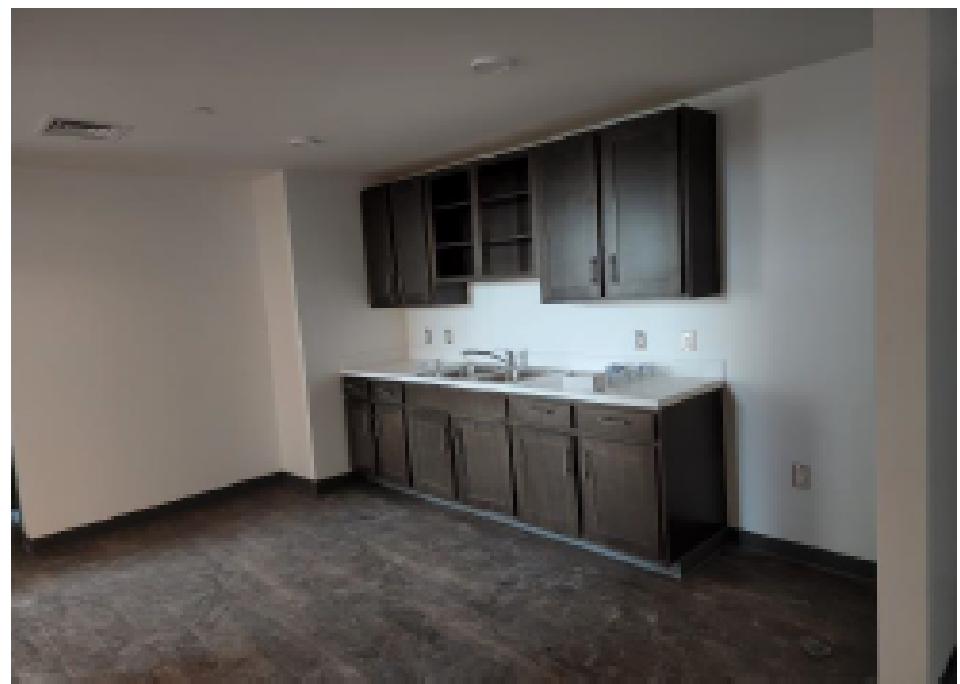
670 Beds

P3 Partnerships

Thurgood Marshall Hall – Lounge and Room



VIEW OF TYPICAL CENTRAL RESIDENT LOUNGE





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



NORTHWOOD COMMONS CONCEPT



BARNES & NOBLE
MORGAN STATE UNIVERSITY

the bear den

NORTHWOOD COMMONS

NORTHWOOD

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Barnes and Noble Bookstore Entrance

New Public Safety Building





Public Safety Building to Open Late Fall 2022

MORGAN STATE UNIVERSITY



THANK YOU!

The logo for MICUA (Maryland Independent College and University Association) is displayed in a large, white, serif font against a yellow background. A small orange icon with a white speech bubble is located in the top left corner of the yellow area.

MICUA

Maryland Independent College
and University Association

**Budget Presentation
to the
Maryland Higher
Education Commission**

Thursday, September 29, 2022

Sara Fidler
President of MICUA
sfidler@micua.org



MICUA State-Aided Member Institutions

Capitol Technology University

Goucher College

Hood College

Johns Hopkins University

Loyola University Maryland

Maryland Institute College of Art

McDaniel College

Mount St. Mary's University

Notre Dame of Maryland University

St. John's College

Stevenson University

Washington Adventist University

Washington College



Geographic Regions Covered

*Public universities are NOT located in every geographic region of the State. MICUA member institutions deliver educational services at **180 geographic locations** in Maryland.*



*Six MICUA institutions are **ANCHOR INSTITUTIONS** located in Maryland counties with no public university.*

MICUA Student Demographics

MICUA members serve nearly **58,000 students** annually



MICUA Institutions:

- 1 in 3 (37%) students is an **underrepresented minority student**
- Almost half (48%) are **students of color**
- 1 in 4 (25%) students is a **low-income student**
- 1 in 6 (16%) new undergraduate students is a **transfer student**
- Since 2017, MICUA institutions served over 3,000 **adult learners**

MICUA Net Tuition

Net Price at Private Non-Profit Institutions

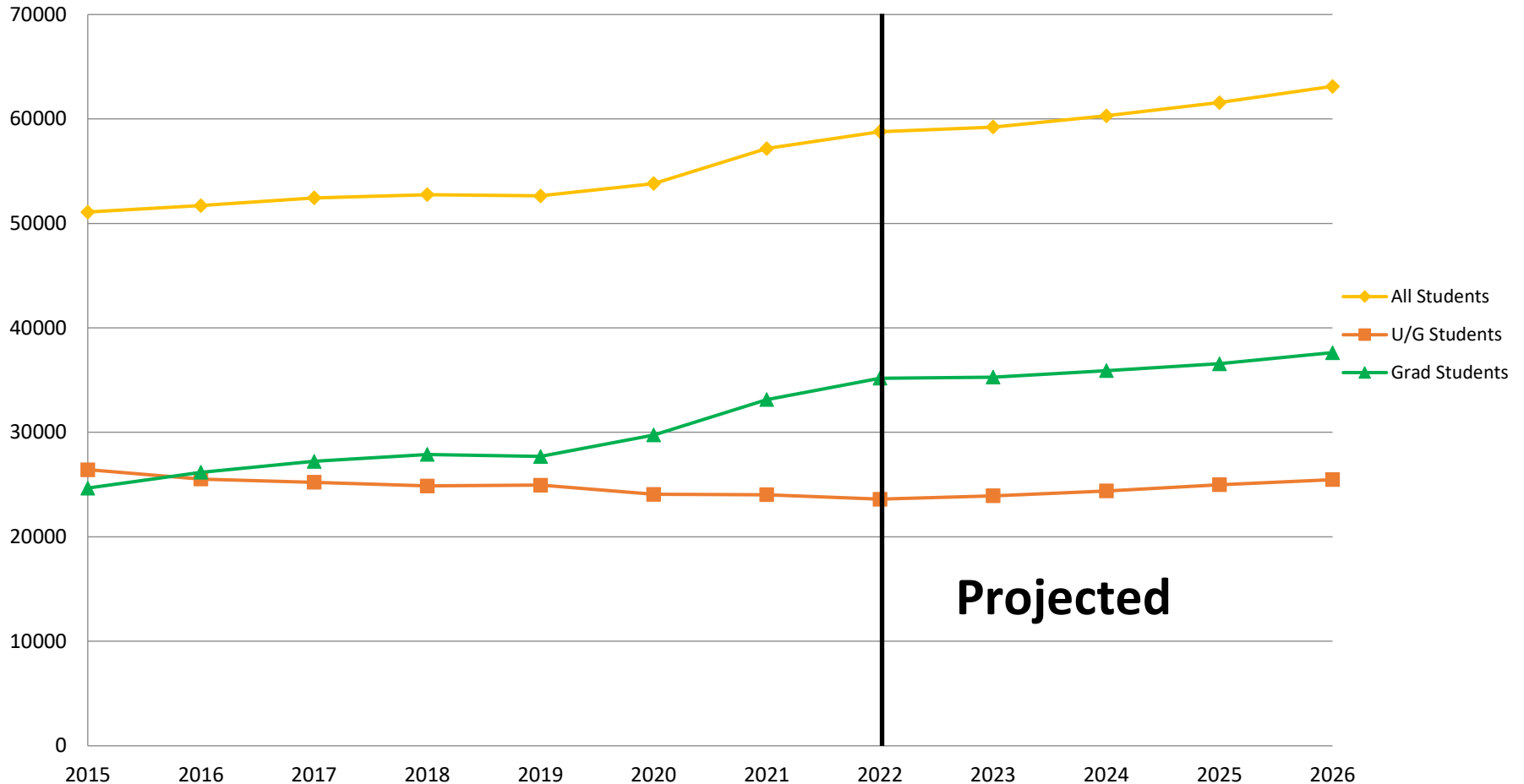
US Median = \$22,653

US Average = \$22,223

MICUA Average = \$24,191

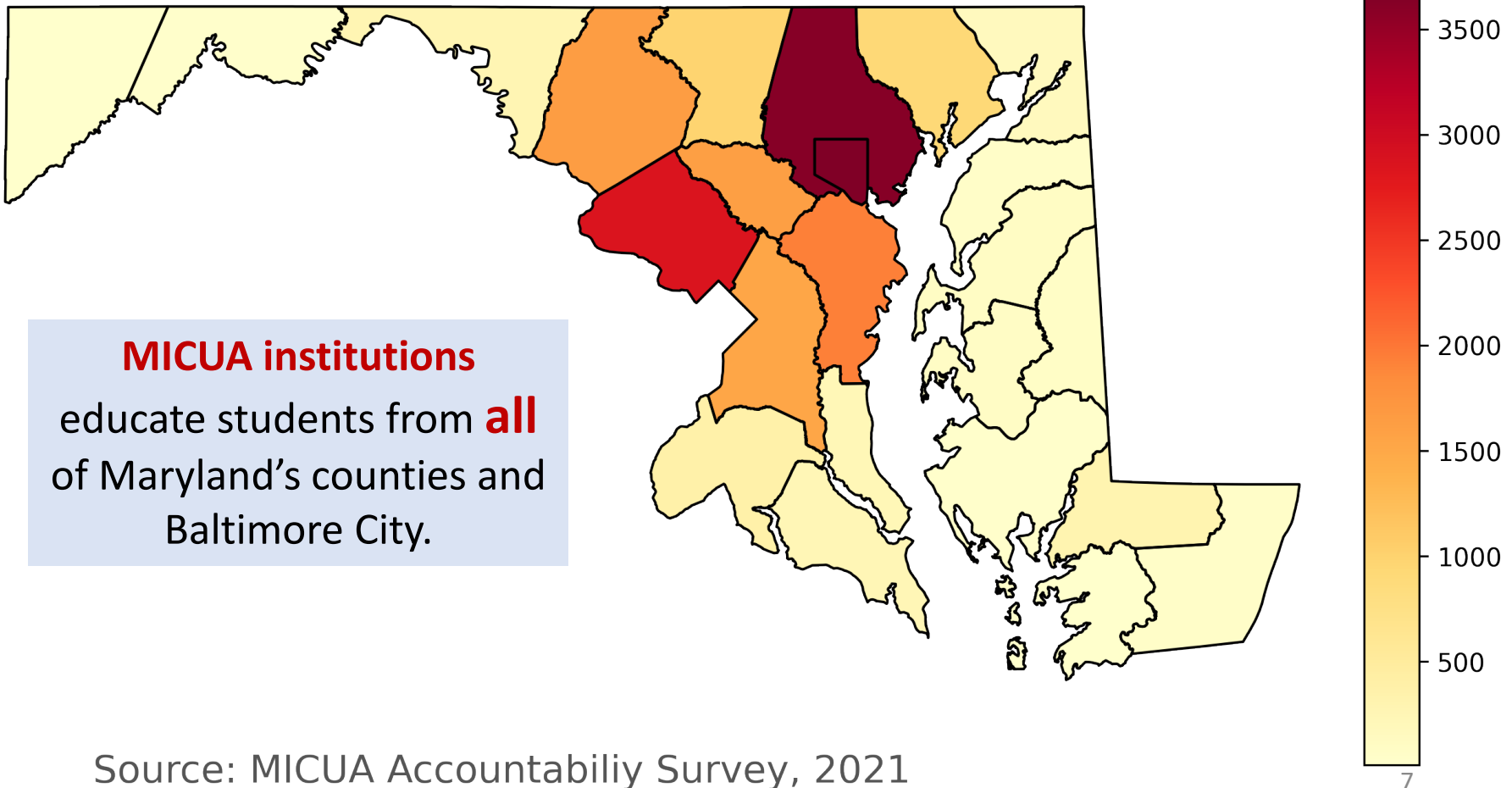
Trends in Opening Fall Headcount Enrollment at MICUA State-Aided Institutions

Actual and Projected

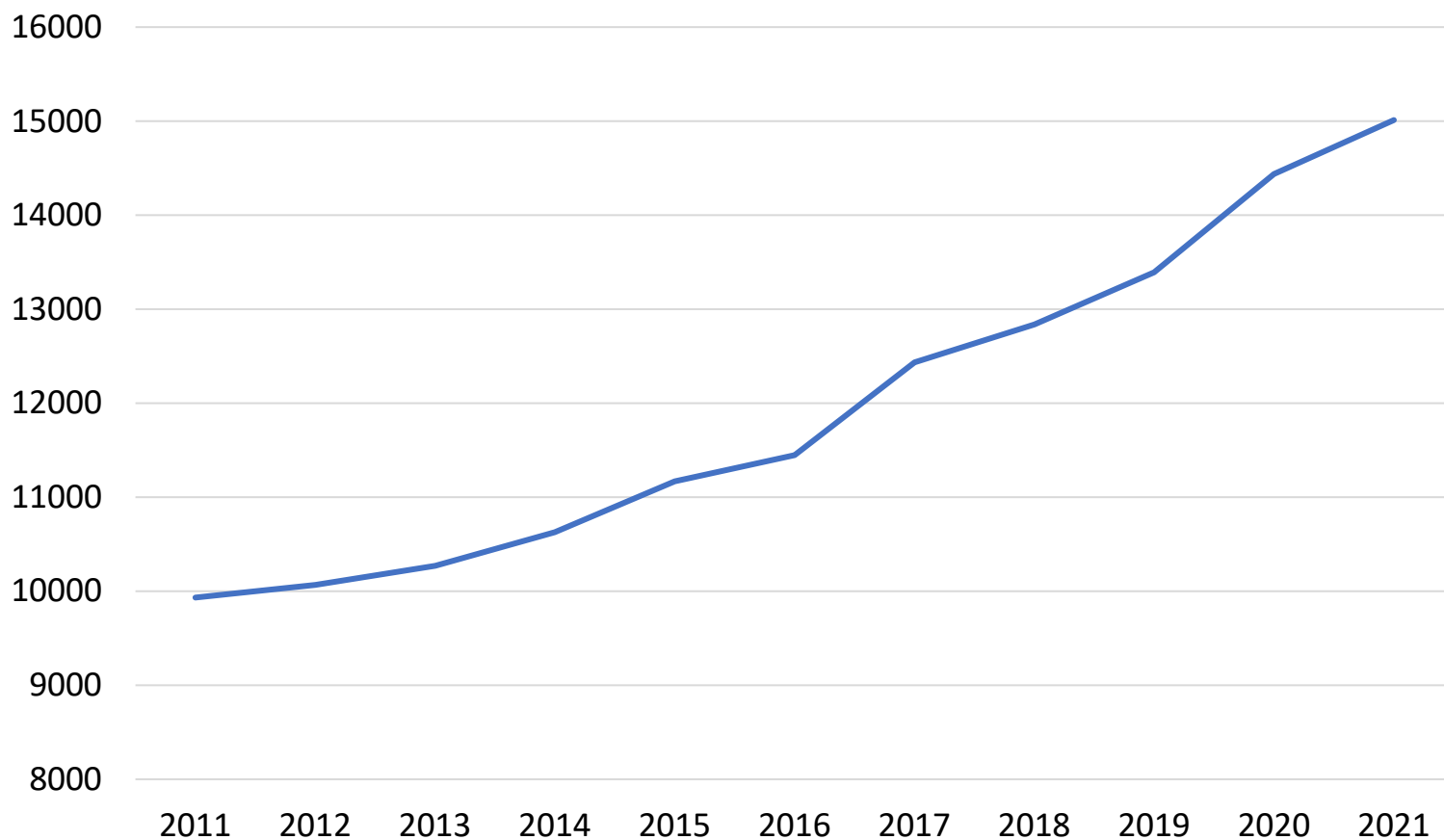


MICUA Institutions Provide Educational Opportunities to Students Across the State

MICUA Students by County of Residence

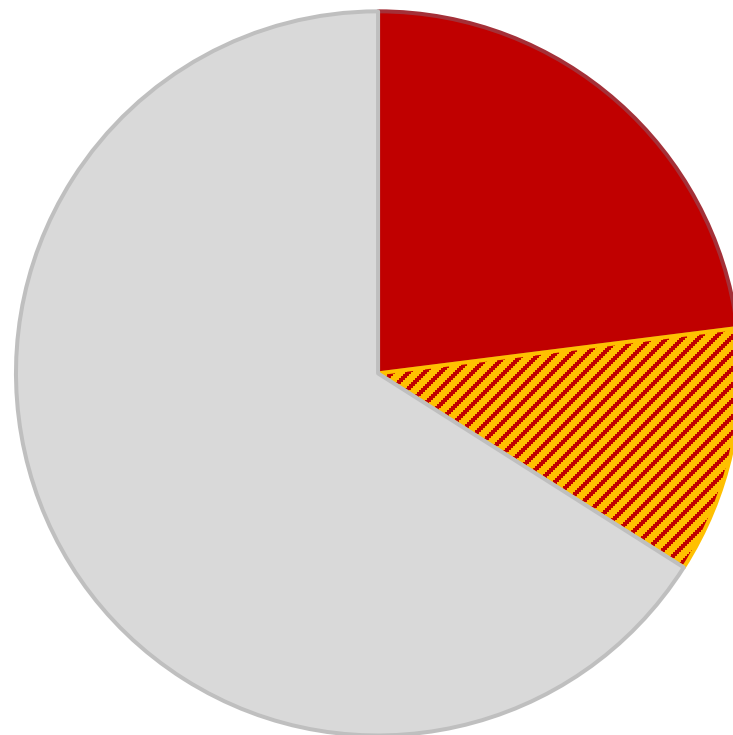


Underrepresented Minority Students Enrolled at MICUA Institutions (Fall Headcount)



Impressive Growth in Diversity

Underrepresented Minority Students increased from 23% to 34% of the total student population from 2011 to 2021



■ URM 2011 ■ URM 2021 ■ Other

Source: NECS-IPEDS

Serving Minority Students

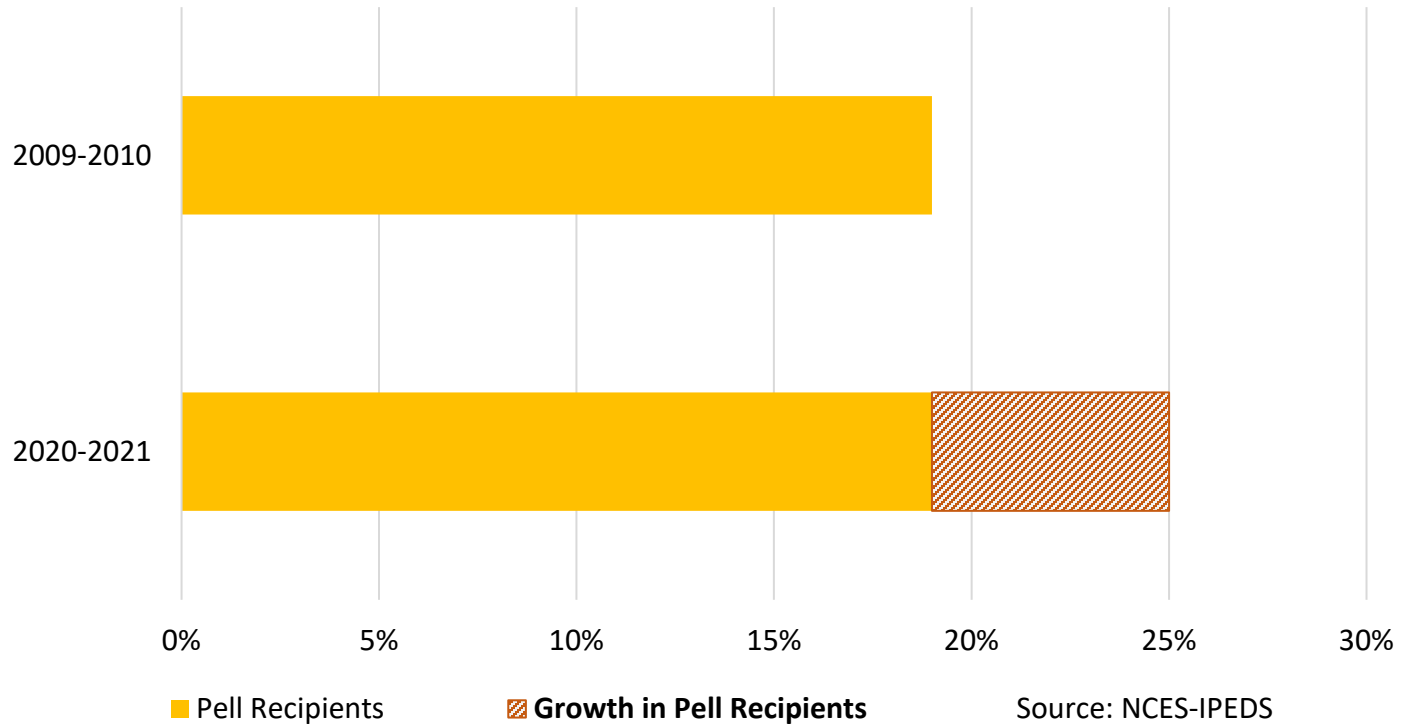
- 5 MICUA member institutions have majority minority undergraduate student bodies
- 10 MICUA member institutions enjoy undergraduate minority representation of 30% or more



Increasing Access for Lower Income Students

**24%
Growth in
Enrollment
of Students
Who Are
Pell Grant
Recipients**

% of ALL Undergraduates Who Are Pell Recipients



MORE Academic Programs Offered

*Maryland's Independent Colleges and Universities offer
over **1,700** approved academic programs*

- 650 – Bachelor's Degrees
- 606 – Master's Degrees
- 171 – Doctoral Degrees
- 26 – Undergraduate Certificates
- 283 – Graduate Certificates



Examples of Recently Launched Academic Programs

Sustainability

Cybersecurity Leadership

Astronautical Engineering

Healthcare Data Analytics

Space Operations

Trauma Crisis Grief and Loss

Women's and Reproductive Health

Digital Media Strategy Design

Clinical Anaplastology

Regenerative and Stem Cell Technologies

Food Studies

Physician Assistant

Adult Gerontology Primary Care Nurse Practitioner

Healthcare Management

Neuroscience

Degrees Awarded by MICUA State-Aided Institutions

Field	Cumulative over 2017-2021
All	77,295
Nursing	4,193
Engineering	6,128
Cybersecurity	675
STEM	19,653



Teacher Preparation Programs

Ten MICUA institutions have Teacher Preparation Programs.

Over the past 11 years, award-winning teachers trained at MICUA institutions include:

- 85 County Teachers of the Year
- 8 Maryland State Teachers of the Year
- 4 National Teachers of the Year Finalists
- 2 National Teachers of the Year

Several MICUA institutions participate in the Teaching Fellows for Maryland Scholarship Program.

MICUA schools awarded over **12,000** Education degrees and certificates from 2017-2021.



The State's 55% Completion Goal

Some MICUA programs that support the State's 55% completion goal include:

- ***“Finish in Four”*** programs that often include a ***Design Your Own*** major to assist students complete their degree in four years;
- ***Student Planning platforms*** that allows students to plan out multiple semesters in advance so they can progress toward graduation;
- ***Co-requisite courses*** that enroll students in a credit-bearing foundational course along with a supplemental course that provides additional support and guided practice to facilitate student success;

The State's 55% Completion Goal, Continued

- ***Learning Centers*** certified by the College Reading and Learning Association (CRLA);
- ***US DoE Title III Strengthening Institutions Program Grant*** recipients focus on student retention and completion;
- ***Trailblazers program*** providing retention and academic success initiatives; and
- ***Targeted financial aid*** for underrepresented students with other support services including success coaches.

Innovative Practices at MICUA Institutions

- Partnerships with Community Colleges to promote transfer pathways
- Partnerships with Historically Black Colleges and Universities (HBCUs)
- Guaranteed Access Partnership Program (GAPP)
- E-Innovation Award grant recipients
- Summer bridge programs for entering first-year students
- Pre-college residential programs
- Training partnerships with local businesses
- Partnerships with community outreach centers, non-profit organizations, and local public schools
- Operation of food pantries

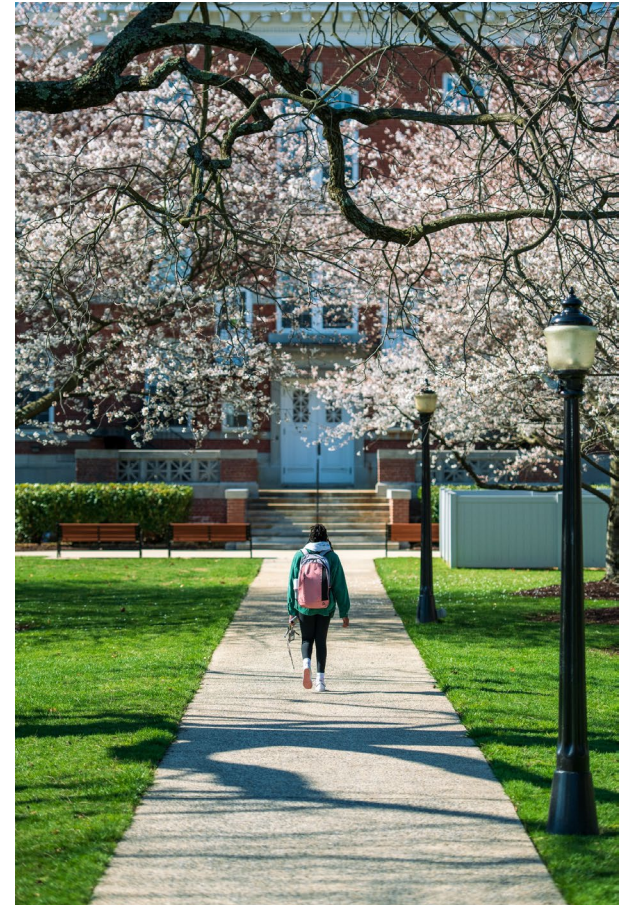
Teagle Grant Fosters Transfer Pathways

MICUA received a \$50,000 planning grant from the Teagle/Arthur Vining Davis (AVD) Foundations to explore seamless transfer pathways from community college to the liberal arts.

10 MICUA institutions and all 16 Maryland community colleges worked collaboratively to explore:

- **Simplicity** of the transfer process
- **Success** of transfer-specific student support services
- **Scholarly Pathways** for strategies designed to increase transfer-student participation in high-impact learning opportunities
- **Security** to recommend systems that reduce the challenges and address obstacles that transfer students encounter

MICUA plans to submit a proposal for an implementation grant for funding to execute the initiatives identified in the planning grant.



Retention & Graduation Rates

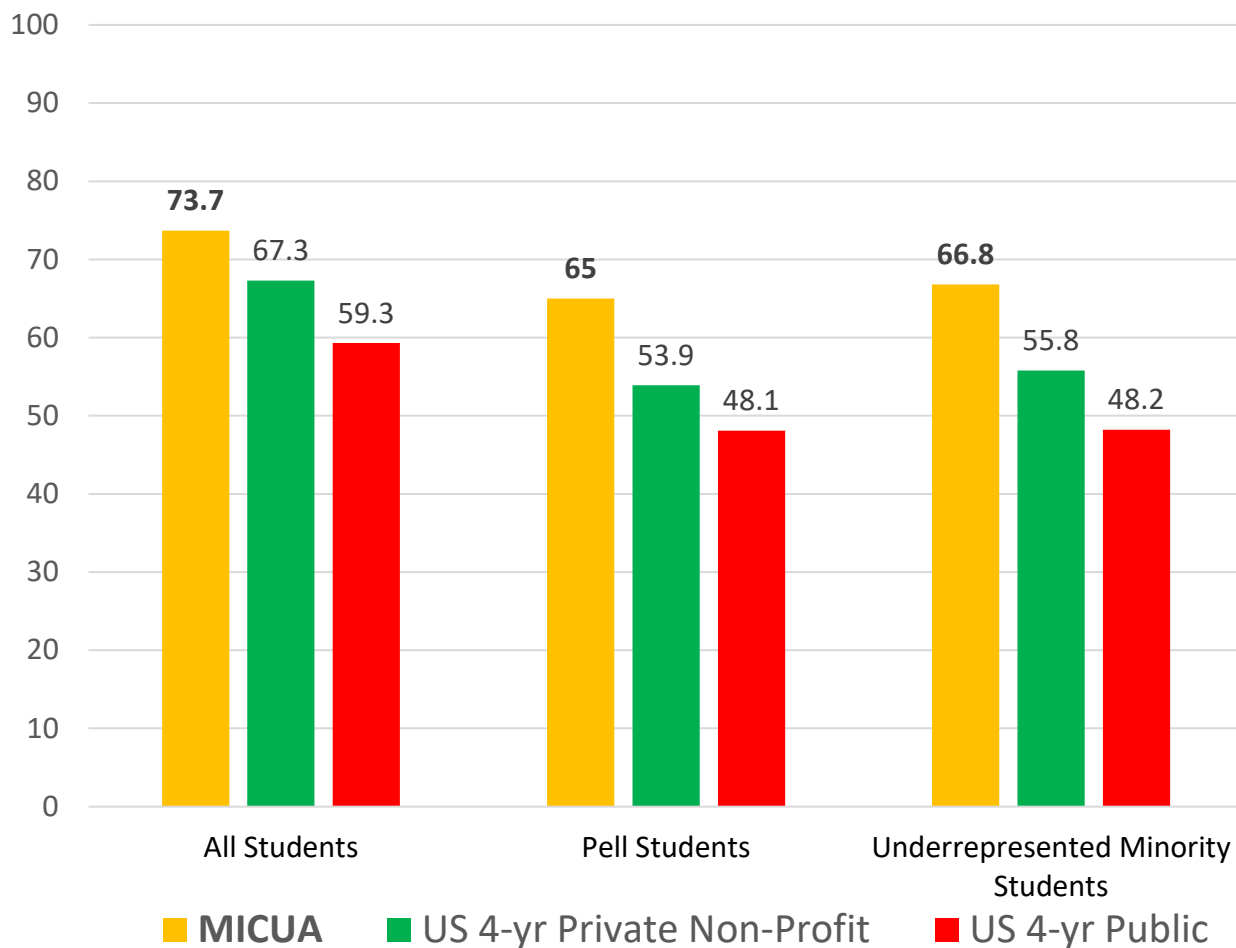
83% — Retention rate for undergraduate students

74% — FT/FT freshmen enrolled at a MICUA institution graduate from that same MICUA institution within six years

81% — FT/FT freshmen first enrolled at a Maryland private & independent institution graduate from that same institution or a transfer institution within six years



6-Year Graduation Rate of Pell Grant Recipients and Underrepresented Minorities at MICUA Institutions Surpasses the Overall National Average

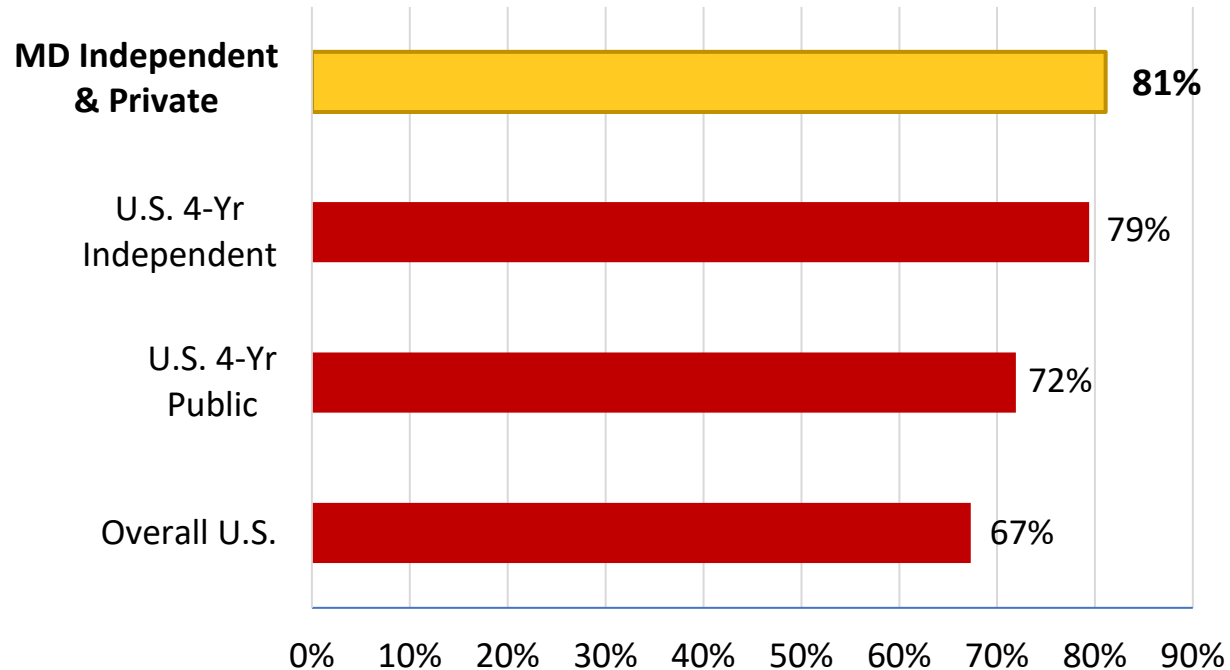


74% of FT/FT freshmen who start at a MICUA institution graduate from a MICUA institution within 6 years

MICUA has the **HIGHEST** graduation rates nationally

81% of FT/FT freshmen graduate from a **Maryland independent or private institution** or a transfer institution within 6 years

6-year Graduation Rates for First-time Full-time (FT/FT) Degree Seeking Students



Source: National Student Clearing House "Yearly Success and Progress Rates" 2022

MICUA Graduate Earnings

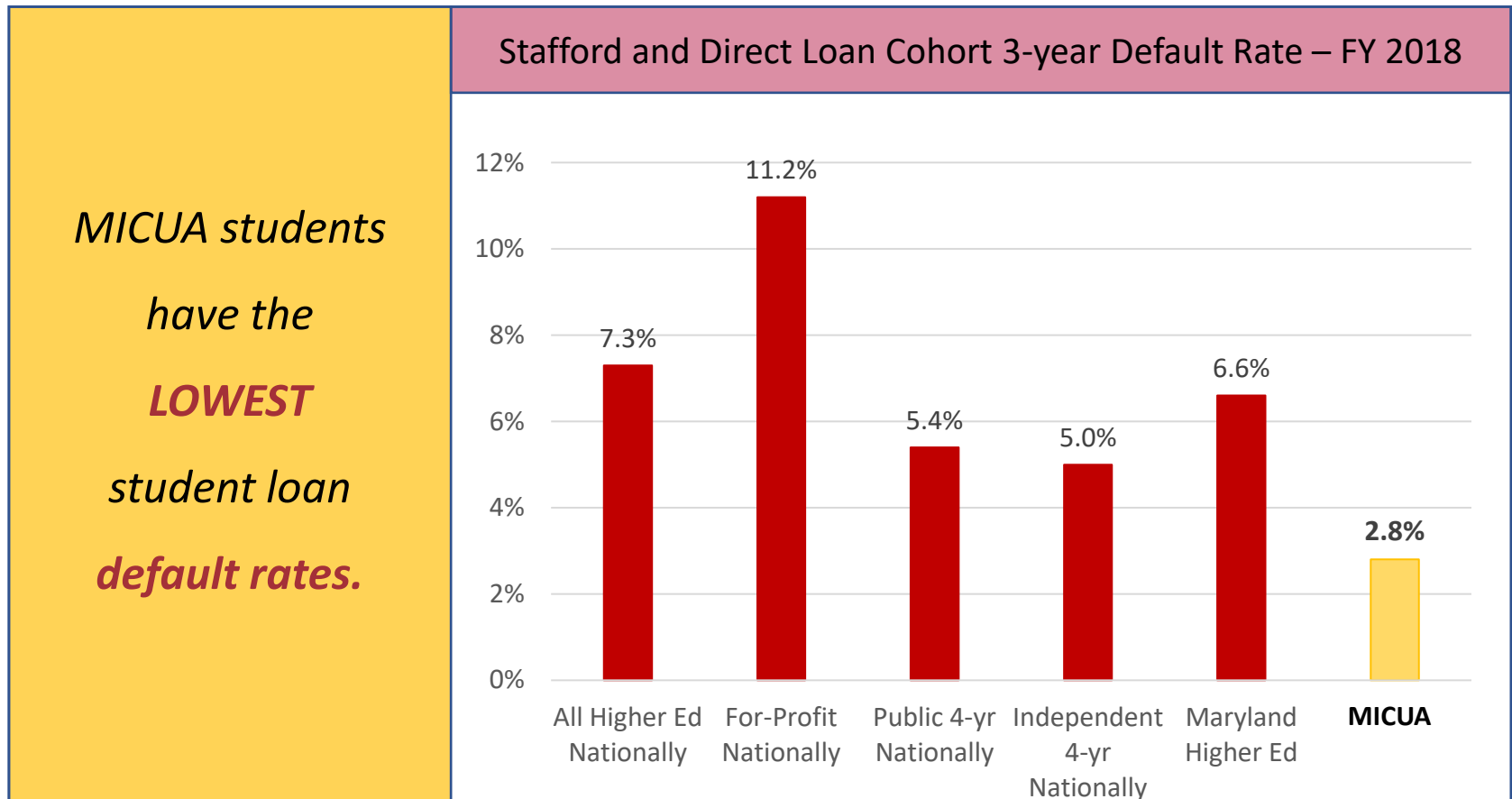
Maryland Top Five Payscale 2021-2022 Rankings of All-Alumni

Mid-Career Earnings of Graduates

- #1 United States Naval Academy
- #2 Loyola University Maryland
- #3 Johns Hopkins University
- #4 Capitol Technology University
- #5 University of Maryland College Park

Default Rates on Student Loans

Graduating sooner means less debt and earlier access to earnings.



MICUA Requests for FY 2024



Sellinger Program

Capital Grants

Student Financial Aid

Sellinger Estimate for FY 2024

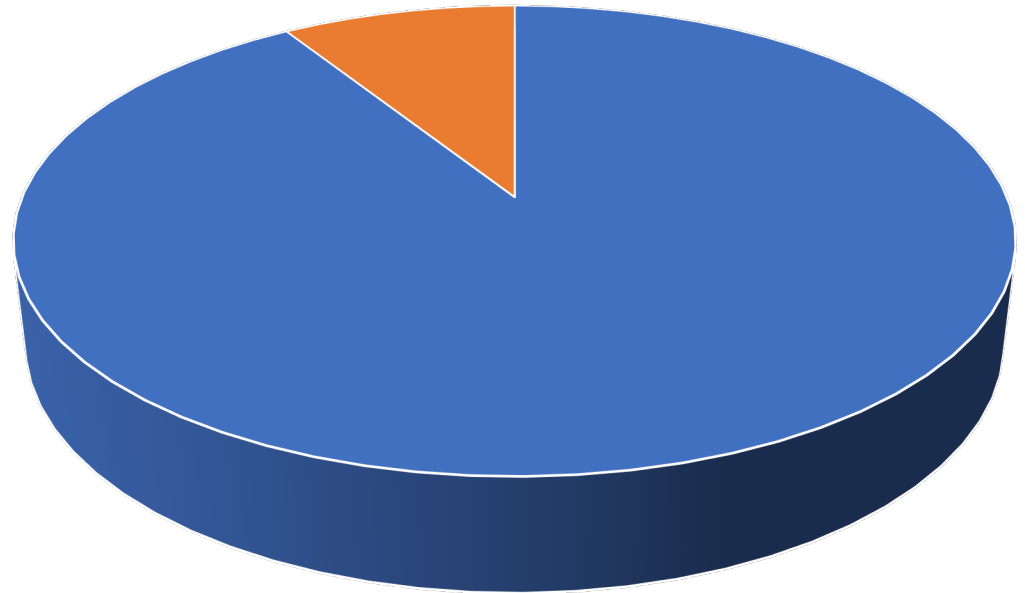


Eligible Institutions	FY 2024 Projection
	Estimated State Aid
Capitol Technology University	\$1,195,048
Goucher College	\$3,574,115
Hood College	\$3,733,506
Johns Hopkins University	\$64,620,760
Loyola University Maryland	\$11,656,837
Maryland Institute College of Art	\$5,010,110
McDaniel College	\$6,338,794
Mount St Mary's University	\$5,468,910
Notre Dame of Maryland University	\$3,328,362
St John's College	\$1,628,350
Stevenson University	\$7,774,454
Washington Adventist University	\$1,421,167
Washington College	\$2,848,044
TOTAL	\$118,598,459
GRANT PER FTE	\$2,583

FY 2022 Seller Utilization of Funds



10% Other Access, Success,
and Innovation Programs



90% Financial Aid

MICUA Return on Investment

4% of State funding for higher education

17% of all college students in Maryland

26% of all degrees conferred
By Maryland four-year institutions

***MORE for Maryland
LESS cost for taxpayers***

MICUA Capital Grants

MICUA coordinates the capital budget requests:

- Maintains stringent eligibility criteria to constrain requests
- Limits how often an institution may request funds
- Caps the amount an institution may request in any year
- Requires approval by institution's governing board
- Reviews all projects for readiness
- Prioritizes projects based on State and institutional needs

MICUA Capital Request for Fiscal 2024

\$13.5 Million MICUA Capital Budget Request

Capitol Technology University: \$1.5 million request to renovate laboratory spaces for STEM courses. The project has a total cost of \$4.1 million.

Johns Hopkins University: \$5 million request for a renovation to consolidate all School of Education programs to one location. The total cost of these renovations, which encompass almost 80,000 gross square feet, is \$21 million.

Loyola University Maryland: \$5 million request for a renovation of the Donnelly Science Center. The total cost of these renovations, which encompass over 25,000 net assignable square feet, is \$36 million.

Washington College: \$2.0 million request for renovation projects in four academic buildings to promote student learning, accessibility, and sustainability. The total cost of the project is \$4.7 million.

The \$13.5 million State investment in these projects will leverage over \$50 million in private resources and support over 470 construction jobs.

GAPP Bridges the Gap in College Access and Affordability

**Since 2017
GAPP has
MATCHED \$55
MILLION
for Maryland
students**

School Year	Guaranteed Access Grants Awarded	GAPP Funding (Millions)
2021-2022	588	\$10.7
2020-2021	639	\$12.0
2019-2020	604	\$11.3
2018-2019	526	\$10.6
2017-2018	613	\$11.2
Total	2,970	\$55.8

Student Financial Aid

MICUA Financial Aid for **Maryland Students (2021-2022)**:

- \$80.3 million (90%) of Sellinger Program funding
 - \$257 million in institutional based aid

NASSGAP – State Grant Aid per FTE Undergraduate Student (2019-2020):

- Maryland (5% of total support) = **\$537 (32nd)**
- National Average (14% of total support) = **\$980**
- Best State – Georgia (24% of total support) = **\$2,477**

THANK YOU!



MICUA

Maryland Independent College
and University Association

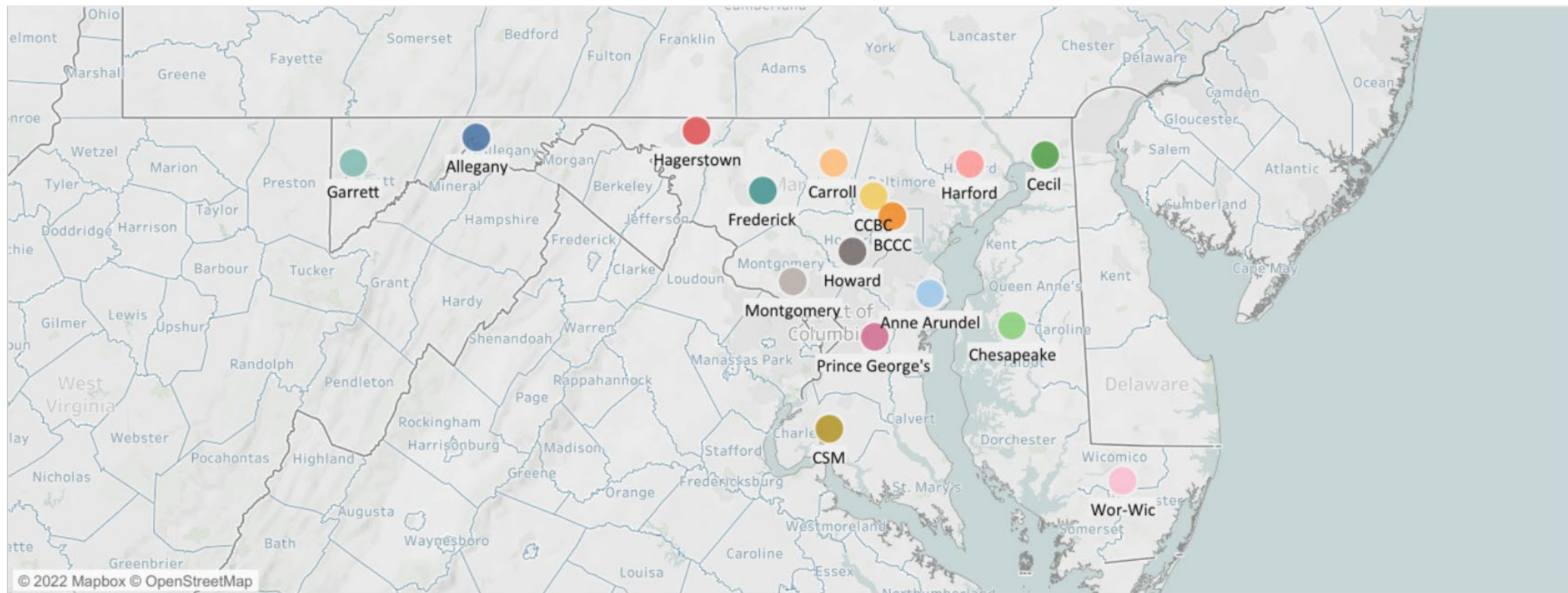


Maryland Association of Community Colleges

Presentation to the Maryland Higher Education Commission

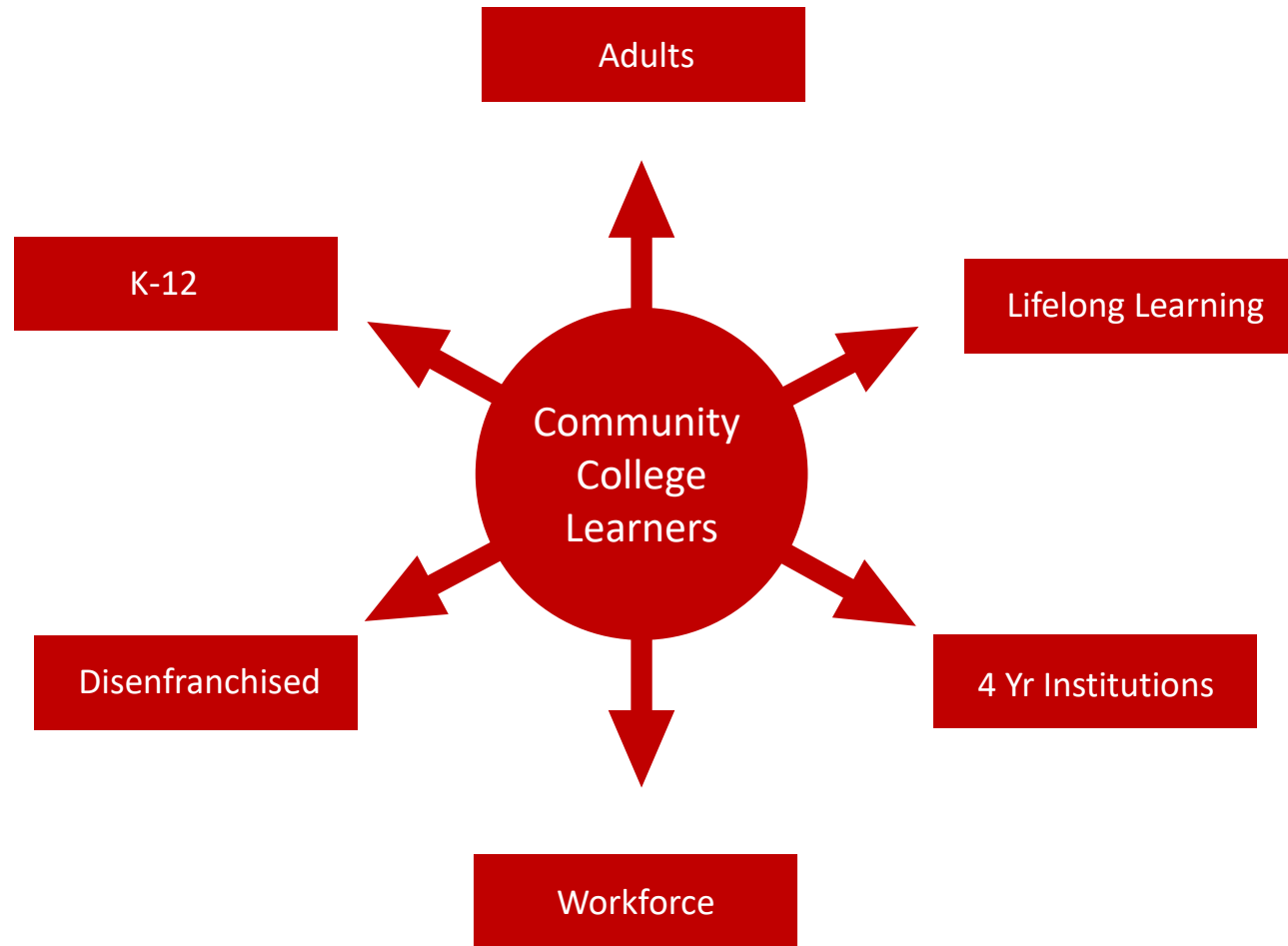
Presented by Brad Phillips, Ed.D. | Executive Director

September 2022



16 Community Colleges 23 Campuses 1000+ Sites 24/7 Virtual Learning Blended Locations

The Blueprint for Maryland's **Future** – Building an Inclusive Workforce



Headcount Enrollment

Credit: 97,086
(Fall 2021)



Noncredit: 95,129
(FY 2021)

Gender

62% Female



38% Male

Credit by Attendance: Fall 2021

30% Full Time:



70% Part Time

Demographics of Students Enrolled for Credit: Fall 2021

Hispanic/Latino: 12%

Asian: 6%

Native Hawaiian/Pacific Islander: 0.1%

Black/African American: 30%

White: 39%

American Indian/Alaskan Native: 0.3%

Foreign/Non-Resident Alien: 4%

Multiple Races: 5%

Unknown/Not Reported: 3%

The Enduring Mission of Maryland's Community Colleges



Goal 1: Protect the Value of the Associate Degree, Increase Affordable Access to the Baccalaureate, and Assure Seamless Transfer

Goal 2: Building the New Workforce for Maryland

Goal 3: Protect Affordability for the State's Well-Being

Goal 4: Bridging the Digital Divide, Digital Equity, Digital Accessibility through Strategic and Innovative Technology Solutions

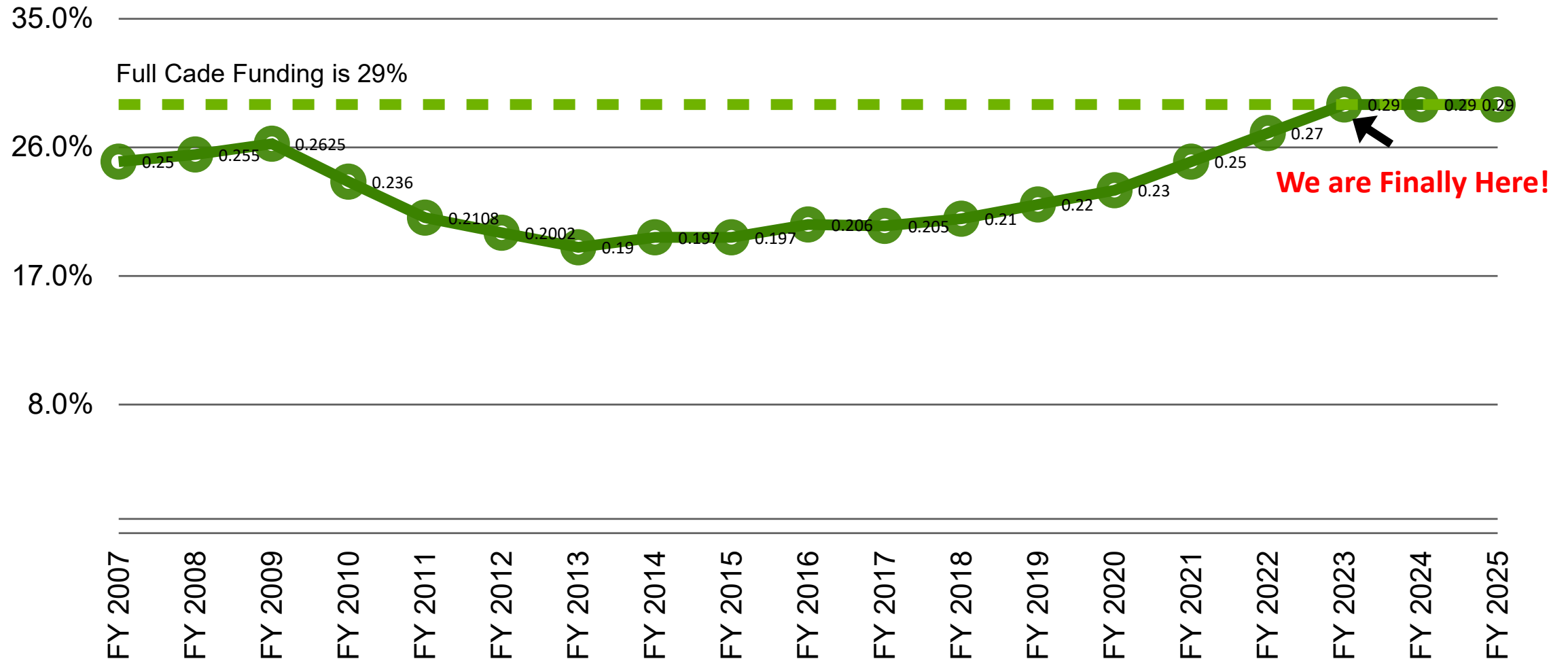


Senator John A. Cade Funded Community Colleges by Source



Note: Baltimore City Community College is not funded through the Cade Funding Formula

Senator John A. Cade Funding Formula FY 2007 to 2025





Maryland Association of Community Colleges Finalized Prioritization: FY 2024

Aggregate Weight	CBIS Priority	Community College	Project Name	Project Phase	Project Cost	Running Total
2.36	1	Prince George's Community College	Marlboro Hall Renovaton and Addition	Const/Completion	\$ 14,791,000	\$ 14,791,000
2.29	2	Howard Community College	New Mathematics and Athletics Complex	Const/Completion	\$ 13,347,000	\$ 28,138,000
2.06	3	Montgomery College	Library Renovations Takoma Park/Silver Spring	Construction	\$ 2,342,000	\$ 30,480,000
1.12	4	Harford Community College	Chesapeake Welcome Center Renovation and Addition	Construction	\$ 5,732,000	\$ 36,212,000
<i>Above Projects Include Preauthorized Funds from FY 2023 and Additional Requests for FY 2024 Funding</i>						
2.48	5	Hagerstown Community College	Advanced Technology Center	Design	\$ 294,000	\$ 36,506,000
2.36	6	Frederick Community College	Athletics Center (Building D)	Design	\$ 692,000	\$ 37,198,000
2.14	7	Community College of Baltimore County	Student Services Renovation (2nd Floor)-Dundalk	Design/Const/Completion	\$ 3,204,000	\$ 40,402,000
1.50	8	Montgomery College	Library Renovations Rockville	Design	\$ 2,123,000	\$ 42,525,000
1.48	9	Anne Arundel Community College	Florestano Renovation (Floors 1 - 3)	Design	\$ 720,000	\$ 43,245,000
0.95	10	Community College of Baltimore County	Student Services Ctr Partial Ren/Expansion, & Assoc. Sitewor	Const/Renovation	\$ 14,030,000	\$ 57,275,000
0.80	11	Prince George's Community College	Dukes Student Center	Design	\$ 1,381,000	\$ 58,656,000
0.70	12	Community College of Baltimore County	Multi-Building Roof Replacements - Dundalk	Construction	\$ 481,000	\$ 59,137,000
0.61	13	Prince George's Community College	Bladen Hall Renovation	Design	\$ 1,495,000	\$ 60,632,000
0.60	14	Montgomery College	Germantown Student Services Center	Design/Construction	\$ 5,863,000	\$ 66,495,000
FY 2024 Total Request					\$ 66,495,000	\$ 66,495,000

Note: Community College Completion Projects that are Priority 1 and are ranked above design and completion projects in order of aggregate weight.

Note: Baltimore City Community College does not receive capital funding through the Community College Capital Grant Program.



Community College Facilities Renewal Grant Program: FY 2024 Request

\$3,325,000

Allegany College of Maryland

Anne Arundel Community College

Community College of Baltimore County

Cecil College



College of Southern Maryland

Montgomery College

Prince George's Community College

Wor-Wic Community College

482 deferred maintenance/facilities renewal projects totaling over \$115 million

Key Issues



Advancing Transfer



Dual Enrollment



Workforce Readiness



Questions?

Brad Phillips, Ed.D.,
Executive Director
Maryland Association of Community Colleges
60 West Street, Suite 200
Annapolis, MD 21401
Phone: (410) 974-8117
Email: bphillips@mdacc.org



MHEC
MARYLAND HIGHER EDUCATION COMMISSION

Larry Hogan, Governor
State of Maryland



Operating & Capital Budget

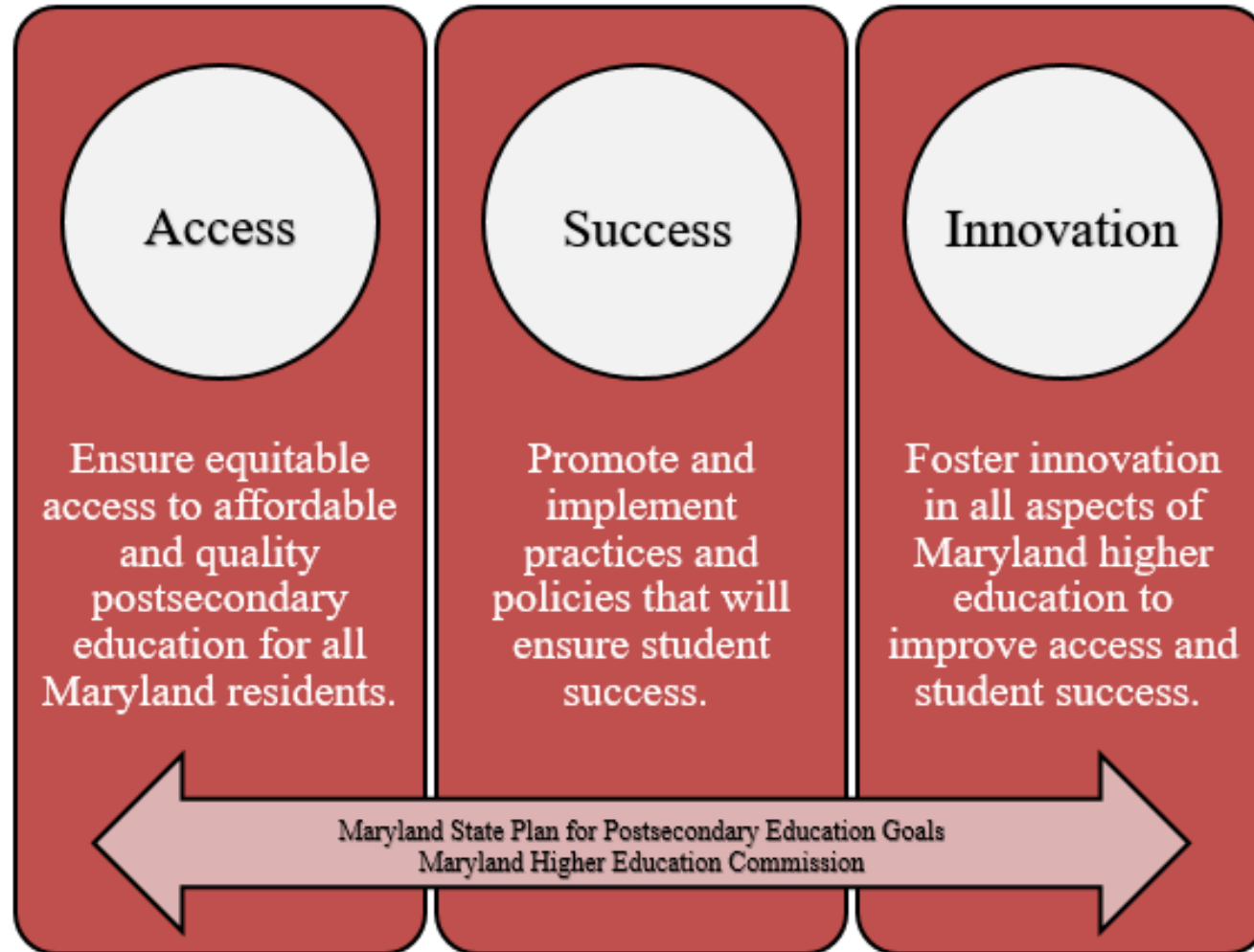
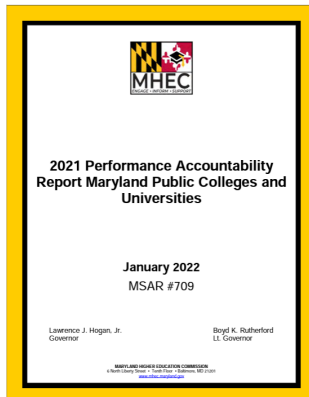
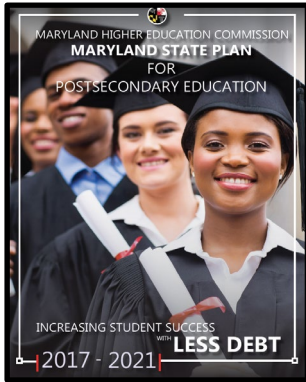
Dr. Debra L. McCurdy
President
Steven D. Hardy
Vice President, Finance and Administration
Baltimore City Community College

BCCC Presentation Content

- Strategic Planning and Institutional Key Performance Indicators
- Performance Accountable Report
- Annual Unduplicated Headcount
- Fall 2021 First-Time
- Credit Students Receiving Pell Grants
- Four-Year Graduation Rates
- Fall 2013 – Fall 2017 Entering Cohorts
- Annual Degrees & Certificates Awarded FY 2018 – FY 2022
- Fall-to-Fall Retention
- Trends in Enrollment Fall 2017 - 2021
- Credit Enrollment Projections for Fall 2022 – Fall 2029
- Maryland 2 Year Public Institutions Tuition Rates Per Credit Hour
- FY 2024 Position & Program Impact
- Operating Budget Fiscal Year 2024
- Capital Debt Profile
- Five-Year Capital Program
- Deferred Maintenance - Five-Year Capital Program
- Q & A

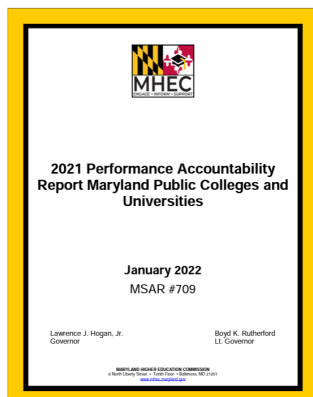
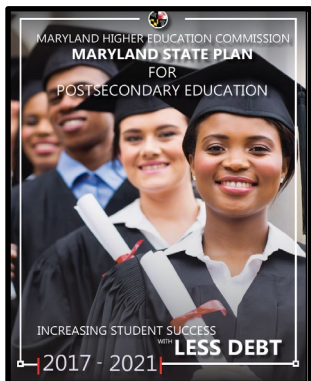


2022 Performance Accountability Report Maryland State Plan for Postsecondary Education Goals



2022 Performance Accountability Report

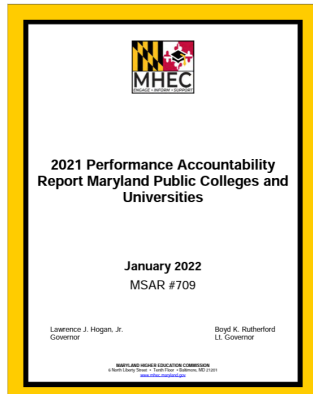
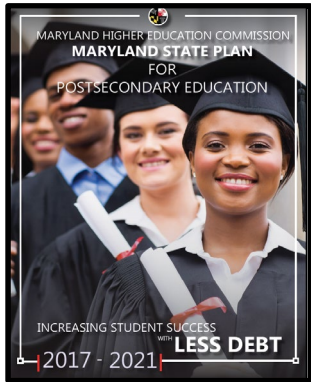
Maryland State Plan for Postsecondary Education Goals



Credit = (C)
Continuing Education = (CE)



2022 Performance Accountability Report Community College Institutional Characteristics



Credit = (C)
Continuing Education = (CE)

Characteristics

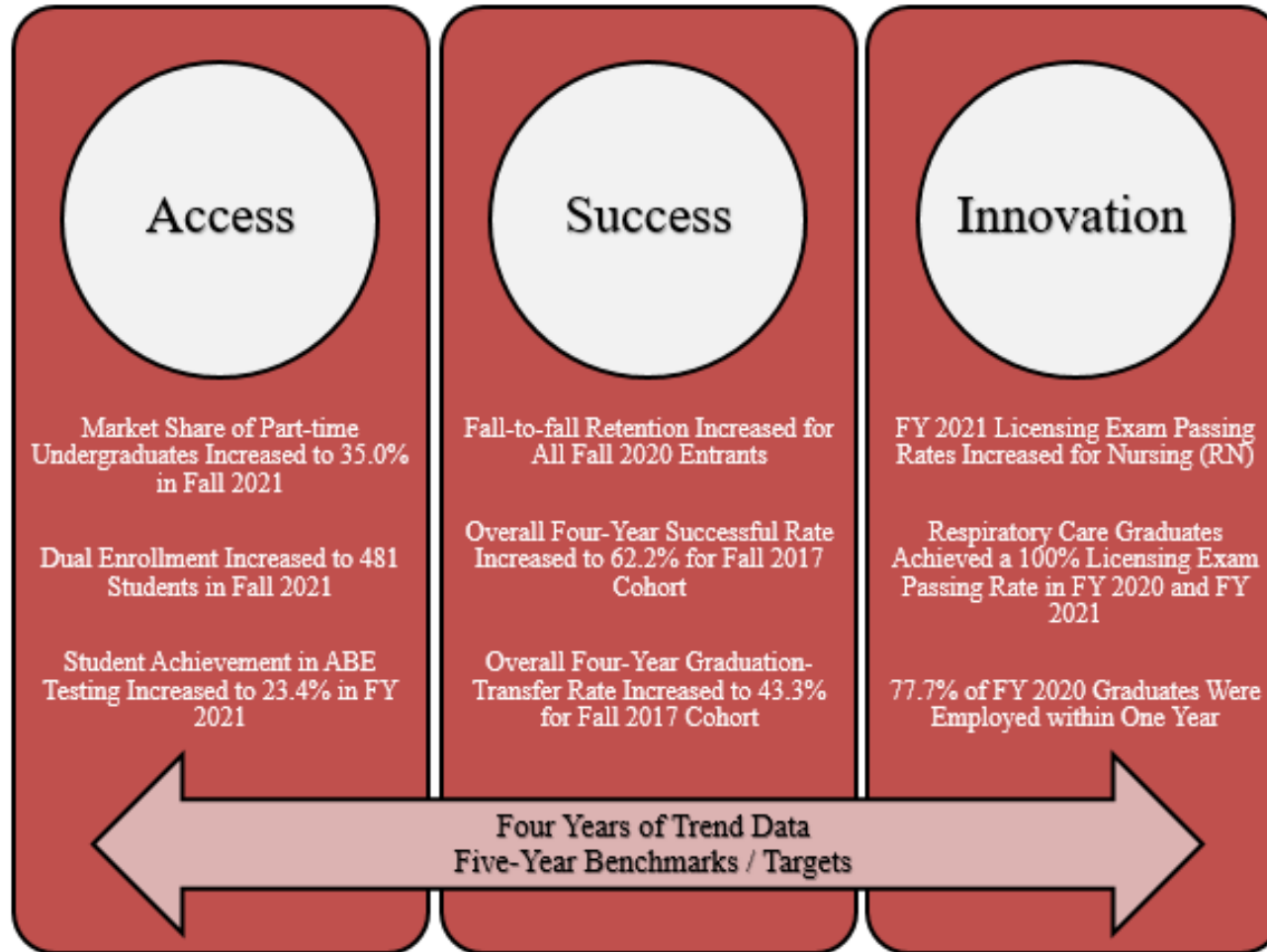
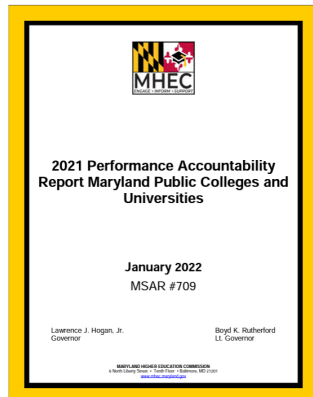
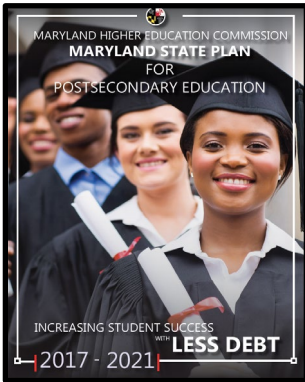
- 79.9% of Credit Students Enrolled Part-time (Fall 2021)
- 55.2% of First-time Entrants were Assessed to Need Developmental Coursework (Fall 2021)
- 59.7% are First-generation College Students (Spring 2022)
- 872 Students Enrolled in ESOL Courses (FY 2022)
- 52.2% of Credit Students are 25 Years of Age or Older (Fall 2021)
- 72.6% of Continuing Education Students are 25 Years of Age or Older (FY 2021)
- 46.1% Work 20 or More Hours Per Week (Spring 2022)
- 52.4% of Expenditures are Allocated to Instruction and Academic Support (FY 2021)

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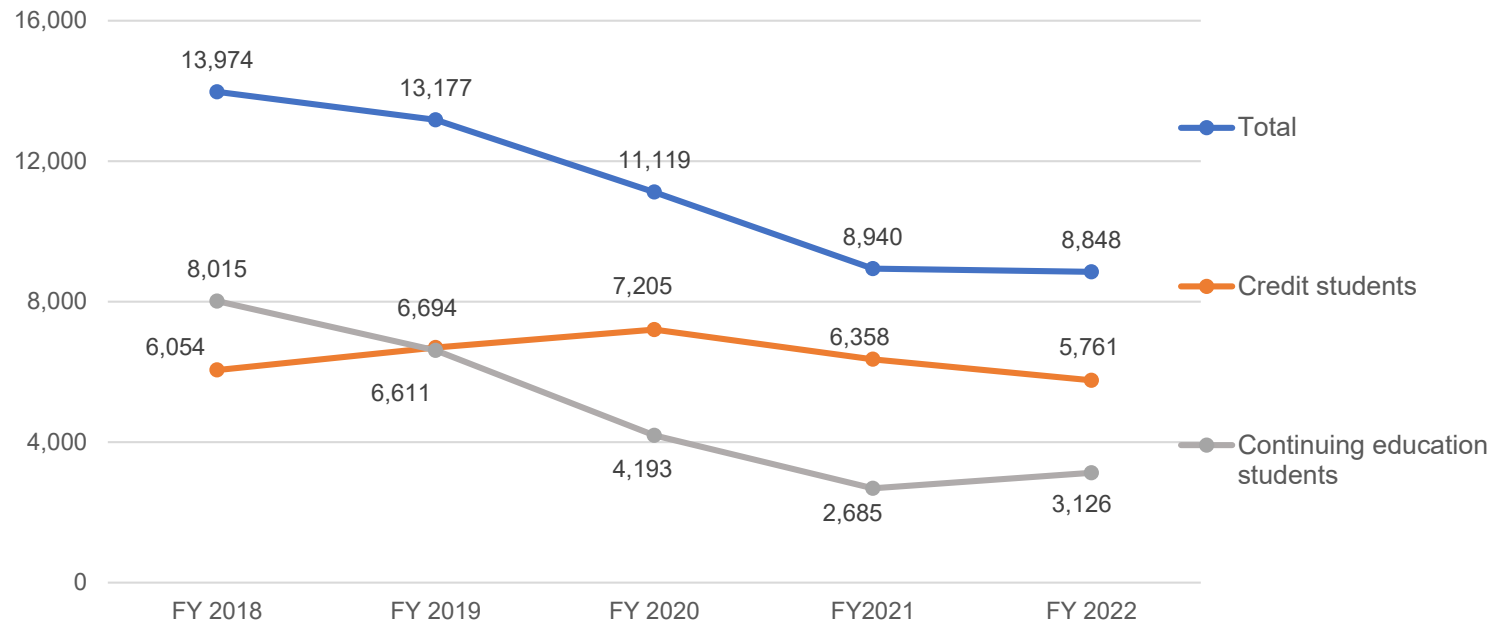
**Four Years of Trend Data
No Benchmarks/Targets**



2022 Performance Accountability Report BCCC Performance Indicators Highlights



Annual Unduplicated Headcount FY 2018 – FY 2022

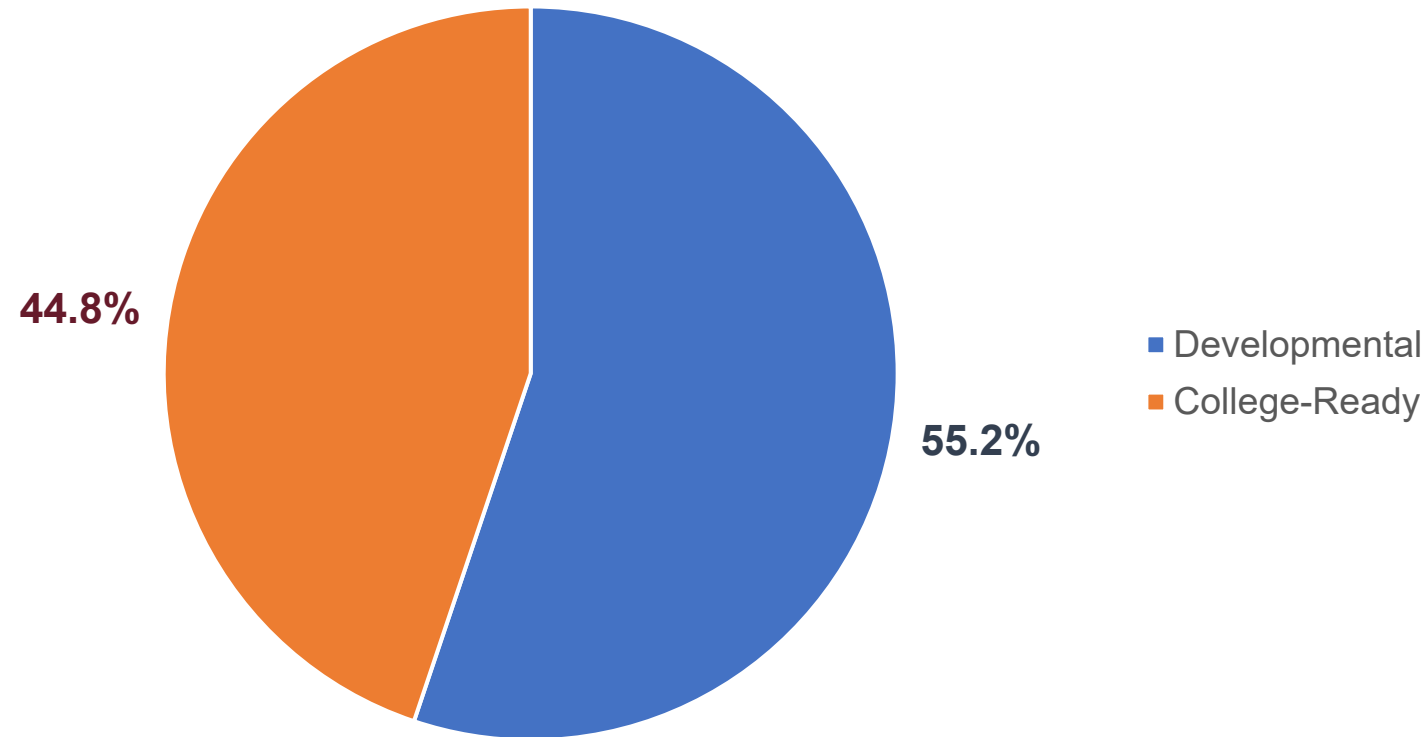


- Credit enrollment saw increases in FY 2019 and 2020 largely due to the Mayor's Scholars Program cohorts and increases in dual enrollment. FY 2021 saw a sharp decrease largely due to the impact of the COVID-19 pandemic; the effects of the pandemic continued in FY 2022.
- The decline in continuing education enrollment was largely due to national, State, and local factors impacting the English for Speakers of Other Languages (ESOL) population such as refugee resettlement rates' decline in FY 2020. In addition, training that was provided to organizations on site were cancelled in late FY 2020 and early FY 2021 due to the COVID-19 pandemic. With the return in-person instruction in FY 2022, continuing education has been able to return to community sites and has begun to reverse its decline.

Source: BCCC Performance Accountability Report for MHEC



Fall 2021 First-Time Entrants: Developmental Status

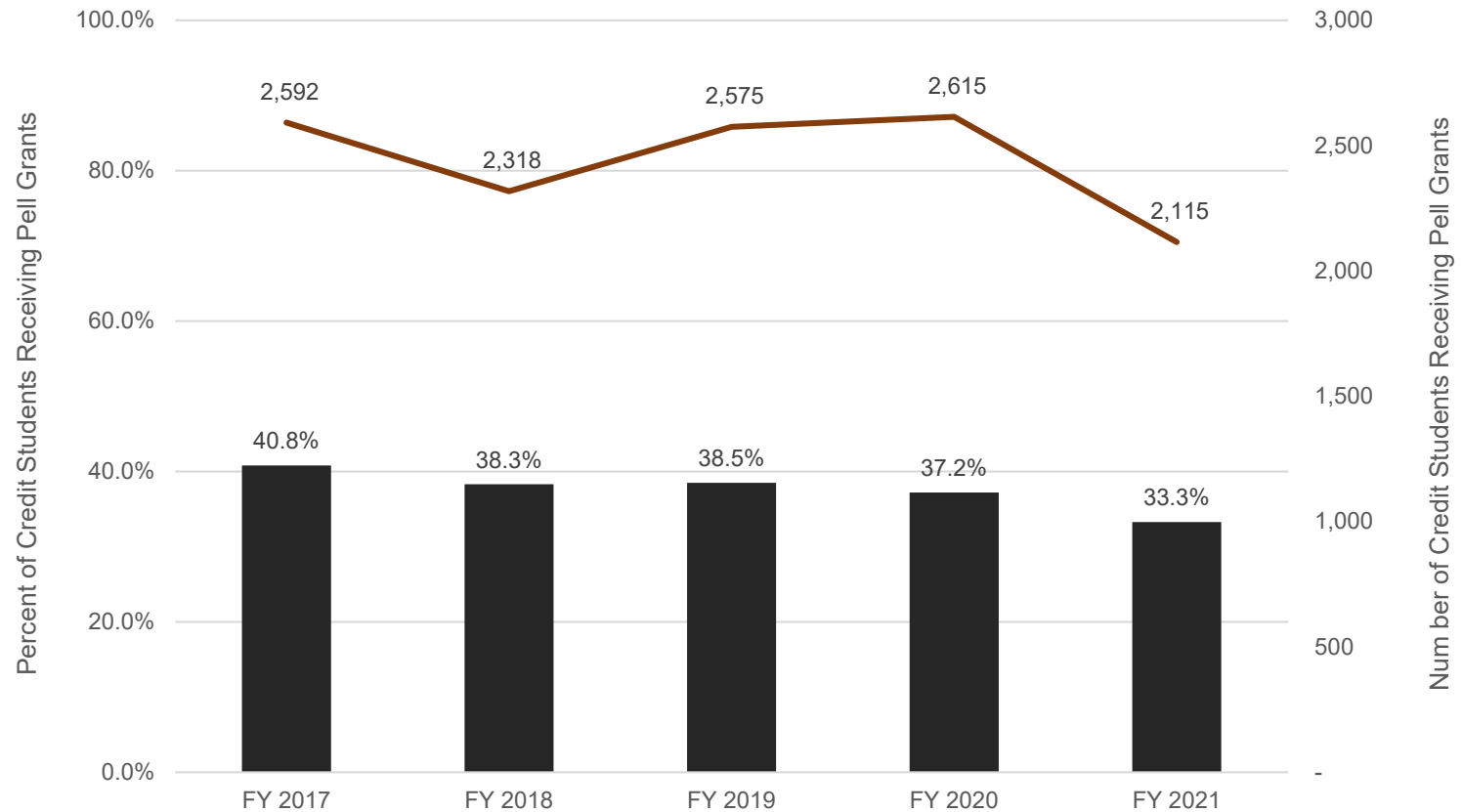


582 Entrants were assessed via various forms of course placement assessment.

Source: BCCC Office of Institutional Research & Performance Accountability Report for MHEC.



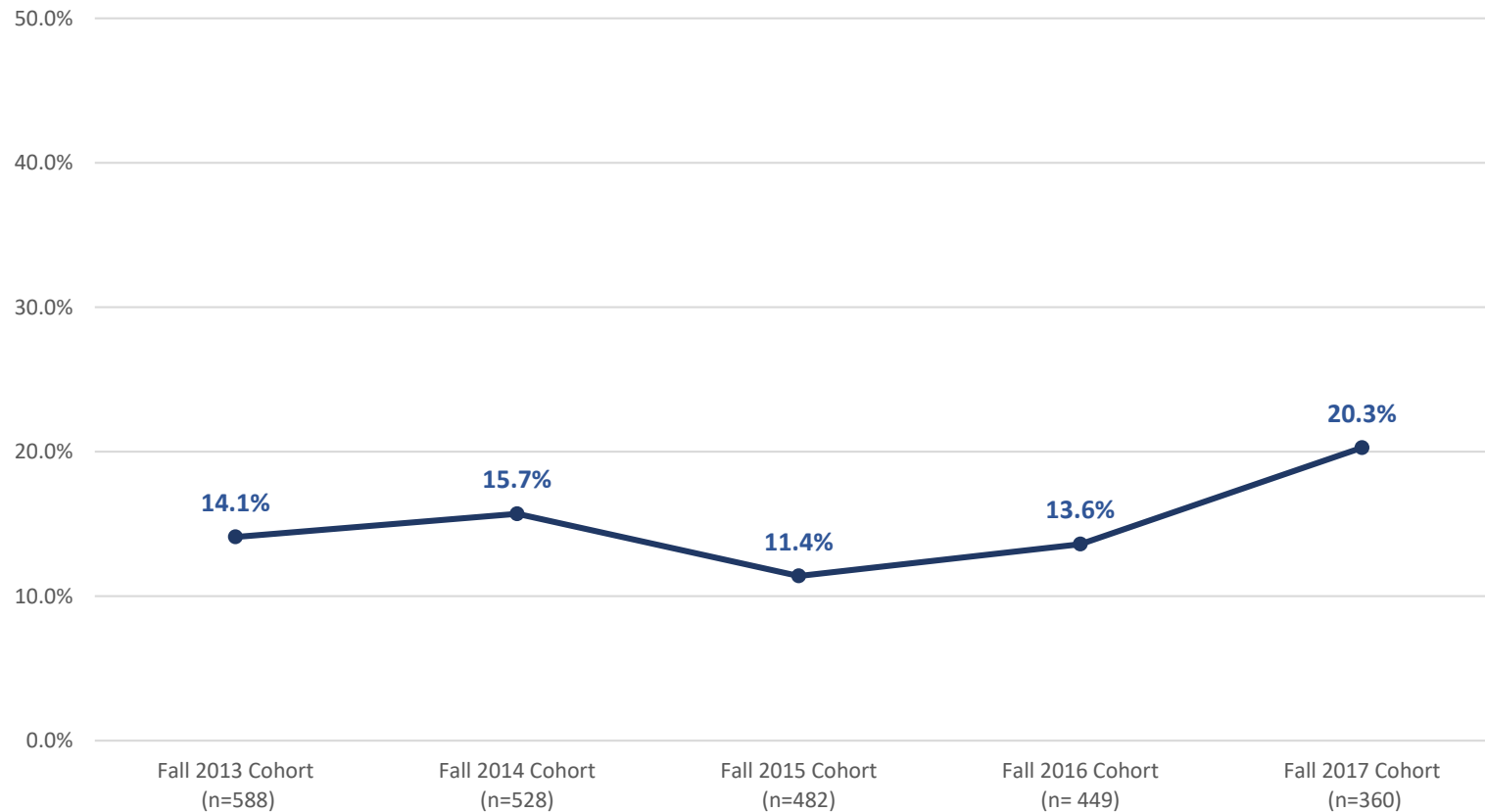
Credit Students Receiving Pell Grants FY 2017 – FY 2021



Source: BCCC Performance Accountability Report for MHEC



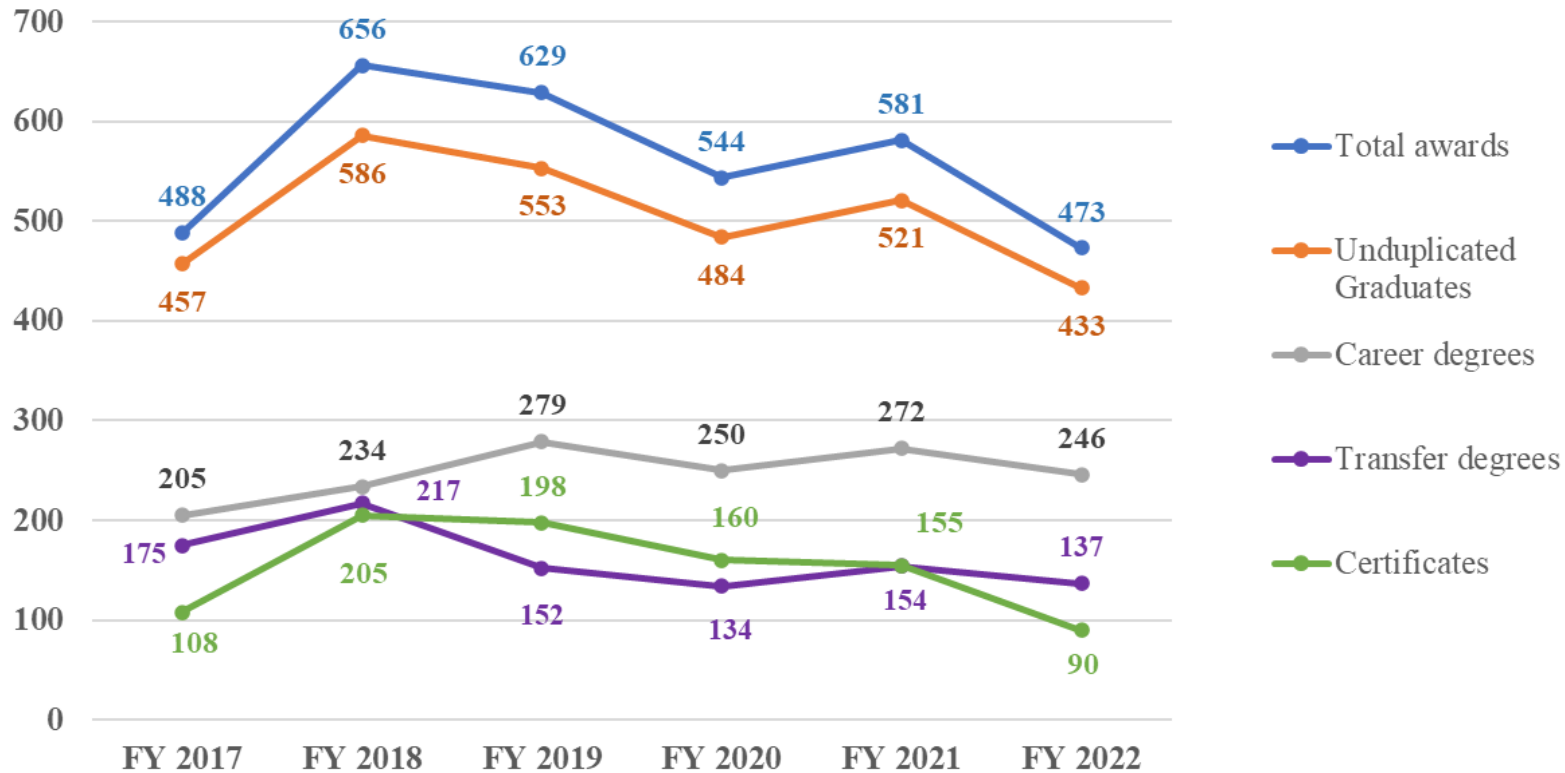
Four-Year Graduation Rates Fall 2013 – Fall 2017 Entering Cohorts



Source: BCCC Degree Progress Analysis reported for MHEC.



Annual Degrees & Certificates Awarded FY 2018 – FY 2022



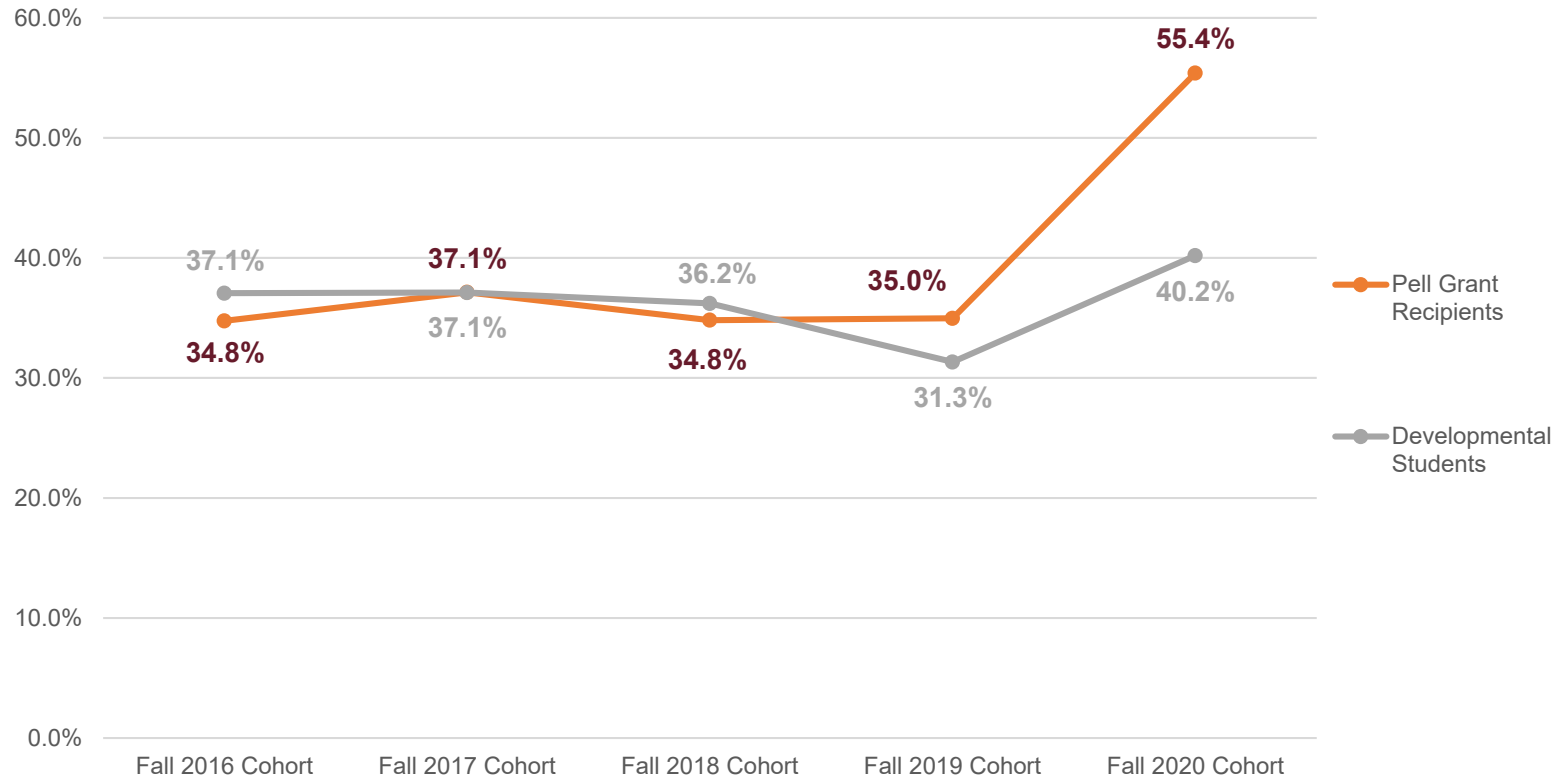
Due to the transition to remote learning in the middle of the spring 2020 semester, more grades of “Incomplete” were issued than usual, particularly for students in the Nursing and Health Professions as many clinical and lab sections and experiences had to be cancelled due to the pandemic. This led to a decline in the number of degrees and certificates awarded in FY 2020. Many students were able to complete their requirements in FY 2021 and graduate. Ongoing limitations in clinical experiences remained an issue for subsequent cohorts of Nursing and Health Professions students and their progress toward completion.

Source: BCCC Performance Accountability Report for MHEC.



Fall-to-Fall Retention

Fall 2016 – Fall 2020 First-Time Developmental Students and Pell Grant Recipients

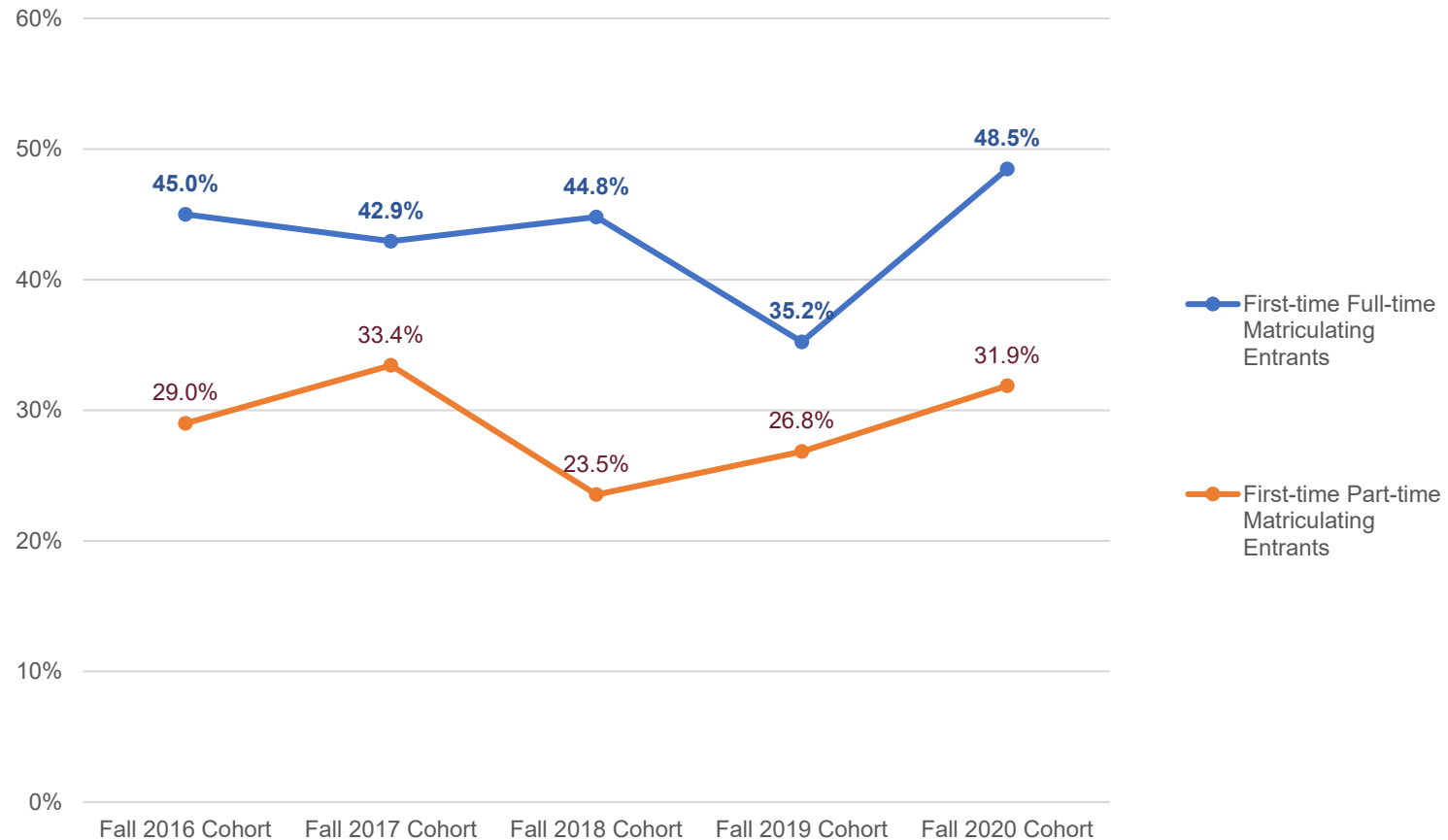


Pell Grant Recipients	187/538	166/447	243/698	221/632	159/287
Developmental Students	169/456	206/555	361/997	323/1031	125/311

Source: BCCC Performance Accountability Report for MHEC.



Fall-to-Fall Retention: Fall 2016 – Fall 2020 First-Time Full-Time and Part-Time Entrants



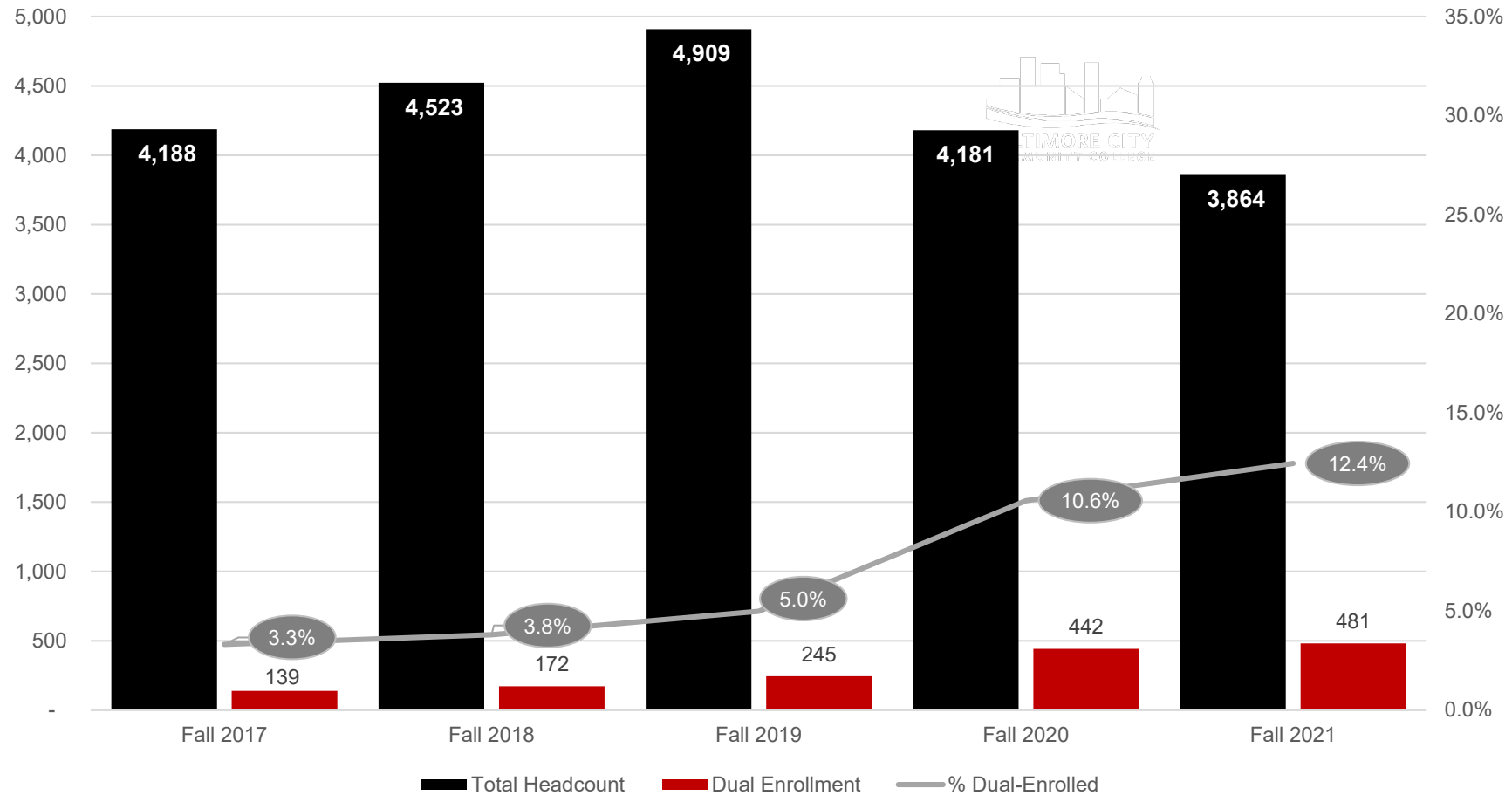
First-time Full-time Degree/Certificate-Seeking Students	145/320	137/319	267/596	204/579	143/295
Part-time Degree/Certificate-Seeking Students	123/432	104/311	105/446	146/544	117/367

Source: BCCC Managing for Results Report for DBM | BCCC Office of Institutional Research



Trends in Enrollment Fall 2017 - 2021

Total Credit Headcount & Dual Enrollment



- The Mayor’s Scholars Program was implemented in Summer 2018 and accounts for most of increases in total credit headcount in Fall 2018 and Fall 2019. In Fall 2020, 15 of the 16 Maryland community colleges, including BCCC, experienced declines in credit headcount largely due to the COVID-19 pandemic.

Source: BCCC Enrollment Information System files submitted to MHEC | BCCC Office of Institutional Research



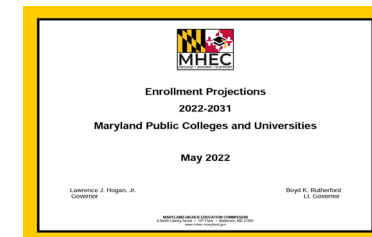
Credit Enrollment Projections for Fall 2022 – Fall 2029

Maryland Higher Education Commission (MHEC) Projections All MD Community Colleges (CC)	Fall 2021 Actual	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029
MHEC 2021- 2030 Projections for All MD CCs - Published April 2021	97,458	135,971	137,395	138,821	140,243	140,973	141,702	142,432	143,167
MHEC 2022 - 2031 Projections for All MD CCs - Published May 2022	97,458	117,974	118,534	119,656	119,846	120,036	120,225	120,420	120,613
<i>MHEC's New Percent Changes for Outyears</i>		<i>21.1%</i>	<i>0.5%</i>	<i>0.9%</i>	<i>0.2%</i>	<i>0.2%</i>	<i>0.2%</i>	<i>0.2%</i>	<i>0.2%</i>

Maryland Higher Education Commission (MHEC) Projections BCCC	Fall 2021 Actual	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029
MHEC 2021- 2030 Projections for BCCC - Published April 2021	3,864	5,952	6,139	6,270	6,059	6,730	7,044	7,419	7,865
MHEC 2022 - 2031 Projections for BCCC - Published May 2022	3,864	4,595	4,616	4,638	4,659	4,667	4,675	4,682	4,690
<i>MHEC's New Percent Changes for Outyears</i>		<i>18.9%</i>	<i>0.5%</i>	<i>0.5%</i>	<i>0.5%</i>	<i>0.2%</i>	<i>0.2%</i>	<i>0.1%</i>	<i>0.2%</i>

BCCC's Internal Projections	Fall 2021 Actual	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029
BCCC Projections Developed July 2021	3,864	4,682	5,064	5,446	5,828	6,210	6,592	6,976	7,360
BCCC Projections Developed August 2022	3,864	4,164	4,464	4,764	5,064	5,364	5,664	5,964	6,264
<i>BCCC's Percent Change for Outyears</i>		<i>7.8%</i>	<i>7.2%</i>	<i>6.7%</i>	<i>6.3%</i>	<i>5.9%</i>	<i>5.6%</i>	<i>5.3%</i>	<i>5.0%</i>

From MHEC's 2022-2031 Projections: "These 10-year projections do not add additional variables or weights in the model that are specific to the COVID-19 pandemic, such as the sudden shocks due to the temporary change of course delivery mode, or students stopping out or reducing attendance level from full- to part-time. However, the pandemic-driven enrollment declines in 2020 and 2021 are incorporated into the model and lower the enrollment projections to some extent."



Maryland 2 Year Public Institutions Tuition Rates Per Credit Hour

Institution	Instate In County	Rank	Instate Out of County	Rank	Out of State	Rank
<u>Baltimore City Community College</u>	\$110.00	2	\$110.00	1	\$280.00	3
<u>Allegany College of Maryland</u>	\$129.00	8	\$262.00	12	\$340.00	11
<u>Anne Arundel Community College</u>	\$122.00	4	\$264.00	13	\$415.00	15
<u>Carroll Community College</u>	\$136.00	12	\$229.00	5	\$296.00	5
<u>Cecil College</u>	\$130.00	10	\$243.00	9	\$283.00	4
<u>Chesapeake College</u>	\$128.00	7	\$224.00	4	\$314.00	8
<u>College of Southern Maryland</u>	\$137.00	13	\$240.00	7	\$308.00	6
<u>Community College of Baltimore County</u>	\$122.00	4	\$241.00	8	\$372.00	13
<u>Frederick Community College</u>	\$158.34	15	\$311.34	14	\$411.34	14
<u>Garrett College</u>	\$99.00	1	\$314.00	15	\$349.00	12
<u>Hagerstown Community College</u>	\$123.00	6	\$192.00	2	\$252.00	1
<u>Harford Community College</u>	\$135.00	11	\$230.00	6	\$325.00	10
<u>Howard Community College</u>	\$142.00	14	\$257.00	10	\$322.00	9
<u>Montgomery College</u>	\$201.00	16	\$341.80	16	\$467.80	16
<u>Prince George's Community College</u>	\$114.00	3	\$209.00	3	\$311.00	7
<u>Wor-Wic Community College</u>	\$129.00	8	\$258.00	11	\$259.00	2

*York County, PA Resident Rate \$242

*Online Only Rate \$242

*Border County Resident Rate \$287

*Tuition rates include per credit hour includes advertised grant reduction

*Not including semester fees

[Public 2 year Institutions listing in the state of Maryland according to the National Center for Education Statistics \(NCES\)](#)



FY 2024 Position & Programs

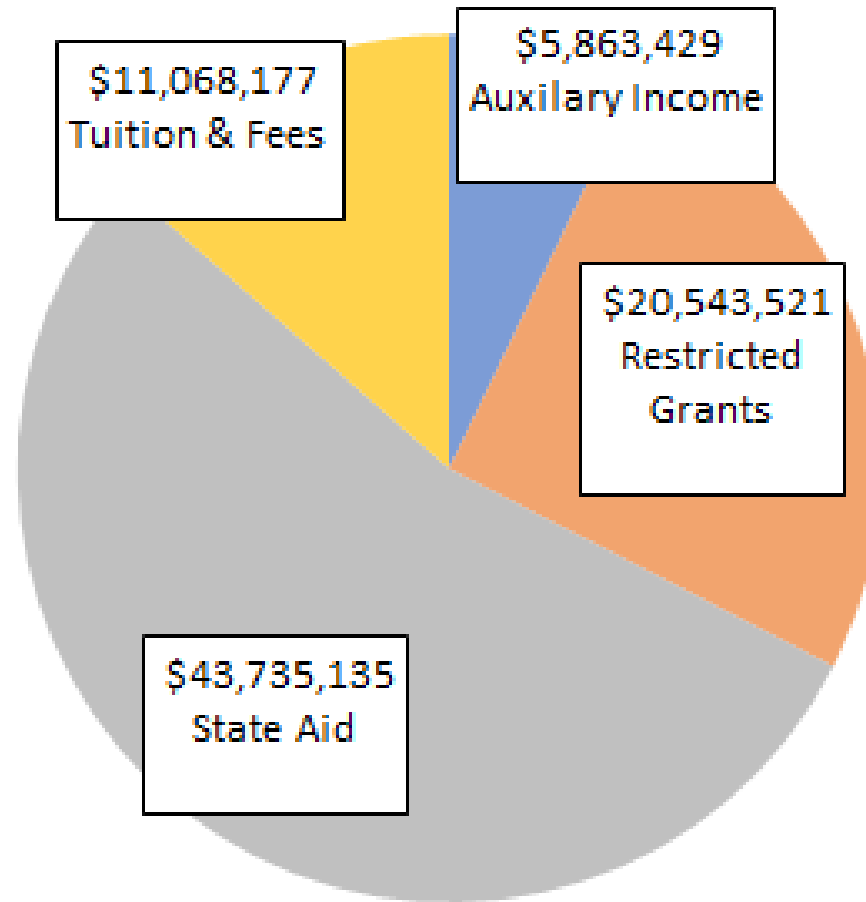
- Number of Positions (Budgeted FY 2024)
 - **Faculty = 115**
 - **Non-faculty Staff = 322**

- Number of Academic Programs
 - **Undergraduate:**
 - 30 degrees
 - 18 certificates
 - Master's = n/a
 - Doctorate = n/a

Source: BCCC Budget Office



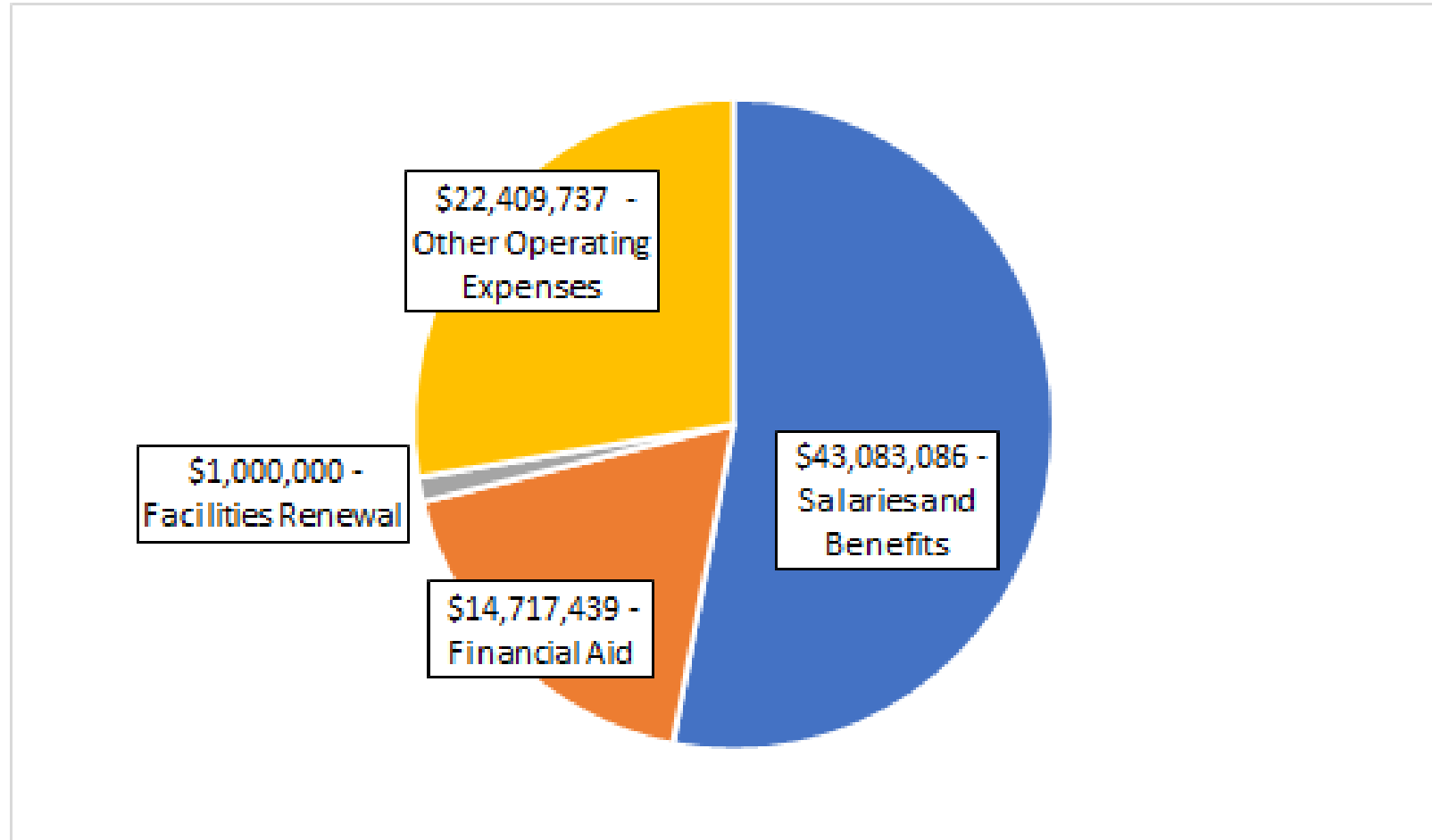
Operating Budget Fiscal Year 2024 Revenues



Total: **\$81,210,262**



Operating Budget Fiscal Year 2024 Expenditures



Total: \$81,210,262



CARES ACT FUNDING PROGRAMMATIC IMPACT

FY 2022	Allocation	Spent	Remaining	Use of Funds
CARES - Students	\$1.4M	\$1.4M	\$0	Students
CARES - Institutional	\$1.4M	\$766K	\$0	Institutional
GEER (CARES)	\$754K	\$301K	\$0	Career Development
GEER (CRRSAA)	\$558K	\$323K	\$235K	Career Development
CRRSAA - Institutional Portion (HEERF II)	\$5.1M	\$2.99M	\$1.98M	Institutional
CRRSAA - Student Portion (HEERF II)	\$1.43M	\$1.43M	\$0	Students



BCCC Capital Debt Profile

- Debt Issued in Prior Five Fiscal Years & Amount Authorized but Unissued:
 - BCCC has not issued debt in the prior five fiscal years.
 - Bonding authority is \$65 million for auxiliary and academic facilities.
 - BCCC has no bond debt outstanding - the entire authorization remains unissued as of June 30, 2022

- Current Projections for New Issuances & Rating Agency Update:
 - BCCC is currently assessing its position to issue debt.

- Ten-Year Projection:
 - Any projected bond issuance has not yet been determined.



Five-Year Capital Program

- The College's Capital Budget request for **fiscal years 2024-2028**

Learning Commons Renovation and Addition (Library)

BCCC received \$2,186,000 in FY23 to begin the design of the Learning Commons project. The FY24 request includes an additional \$1,173,107 to continue the design of the renovation and addition to provide a modern learning commons with needed study space, electronic media space, and additional food service space.

The entire project is estimated to cost \$41,067,601 and would be completed in FY25.



Five-Year Capital Program

➤ The College's Capital Budget request for **fiscal years 2024-2028**

- **Nursing Building Renovation and Addition**



BCCC requested \$3,569,500 in FY24 to design the renovation and addition to the 1977 Nursing Building with needed office, classroom, and simulation lab space to increase the effect of the Nursing program and therefore contribute to the rising need for healthcare workers in the region.

The entire project is estimated to cost \$43,105,490 and would be completed in FY27.



Five-Year Capital Program

➤ The College's Capital Budget request for **fiscal years 2023-2027**

- **Facilities Replacement Building**



BCCC requested \$494,522 in FY24 to start the design for the replacement of Facilities trailer facility with permanent offices and shop space for planning, maintenance, environmental services, fleet, and logistics.

The entire project is estimated to cost \$7,738,086 and would be completed in FY26.



Five-Year Capital Program

➤ The College's Capital Budget request for **fiscal years 2024-2028**

- **Wellness Center**



FY26 request for \$2,887,370 in to start the design for the Wellness Center addition that will expand the recreation, health, and physical therapy spaces for students, staff, and community partners at the Physical Education Center.

The entire project is estimated to cost \$37,284,976 and would be completed in FY28



Deferred Maintenance - Five-Year Capital Program

The College is requesting \$16M for deferred maintenance projects in FY 2024 and \$8M per year for the remaining 4 years in the CIP. The College has an extensive backlog of facility improvement needs that are long overdue. The aging utility and building systems have exceeded their life expectancy and are constantly being repaired. An engineering assessment was conducted, and deferred maintenance projects are needed to replace major systems and failing equipment throughout the campus, much of which has not been updated since the original construction in the 1960-70's.

The College is requesting funding for the following projects:

- Envelope (Windows, Doors, and Roofs)
- HVAC (Boilers and air handlers)
- Life Safety (Fire Alarm system replacement, generators)
- Electrical upgrades
- Restroom upgrades for ADA compliance
- Wayfinding signage



In-Progress Capital Program

- Perimeter Loop Road Improvements

Board of Public Works approved on September 1, 2021

Contract Value: \$5,025,000

NTP September 28, 2021 with 18 months of Construction

The Loop Road project involves the extension of the existing vehicular access road to encompass the entire Liberty Campus, connecting all parking lots, ease vehicular circulation, and improve safety and emergency access while enhancing the overall appearance and user experience of the campus.

The project is currently focused on the new retaining wall and stairs for the new road. Completion date is currently June 2023.



Bard Building Demolition

- FY22 Capital Budget - Governor included \$7.4m for demolition of the Bard Building
- 04/27/2022 BPW approved design contract award to RK&K for \$282,591.90 to design the bidding documents
- 08/05/2022 Schematic Design Review
- Community Meeting this Fall
- Design work should be complete by December 2022, then 12 months for demolition, project complete by end of 2023.





MHEC
MARYLAND HIGHER EDUCATION COMMISSION

Larry Hogan, Governor
State of Maryland

Q & A

Thank You!

Operating & Capital Budget ►

Dr. Debra L. McCurdy
President
Steven D. Hardy
Vice President, Finance and Administration
Baltimore City Community College



Regional Higher Education Centers

Maryland Higher Education Commission

September 29, 2022



Maryland's Regional Higher Education Centers

Definition:

“Higher education facility that is operated by a public institution of higher education in the State or a nonpublic institution of higher education operating under a charter granted by the General Assembly and includes participation by two or more institutions of higher education in the State, consists of an array of program offerings from institutions of higher education approved to operate in the State by the Commission or by an act of the General Assembly that specifically satisfies the criteria set forth in § 10-212(b) of this title, offers multiple degree levels; and is either approved by the Commission to operate in the State or is established by statute.” §10-101(k) Education Article, Annotated Code of Maryland.



Maryland's Regional Higher Education Centers

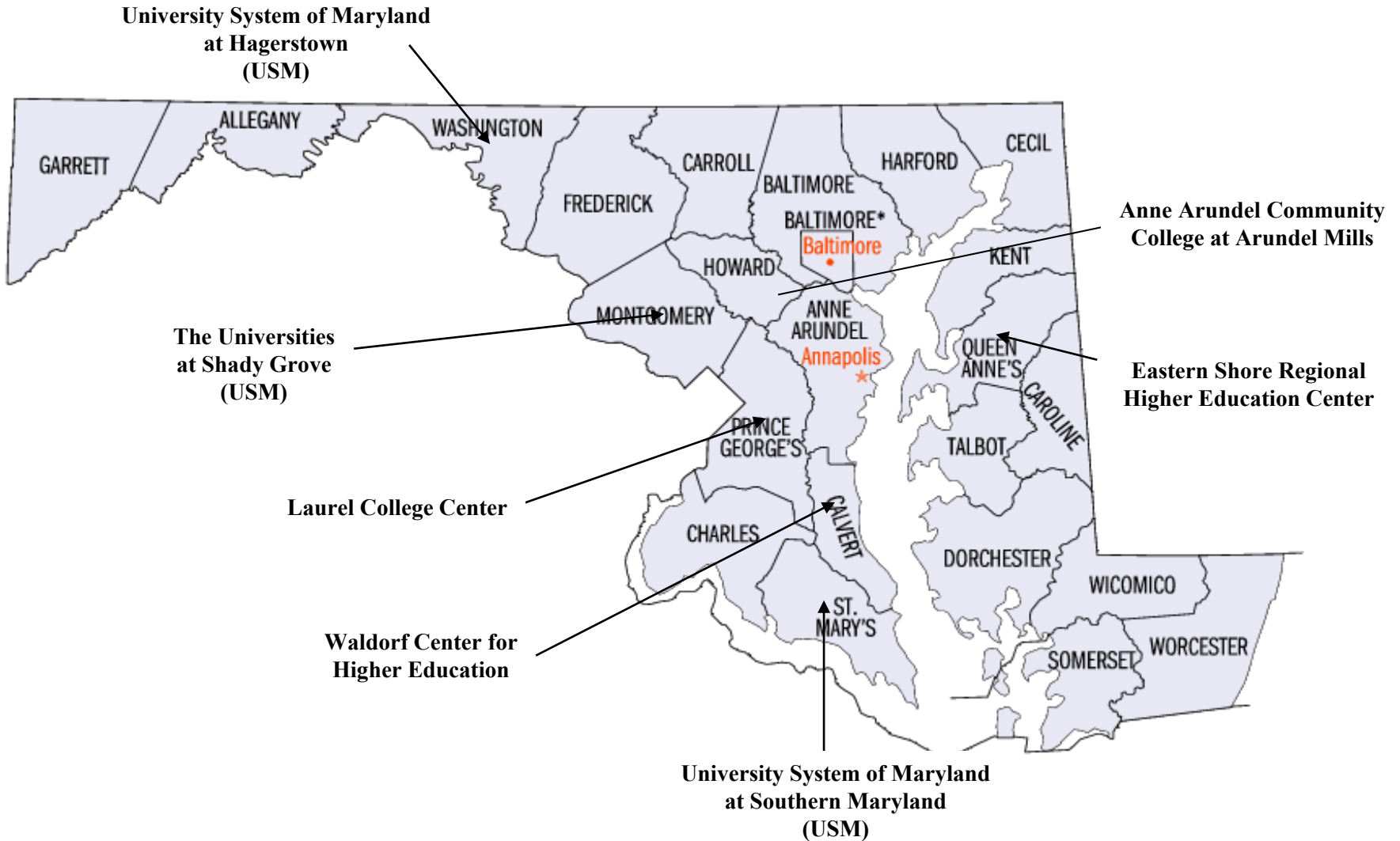
Duties and Goals:

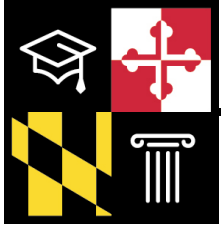
Regional Higher Education Centers shall, “Provide access to affordable higher education programs to citizens in unserved or underserved areas of the State, respond to the needs of businesses and industries in the areas in which they serve and encourage participation by institutions of higher education for the benefit of students and serve the needs of, and provide programs to, elementary and secondary schools, business and industry, and governmental agencies.” §10-212(b)
Education Article, Annotated Code of Maryland



Regional higher education center locations

Serving underserved areas of the State





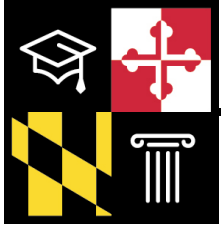
Differing RHEC governance and organizational structures

Four centers with State fund oversight by MHEC

- Anne Arundel Community College (AACC) at Arundel Mills University Consortium
- Eastern Shore Higher Education Center
- Laurel College Center
- Waldorf Center for Higher Education

Three centers governed by the University System of Maryland (USM) Board of Regents

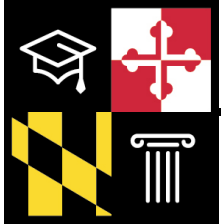
- The Universities at Shady Grove
- University of Maryland at Hagerstown
- Southern Maryland Higher Education Center



Funding strategy for regional education centers under MHEC oversight

The funding strategy includes:

- *Base allocation* for each center (\$200,000)
- *Incentive funding* for Target FTES (2+2 lower division, upper division and graduate enrollment)
- *Lease funding* for centers with leased space that have not received State capital funding support
- *Special funding* for one-time projects or start-up costs



FY 2023 Allocation

FY 2023 Regional Higher Education Center Budget Allocation

	AACC RHEC at Arundel Mills	Eastern Shore Higher Ed Center	University Center Northeastern Maryland*	Laurel College Center	Waldorf Center for Higher Education	Total All Non USM RHECs
Base Allocation	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	\$ 200,000	\$ 800,000
Incentive Funding	53,389	126,513	-	208,321	221,637	609,861
TOTAL	\$ 253,389	\$ 326,513	\$ -	\$ 408,321	\$ 421,637	\$ 1,409,861

ARUNDEL MILLS

REGIONAL
HIGHER
EDUCATION
CENTER



Although a significant number of courses remain online, several institutions continue to increase face-to-face course offerings at the center. Student services are provided in-person and remotely.

15 DEGREE PROGRAMS | 4 INSTITUTIONS | 1 CONVENIENT LOCATION



MISSION

Arundel Mills Regional Higher Education Center provides access to affordable, high quality associate, baccalaureate and graduate degree programs that meet the needs of learners historically underserved; the necessary career education and skills to successfully compete in the workplace and global economy, with a focus on areas of worker shortages; lifelong learning and life skills opportunities; and a full array of instructional and student support services to ensure completion and student success.



AMIL BY
THE #s

- 80,272 gross square foot facility
- 135-seat lecture hall
- 27 general-purpose classrooms
- 27 miles from AACC (Arnold campus)
- 25 miles from PGCC (Largo campus)
- 16 laboratories (science, computer, engineering)
- 14 miles from Howard Community College
- 9 miles from CCBC-Catonsville campus
- 1 3D printer
- 1 Lactation room
- 1 Engineering Fabrication Shop
- 1 distance learning classroom



One University. A World of Experiences.

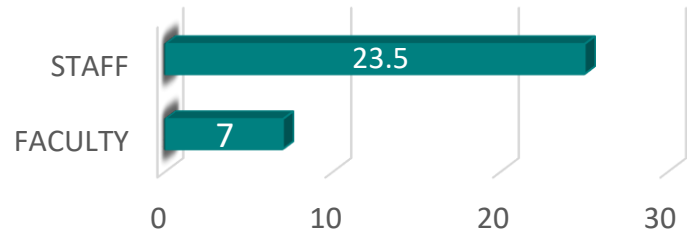


NOTRE DAME
OF MARYLAND
UNIVERSITY

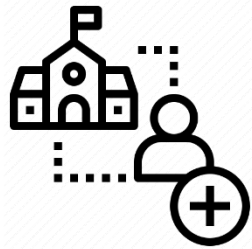


UNIVERSITY OF MARYLAND
GLOBAL CAMPUS
Formerly UMUC

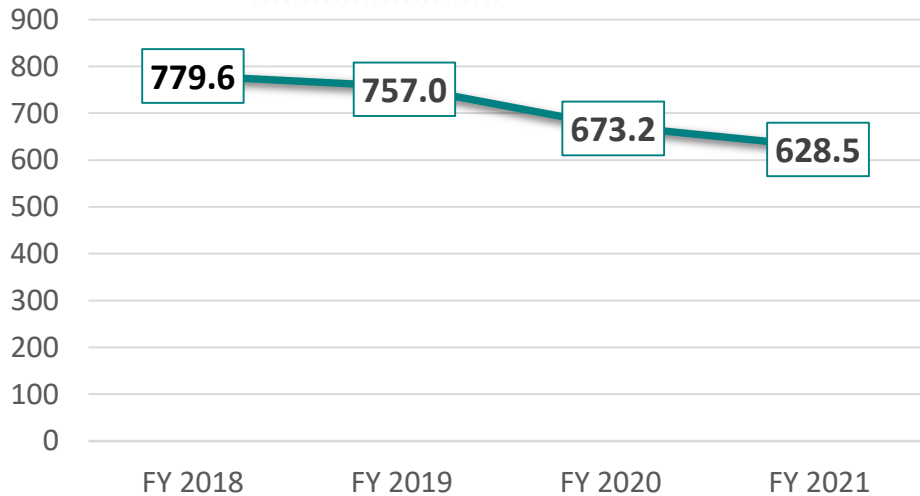




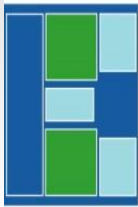
ACADEMIC PROGRAMS



FULL-TIME ENROLLMENT (FTE)



Associate	Bachelor	Master
<ul style="list-style-type: none"> • Business • Education • Engineering • Homeland Security • Information, Technology & Cybersecurity 	<ul style="list-style-type: none"> • Business Administration • Cybersecurity Management & Policy • Engineering – Electrical • Information Systems Management • Liberal Studies/Elementary Education • Management Studies • Homeland Security 	<ul style="list-style-type: none"> • Leadership in Teaching • Teaching • Nursing <ul style="list-style-type: none"> • Leadership in Nursing Administration (Concentration) • Leadership in Nursing Education (Concentration)



EASTERN SHORE HIGHER EDUCATION CENTER

OUR PARTNERS



MISSION

Provide access to higher education in the underserved area of the Upper Eastern Shore

ESHEC GOALS

- Increase enrollment
- Increase partners and programs
- Increase usage of the Center
- Develop Leadership Center



DEGREES OFFERED AT THE CENTER

- Bachelor's and Master's in Education
- PhD in Organizational Leadership
- Bachelor's and Master's in Social Work

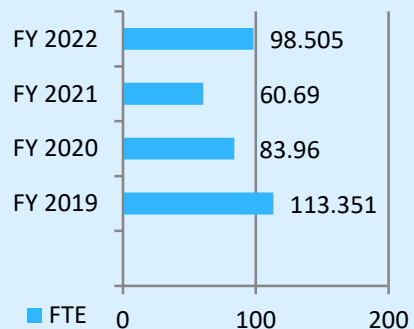
THE ESHEC WAS USED AS A COVID TESTING AND VACCINATION CENTER FROM JUNE 2020 TO JULY 2021

The building was not open to outside groups until February 2022

NUMBER OF NON FTE ENROLLEES ATTENDING EVENTS FROM

FEBRUARY – JUNE 2022

2,024 guests



FY 2021 FTE decrease due to Covid and lower enrollment numbers by partners

ONGOING INITIATIVES (due to Covid)

COLLABORATION WITH CHESAPEAKE COLLEGE TO CREATE A LEADERSHIP CENTER

COLLABORATION WITH BOWIE STATE UNIVERSITY ON EDUCATION DEGREE PROGRAMS

EXPAND DEGREE AND PROGRAM OPTIONS WITH SALISBURY UNIVERSITY

EXPAND DEGREE OPTIONS WITH THE UNIVERSITY OF MARYLAND EASTERN SHORE

ALLOCATIONS

FY 2020 \$348,794

FY 2021 \$366,489

FY 2022 \$346,034

FY 2023 \$326,513

FY 2024 REQUEST \$558,320



HOW THE MONEY WAS SPENT IN FY 2022

STAFFING FOR CENTER – EXECUTIVE DIRECTOR & ADMINISTRATIVE ASSISTANT

REPLACEMENT OF ALL CHAIRS, MAINTENANCE, TECHNOLOGY, ELECTRICITY & CUSTODIAL COSTS

PRIORITIES FOR SPENDING IN FY 2024

STAFFING FOR CENTER – EXECUTIVE DIRECTOR AND ESHEC COORDINATOR

ELECTRIC, CUSTODIAL, AND MAINTENANCE COSTS REPLACING TECHNOLOGY IN CLASSROOMS

OFFICES USED BY PARTNERS

2 offices Salisbury Social Work

1 office Salisbury University Elementary Education

1 Salisbury University Outer Office Receptionist / Admin Area

1 Resource area for Early Childhood / Elementary Cohort Students

1 Salisbury University Social Work Resource Library for Cohort Students

1 office for use by Partners not assigned to private offices

CLASSROOMS & AMPHITHEATRE AS NEEDED FOR INFO SESSIONS AND SPECIAL PROGRAMS



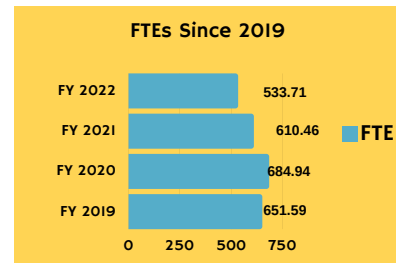
MISSION

The Laurel College Center is a regional higher education center that provides the community and the region with quality learning experiences that can lead to degree attainment, workforce development and/or personal enrichment.

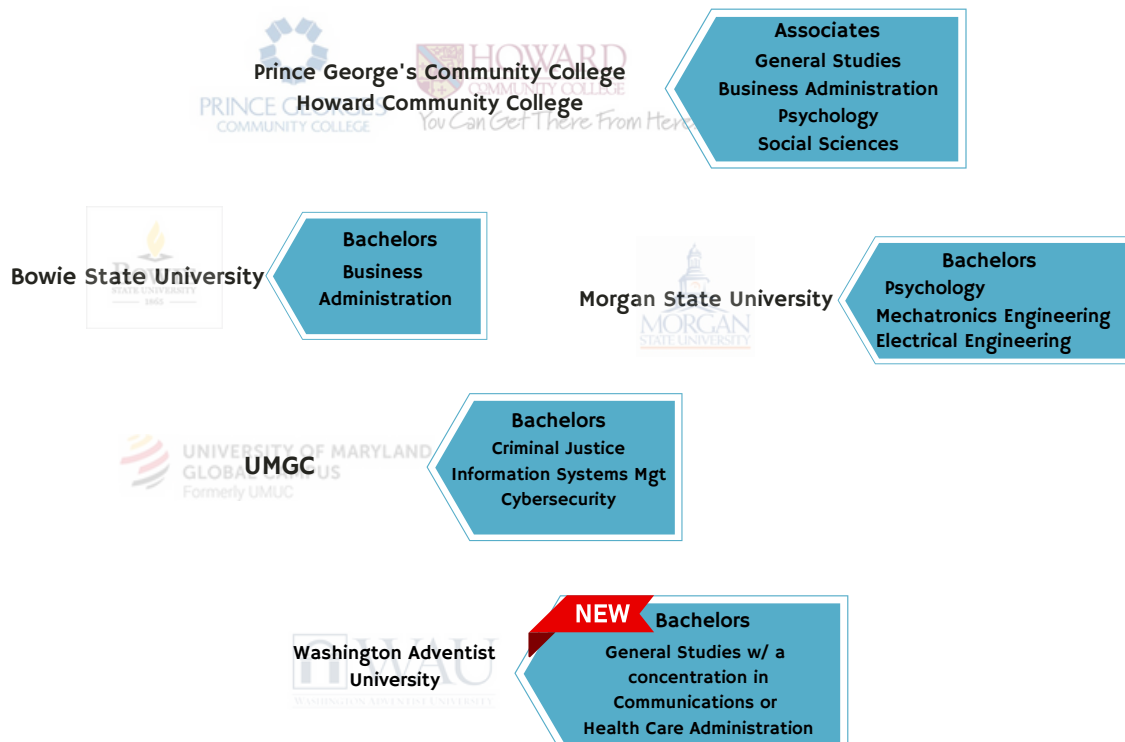
OUR PARTNERS



Institution	FTEs FY21	FTEs FY22	Percent Change
Community Colleges	571.5	464.95	-19%
4yr-Institutions	27.07	45.97	70%
Continuing Education	11.89	22.79	92%
Total	610.46	533.71	-13%



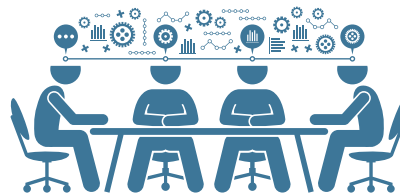
Degrees Offered At The Center



LCC By the Numbers

- **Twenty-two standard classrooms**
- **NEW! Two Hyflex classrooms**
- **Eleven instructional computer labs**
- **Two science labs including one for biology and one for microbiology**
- **An open computer lab**
- **Virtual library**
- **NEW! – Student Game Room**
- **Two student lounges**
- **Two faculty workrooms**
- **Twelve administrative offices**
- **Group Study Room**

The Laurel College Center is conveniently located in the heart of Laurel, close to I-95 and the Baltimore Washington Parkway. The Laurel College Center totals **48,871 square feet**, including thirty-seven classrooms as well as administrative offices located on five floors of a modern ten-story professional building.



SERVICES



COVID UPDATE: The pivot in Fall '21 to offer a limited number of in-person classes resulted in a decrease in enrollments. In this way, students showed their preference for remote instruction—at least for this critical time. LCC currently offers a variety of modalities—online, scheduled remote, hybrid, and face-to-face.

The Universities at La Plata

8730 Mitchell Rd LR Building LaPlata, MD 20646

Advising Hours of Operation

Monday - Friday: 9:00 AM – 5:00 PM

Overview:

For nearly 14 years, the Waldorf Center for Higher Education, through its affiliation with The College of Southern Maryland (CSM) and University of Maryland Global Campus (UMGC), served as an auxiliary instructional site to both institutions. Effective July 1, 2020 the Waldorf Center for Higher Education was moved approximately 7 miles to the CSM La Plata Campus and renamed the Universities at La Plata. The classroom capacity, superior facility, and proximity of the CSM - LaPlata campus to the previous Waldorf location ensures that the new site will not only have the ability to continuing serving the Southern Maryland community as outlined in the Waldorf RHEC mission and commensurate with its RHEC designation, but to provide a better experience for students, faculty, and staff affiliated with the Center. As a result of the relocation, we anticipate no change in capacity to meet students’ educational needs of the Southern Maryland community as a Regional Higher Education Center, and we are collectively committed to improving the student experience and growing enrollments.

In addition to a wide range of hybrid course offerings, a full spectrum of admission and advising services are available to prospective and current students. Services include exploring assistance with VA benefits, payment options, scholarship opportunities, admission processing, academic program selection, course selection and degree mapping. In March 2022, we resumed on-site operations on the CSM La Plata campus, and we began offering hybrid classes with a physical on-site classroom component during our Summer 2022 semester.

Enrollment Trends:

Year	Enrollments
FY 2020	629
FY 2021	335
FY 2022	332

Undergraduate Course Offerings
<ul style="list-style-type: none">• Business Administration• Criminal Justice• Computer Networks and Cybersecurity• Information Systems Management• Human Resource Management• Nursing

