

**2022-2023 Annual Review of *Transformation Morgan*:  
The Strategic Plan for Morgan State University, 2021-2030**

October 2023

**Morgan State University**  
**Annual Strategic Plan Update**  
**2022-2023**

**Mission**

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

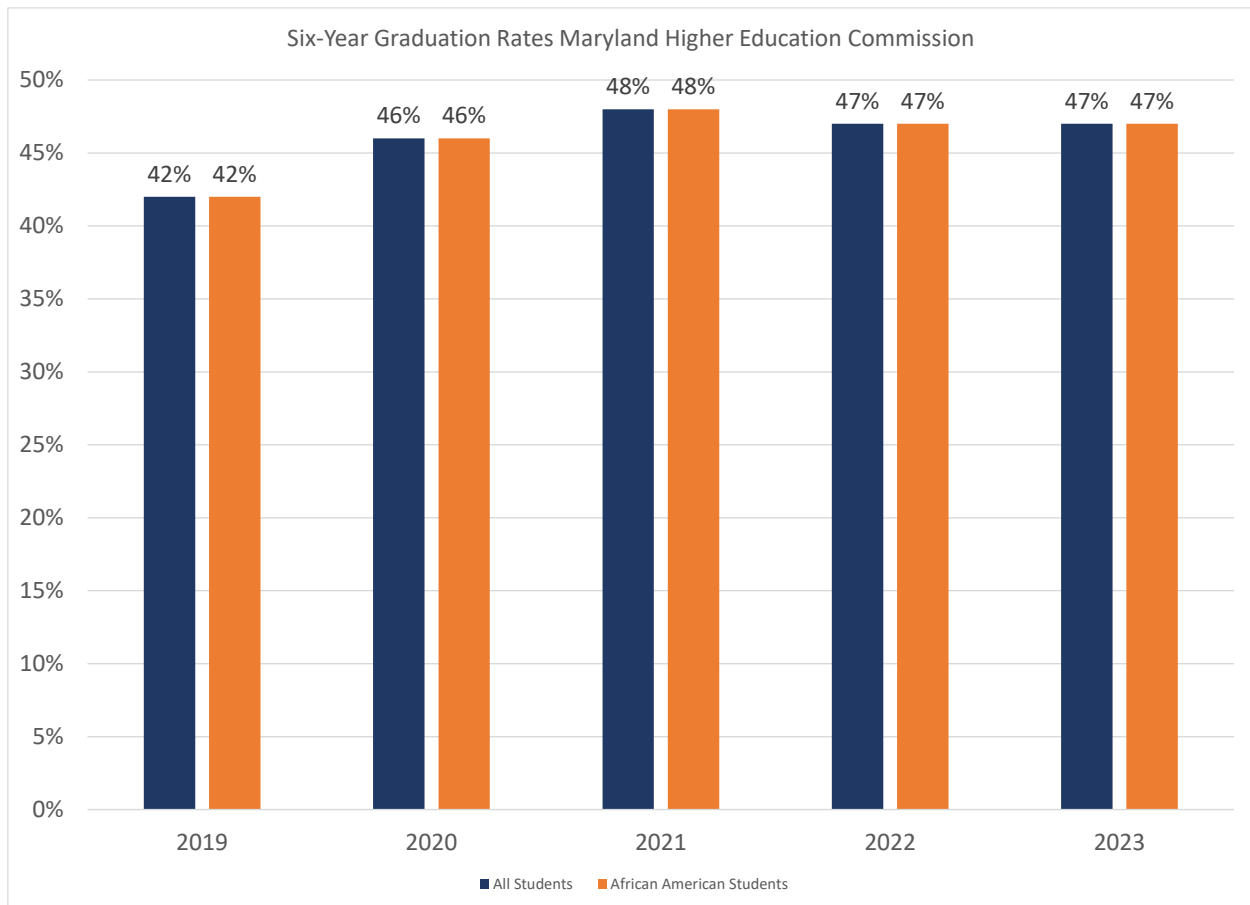
Morgan State University is, by legislative statute, Maryland's Preeminent Public Urban Research University. The goals and objectives in this Performance Accountability Report reflect the legislatively mandated mission as well as the six goals of the University's ten-year strategic plan entitled, *Transformation Morgan: Leading the Future: Strategic Goals 2021– 2030*. Our strategic plan was approved by our Board of Regents in November of 2021 and includes six goals. This report addresses our progress towards these goals.

**Institutional Assessment**

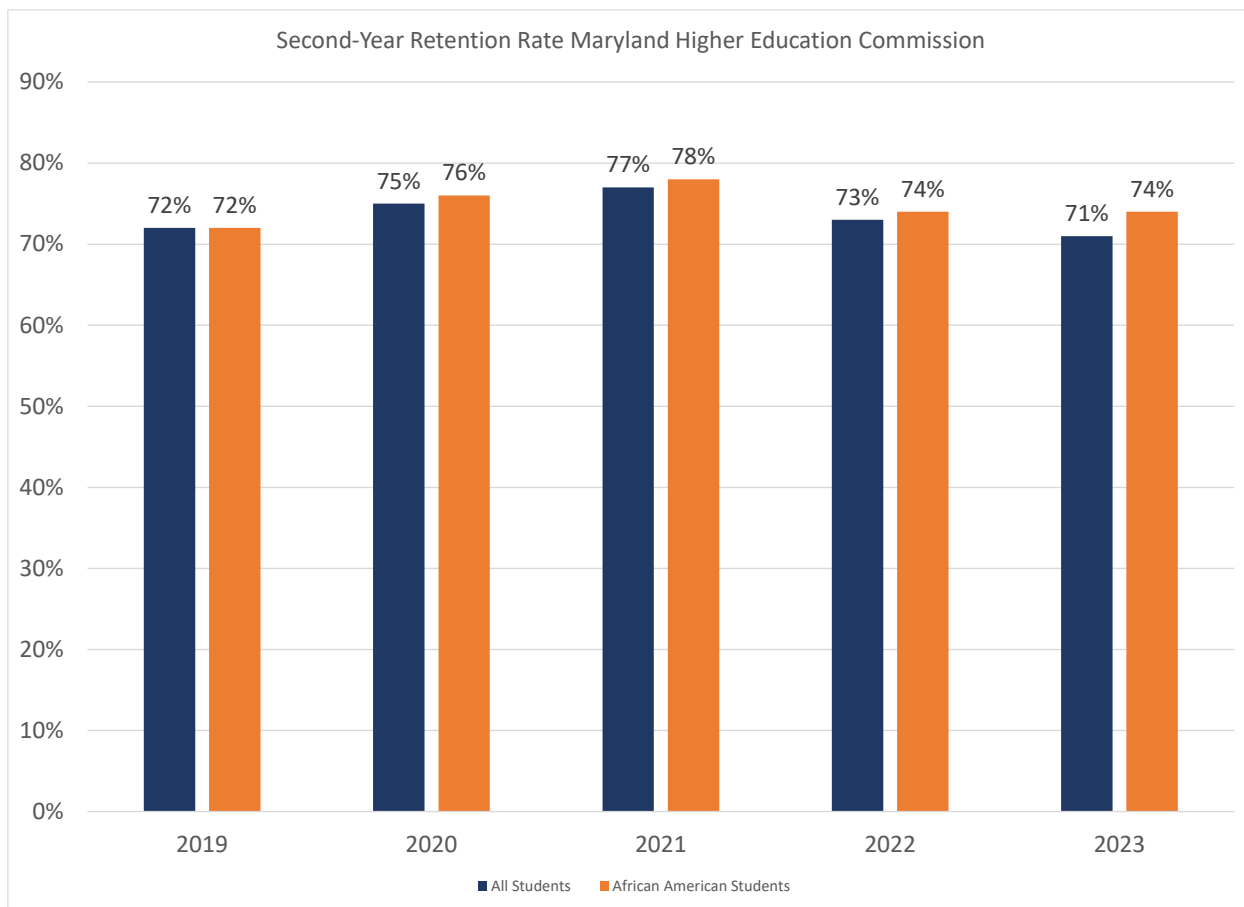
**Goal 1: Enhancing Student Success and Well-Being**

*Morgan strives to create an educational environment that enhances student success by offering new academic programs and holistic co-curricular activities in a welcoming, diverse and inclusive campus community.*

For the fall 2016 cohort, the most recent year that MHEC has data, 47% of those students graduated from Morgan State University or other institutions in Maryland within six years. For African American freshmen, the six-year graduation rate is 45%. The graduation rate of the university is higher than would be predicted based on national data (i.e., UCLA Higher Education Research Institute); however, the university's goal is to increase graduation rate to 50% by 2025.



Second-year retention rates have been above 70% for the past ten years, increasing from 68% for the 2009 cohort. Second year retention rates have averaged around 74% for all students. Second-year retention rates for African American students have averaged around 75%.

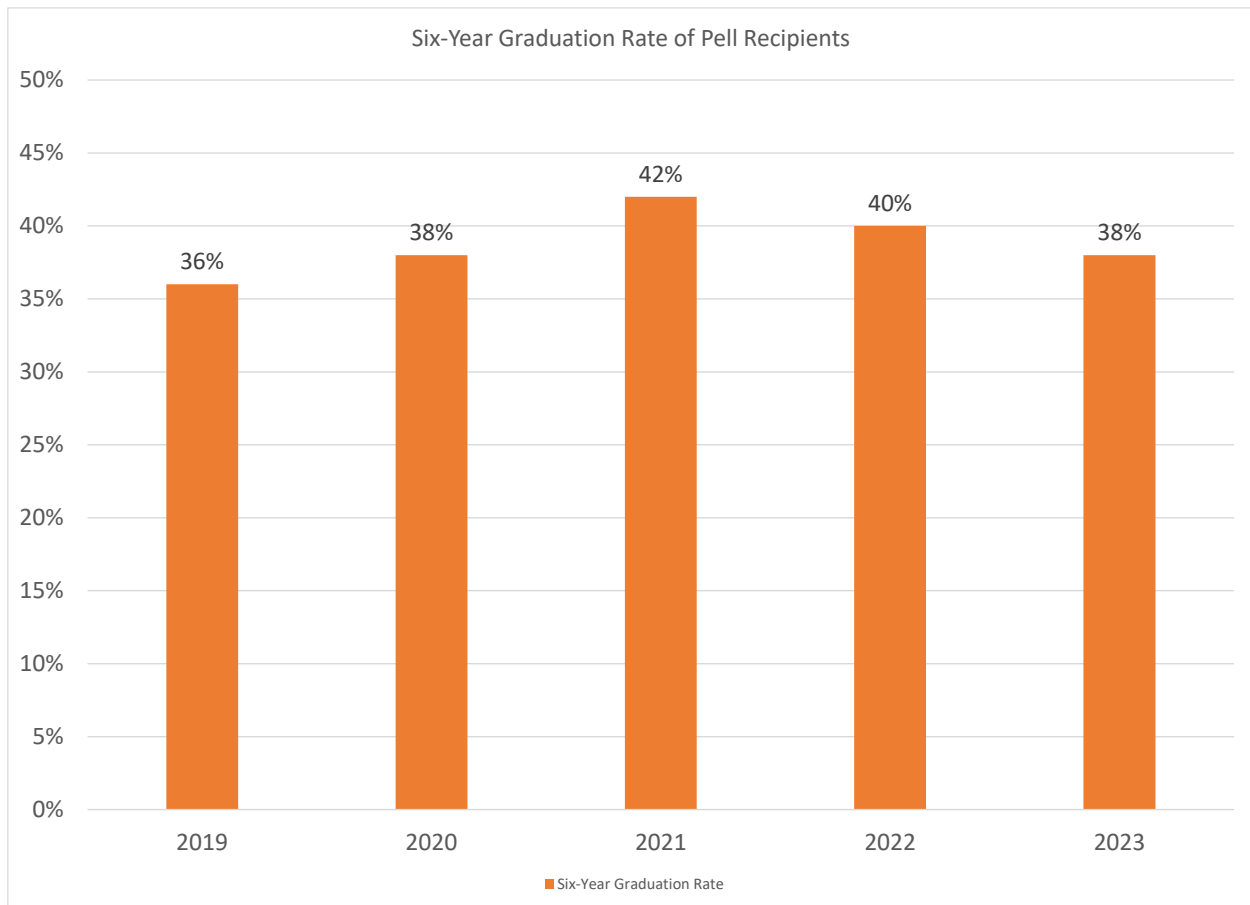


Morgan State University has a well-established approach to enhancing student success, including: a six-week summer bridge program for students with demonstrated potential but whose SAT scores and/or GPA do not meet the University’s criteria for admission (CASA Academy); a summer bridge program for incoming freshmen majoring in Engineering (PACE) designed to increase their likelihood of successful and timely degree completion; an early alert and response system for faculty to alert students and advisors to students showing signs of being in jeopardy (Starfish); Degree Works, the University’s degree auditing system; a Tutoring Center that offers one-on-one peer tutoring; and a mandatory four day summer freshman orientation experience (Access Orientation).

The Enrollment Management and Student Success division has continued with a 4th year of EAB Metrics Mapping. EAB Metrics Mapping utilizes the Advanced Search Filter, Saved Searches, Watch Lists, and Messaging in EAB Navigate to identify, contact, and monitor students in specific subgroups such as students with low GPAs or students who are eligible for specific scholarships. One of our signature innovations is the Reclamation Project, in which we invite students back who left the University in good academic standing (2.0 GPA or better) and earned at least 90 credits to return in their 5th or 6th academic year to finish Morgan “on-time” in six consecutive years or less. These initiatives are aligned with the State higher education goals of ensuring equitable access and promoting student success.

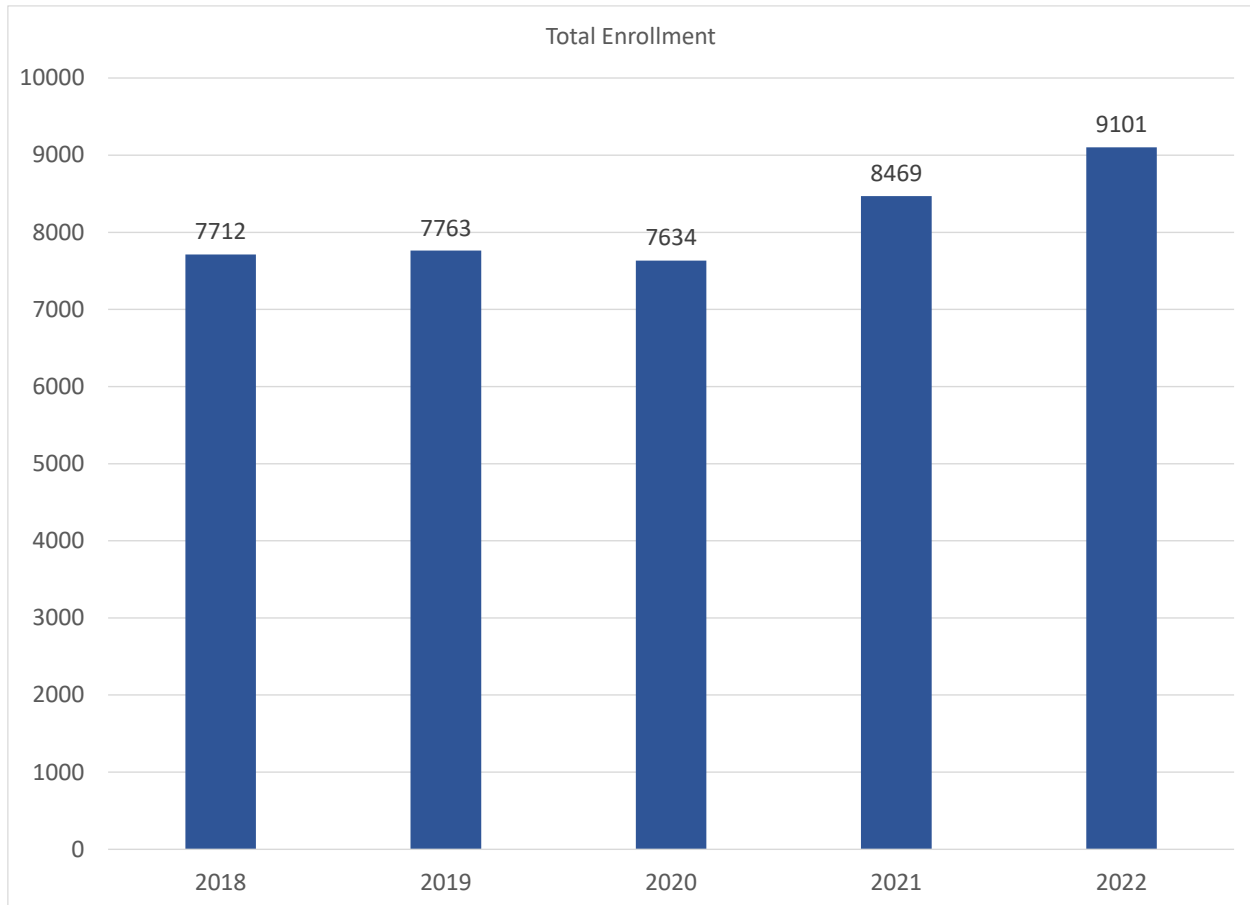
Another best practice is that all first-year freshman students at Morgan are advised by professional staff from the Center for Academic Success and Achievement (CASA) and the Office of Student Success and Retention (OSSR). Holds are placed on every first-year student's account preventing them from making changes to their course schedule without consulting with an academic advisor first. Once first-year students have earned at least 24 credits with a 2.0 minimum cumulative GPA and a declared major, they are reassigned to their departmental/faculty advisor for the balance of their matriculation. All of the notes from first-year advising meetings are saved in Starfish for faculty advisors to refer back to in subsequent advising meetings. Every student has an online advising folder through Starfish.

Morgan State University continues to provide higher education access to a segment of the population which faces financial constraints and challenges which impact our retention and graduation rates. Fifty-six percent of our undergraduates are Pell recipients. However, Pell grants only cover about a third of the cost of attendance for an in-state student. The six-year graduation rate for Pell recipients has increased from 36% in 2019 to 38% in 2023. The University has begun new initiatives to increase the success of our Pell recipients. Interventions that have been implemented to eliminate the Pell achievement gap have included participation in a Lumina Foundation HBCU Student Success Grant (2017-2020), in which we emphasized closing the Pell achievement gap through implementing EAB's predictive analytic tool, Navigate. We use Navigate to identify, monitor, contact and support students in specific subgroups, such as Pell-eligible students. We also utilized Lumina Foundation's Beyond Financial Aid toolkit, which assists institutions in providing students of limited financial means with information and resources that they may find useful in providing supplemental financial and social support. The University developed a campaign logo and slogan, a print brochure for campus-wide dissemination, and a comprehensive BFA website: <https://www.morgan.edu/bfa>. Additionally, the University started a student emergency fund in 2020, the Growing the Future Fund, to support students who may experience emergency housing, food, transportation, technology, or other needs. We also operate a Food Resource Center. Additionally, the University prioritizes Pell students in the awarding of institutional grants. Currently, the University is working with the National Institute for Student Success (NISS) at Georgia State to decrease the achievement gap between our Pell and non-Pell students through a multi-pronged approach including tracking early warning signs of students facing financial risk and providing proactive assistance to those students, and addressing academic progression challenges, such as improving DFW rates in critical required courses. Another current initiative that should continue to help increase overall student success rates and close the Pell/non-Pell gap is our work with the Association for Undergraduate Education at Research Universities (UERU) Curricular Analytics Project (CAP). CAP will assist academic departments in reviewing the impact of curricular complexity on student success, with a focus on examining whether there are inequities that are perpetuated through curricular structure that can be eliminated without reducing curricular quality. We also do extensive work in-house and with vendor partners ReUp and Inside Track to support stopped out students, many of whom are Pell-eligible, in returning to complete their degrees.



Beginning in 2020, out of concern for the unknown consequences of the COVID-19 pandemic on enrollment, several rounds of emails to students were added to the withdrawal process for students who request to withdraw from their classes. Morgan was able to help a good number of students to stay enrolled because of the changes to the withdrawal process; the new process will continue indefinitely.

While our updated strategic plan is to increase enrollment to 10,000 by fall 2030, we are actually on track to achieve this important milestone much earlier. Additional enrollment growth beyond the strategic plan objective is expected via the new College of Interdisciplinary and Continuing Studies which houses 18 programs from the bachelor's degree through the doctoral degree that are geared towards adult learners with some college credits who need pathways to earn their degrees.



Another new objective is to increase the number of undergraduates in research. The Association of American Colleges and Universities counts undergraduate research experience as a high impact practice that leads to increased student engagement, retention, and success. An Office of Undergraduate Research has been established to lead this effort. As the University continues to recover from the COVID 19 pandemic, we expect that the number of undergraduates participating in research will reach and surpass the pre-pandemic numbers.

Another component of our goal of Student Success is to add to the racial and ethnic diversity of the student body. Currently, 6.5% of our student body are members of other racial/ethnic groups. The table below shows our current student diversity.

Student Diversity	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<b>Total Percent of Diverse Students</b>	<b>6.1%</b>	<b>6.6%</b>	<b>6.9%</b>	<b>5.7%</b>	<b>6.5%</b>
<b>Percent of Asian or Native Hawaiian students</b>	<b>0.7%</b>	<b>0.9%</b>	<b>0.7%</b>	<b>0.3%</b>	<b>0.3%</b>
<b>Percent of Native American students enrolled</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.1%</b>
<b>Percent of Caucasian students enrolled</b>	<b>1.8%</b>	<b>1.7%</b>	<b>1.6%</b>	<b>1.0%</b>	<b>0.9%</b>
<b>Percent of Hispanic students enrolled</b>	<b>3.4%</b>	<b>3.9%</b>	<b>4.4%</b>	<b>4.3%</b>	<b>5.2%</b>

Morgan State University continues to expand its cooperative agreements with Maryland community colleges and other educational organizations. The number of Maryland community college transfer students enrolling at Morgan has increased from 142 in 2019 to 168 in 2023. Transfer Student Programming (TSP) at Morgan assists transfer students with orientation, transition, and onboarding once they have been evaluated by Transfer Evaluation and Articulation (TEA) in the Registrar's Office. TSP continues to build transfer student pipeline programs such as the Degrees to Succeed Program with the Community College of Baltimore County. TSP has completed revamped transfer student orientation with a new more detailed orientation experience known as *Bear Notes*. TSP also has been working with the transfer coordinators in each college/school at Morgan to make sure that all transfer students receive early and accurate advisement and access to registration through the technology tools Degree Works and Schedule Planner. TSP partners with the Registrar's Office and TEA to provide the best possible experience for new transfer students.

The Office of Undergraduate Admission and Recruitment (OUAR) has expanded its recruitment efforts in out-of-state territories and modified its in-state recruitment philosophy to position the University to continue its enrollment growth. The percentage of applicants from Maryland urban districts out of all Maryland applicants has averaged 72% for the past five years.

Morgan State University continues to generate strategies to increase student enrollment and retention in the STEM fields. For the academic year 2022-2023, 247 bachelor's degrees were awarded in the STEM fields. Two initiatives with Google and Intel provide our STEM students with opportunities to work with these leading innovators in technology.

For the past several years, Morgan State University has continued to rate well in relation to its outcome quality indicators. Data from the Maryland Longitudinal Data System (MLDS) indicates that on average 45% of our bachelor's degree recipients after one year of graduation are included in the state workforce data available through MLDS. Morgan State University's undergraduate alumni continue to express their satisfaction with the way in which the University has prepared them for careers with 72% rating job preparation as good or excellent. Additionally, Morgan State University's undergraduate alumni continue to express their satisfaction with the way in which the University has prepared them for advanced degree programs with 81% of those attending graduate school rating preparation for advanced study as good or excellent. Undergraduate students at Morgan State University have continued their studies in graduate school or first professional degree programs. Based on survey results, graduate or professional school going rate has averaged 35% for the 2019-2023 period.

To support our student athletes, we have included a new objective to maintain a culture of academic achievement in athletics with at least 60% of student athletes earning a Grade Point Average of 3.0 or higher. Our current percentage of athletes at 3.0 or higher is 57%. In addition to academic support services available to all students, the Athletic Department also provides Study Halls for student athletes and the P.A.W.S. (Providing Athletes With Success Strategies) Program. P.A.W.S. is a "Life Skills" program designed to provide an optimum experience for every Morgan State student-athlete. P.A.W.S. focuses on the "total development" of the student athlete including academic, personal, career, service, and athletic development.



## **Goal 2: 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. These initiatives will facilitate the ascendancy of faculty to higher ranks and provide staff with progressive opportunities for professional development and merit-based promotions.*

Many of the objectives in Goal 2 are new and as such historic data is not available for some objectives. Internally, we have assigned “ownership” of the objectives to relevant offices and staff members who will be responsible for reporting on our progress.

MSU faculty members have been remarkably successful in publishing the results of their research. Stanford University listed 6 of MSU’s faculty members among the top 2% researchers in the world. Several faculty members have over 5,000 citations to their research, and one has even over 20,000 citations. We hope that funds allocated to create endowed professorships will bring more such faculty members to Morgan, elevating the research status of the university. Currently, the University has one endowed professor. The average number of Scholarly Publications for the past four years is 221. The average number of faculty and staff engaged in professional publications and creative activities for the past four years is 457.

## **Goal 3: Elevate Morgan’s Status to R1 Very High Doctoral Research University**

*By 2030 Morgan is poised to emerge as an R1 doctoral research university fully engaged in basic and applied research and creative interdisciplinary inquiries undergirded and sustained through steady increases in external research grants and contracts.*

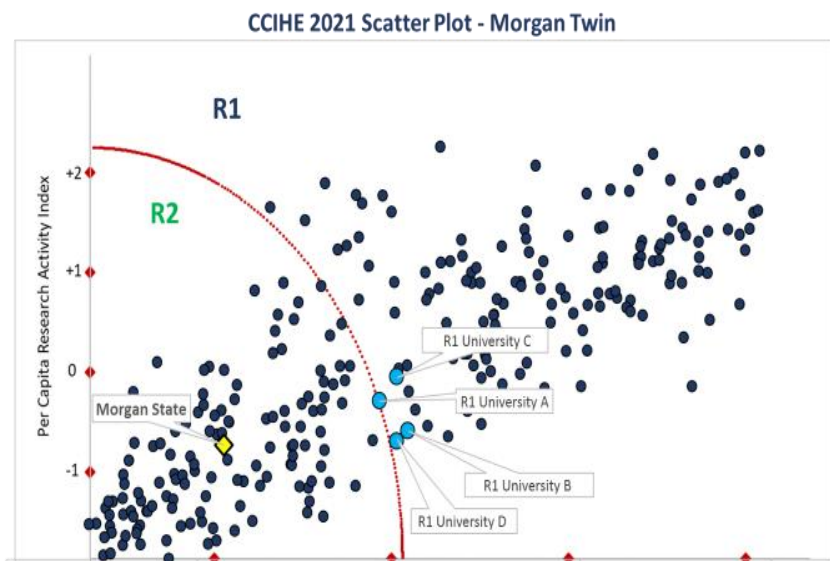
In Fiscal Year 2023 (FY2023), Morgan received more than \$100K in Grants, Contracts and Gifts plus a \$27M IDIQ (to assist NIST in carrying out research critical to U.S. competitiveness and economic well-being). When the final accounting for FY23 is completed, Morgan will approach \$40M in research expenditures. MSU had several major grants funded by the National Institutes of Health (NIH), National Aeronautics and Space Administration (NASA), Department of Defense (DoD), the National Science Foundation (NSF), and the Institute for Education Sciences (IES) and the Institute of Museum and Library Studies (IMLS). In addition, the University is partnering with the University of Maryland College Park and the University of Maryland Baltimore County on a \$3 million grant from The Andrew W. Mellon Foundation, Breaking the M.O.L.D., which stands for Mellon/Maryland Opportunities for Leadership Development. The purpose of the grant is to address a lack of diverse leadership in higher education—including underrepresentation of women and Black, Hispanic, and American Indian/Alaskan Native arts and humanities faculty in leadership.

Three years ago, we developed and began using a model/tool that provided a Roadmap for our “Road to R1 by 2030” effort. For the coming year, we will continue to benchmark other R1 Universities that have Research Expenditures within our reach as we become poised for possible ascension to R1 status by the 2027 Assessment. Beginning in 2024, we are targeting achieving at least \$45M in Research Expenditures and maintaining at least that amount going forward. We will:

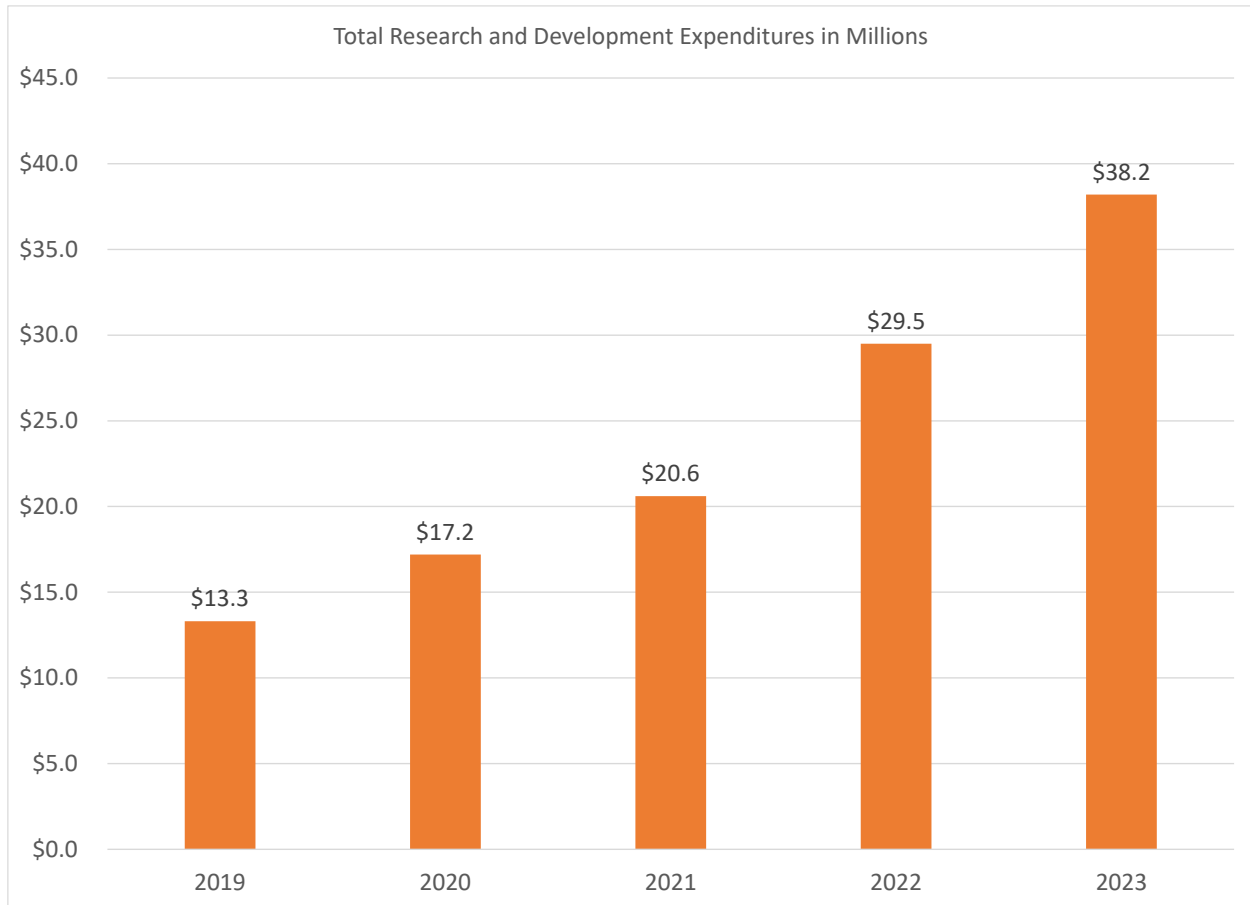
- Work with the Provost and Deans to stand-up a Blue-Ribbon Panel on Social Science and Humanities Research Expansion. The expansion of research and doctoral conferrals in these areas is critical to our ascendancy to R1 status.
- Strengthen the Administrative Infrastructure that supports Research at Morgan so that as we ascend, we are universally recognized as a well-rounded, well-recognized, and well-respected research university.

Four Carnegie R-1  
Universities with  
the Lowest R&D  
Expenditures -  
within Morgan's  
Reach

Note: CCIHE 2021 used FY  
2019-2020 Numbers



Carnegie 2021 Data (Ranked by Total R&D Expenditures)										
R1 INSTITUTION	Total R&D Exp.	FACNUM	S&ER&D (000)	NONS&ER&D (000)	PDNFRSTAFF	SOCSC-RSD	HUM-RSD	STEM-RSD	OTHER-RSD	
R1 University A	\$51,914	686	\$42,369	\$9,545	63	6	21	57	44	
R1 University B	\$50,307	793	\$33,929	\$16,378	20	24	19	49	73	
R1 University C	\$41,349	600	\$22,612	\$18,737	71	13	22	34	64	
R1 University D	\$39,765	838	\$31,313	\$8,452	56	17	23	46	72	
Average	\$45,834	729	\$32,556	\$13,278	53	15	21	47	63	
Morgan State University (R2)	\$17,193	323	\$16,919	\$274	49	0	4	17	57	



The University has increased its full-time Post-Doctoral Research staff from 52 in FY2019 to 111 in FY2023. The University awarded 58 research and scholarship doctorates. Over the next few years, the University expects to hire 100 new tenure-track faculty.

**Goal 4: 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. The University will also implement an information technology plan to accommodate and optimize operational excellence in all aspects of its service delivery.*

The Division of Institutional Advancement engages and solicits an institutional portfolio of 160 corporations and foundations; a major gifts portfolio of 3,000 plus alumni and friends who have capacity to make gifts at the \$10,000 plus giving level; an annual fund portfolio of 30,000 plus alumni and friends who make gifts in the range of \$1-9,999; a planned giving portfolio of 5,644 mature alumni; and a young alumni portfolio of 6,000 recent graduates. At this writing, we are still finalizing fundraising results and going through the FY'23 audit process but, estimate that the annual private and philanthropic support during FY'23 was \$17.4M.

The campus has made progress in reducing energy consumption. The average decrease of electrical usage for the past five years is 3%. The average gas usage in 2023 declined by 5% from 2022 and is the first decline in five years. This decline is mainly due to the ongoing implementation of an Energy Performance Contract which includes key natural gas usage reduction initiatives such as improved infrastructure. A plan was developed in fall 2021 to curtail gas usage and to continue to reduce the use of electricity campus wide.

The Division of Information Technology (DIT) has been working diligently to strengthen the university's cybersecurity posture and regulatory compliance by deploying the following solutions: enhanced endpoint protection, PII safeguarding, and multi-factor authentication (MFA). Proactive penetration test simulations have also been conducted as part of the university's cybersecurity activities. In spring 2023, two major initiatives began to upgrade and improve the enterprise firewall/intrusion prevention system (IPS) and the security information and event management (SIEM) tool for more responsive & scaled agile threat management. The university's first ever Technology Refresh initiative started in mid-2022 where obsolescent desktop office computers will be upgraded in summer 2023. The purpose of the initiative is to help ensure computers that are connected to the university's network comply with the state IT security requirements and continue to receive critical software updates.

#### **Goal 5: 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. The University will engage community residents and officials in the application of knowledge and policy analyses derived from faculty and student research, an appropriate sharing of mutually beneficial resources and the deployment and utilization of University experts and professionals to address local and regional concerns in the areas of public education, housing, safety, employment and neighborhood revitalization. In this way, Morgan State University will serve as a dynamic epicenter dedicated to the generation, integration and dissemination of new knowledge as a driving force to effect policy and catalyze meaningful social change.*

Morgan State University has a strong commitment to serve the residents of Baltimore City, Maryland, and the nation as evidenced by its numerous partnerships with local school, government agencies, businesses and industries, and community organizations. Over the course of the next ten years, Morgan expects to expand its partnerships with a focus on providing internships for Morgan's undergraduate and graduate students. Overall, Morgan executed 35 new partnerships in 2023 with other government agencies, businesses, industries, non-profit, and community organizations. Morgan's signature community service program is the Morgan Community Mile which serves neighborhoods in Northeast Baltimore that are within a 1-mile radius of the campus. This area includes nine communities encompassing 56 community associations.

Morgan State University's students also play an active role in the local area. This past academic year approximately 1,064 students participated in university sponsored internship and field experience classes. A recent economic impact study found that Morgan students provide over 20,000 hours of community service annually.

The University, with the help of state support, has established seven cross-school research centers that address research and manufacturing challenges through an interdisciplinary lens. These

centers provide focal points for the development and transfer of new knowledge, technologies, processes, and equipment in a cooperative environment with academic, industrial, government, non-profit, and community organizations. Output from these centers will allow Morgan to serve as a dynamic epicenter dedicated to the generation, integration, and dissemination of new knowledge as a driving force to affect policy and catalyze meaningful social and technological change.

#### **Goal 6: 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. The University will also increase international student enrollment and leverage its ongoing presence in West Africa to develop effective and replicable models of excellence in international development and responsive, market-based educational service delivery in Latin America and the Caribbean nations.*

The University continues to build back its enrollment of international students that was impacted by the COVID 19 pandemic and changes to federal international student policy. In 2023 the University hosted 360 international students. The University also is in the process of establishing additional partnerships with universities in Africa. Additionally, the University continues to build back its study abroad program which was impacted by COVID 19. In 2023, 83 Morgan students participated in Study Abroad programs, while 2011 participated in the Virtual Exchange-COIL Study Abroad Program. The University expects to increase the number of faculty and staff engaged in both face-to-face Study Abroad programs as well as the Virtual Exchange-COIL Study Abroad Program.