



*Office of the President*

June 25, 2013

The Honorable Governor Martin O'Malley  
100 State Circle  
Annapolis, MD 21401

The Honorable Thomas V. Mike Miller, Jr.  
President of Senate  
State House, H-107  
Annapolis, MD 21401

The Honorable Michael E. Busch  
Speaker of House of Delegates  
State House, H-101  
Annapolis, MD 21401

Dr. Danette G. Howard, Secretary  
Maryland Higher Education Commission  
6 N. Liberty Street  
Baltimore, MD 21201

Dear Governor O'Malley, Senator Miller, Delegate Busch and Secretary Howard:

Please find enclosed a copy of the report on the *Annual Review of Morgan State University's Strategic Plan* as required by **Section 14-104(1)(3)** of the Education Article and in accordance with Section 2-1246 of the State Government Article of the Annotated Code of Maryland.

Should you have any questions or concerns, please feel free to contact me.

Kind regards,

A handwritten signature in black ink, appearing to read "David Wilson".

David Wilson  
President

Enclosure

cc: T. Eloise Foster, Joseph Popovich, Ray Vollmer, Jaclin Wiggins, Sarah Albert

**2012-13 Annual Review of**

***Growing the Future, Leading the World:***

***The Strategic Plan for Morgan State University, 2011-2021***

**June 2012**

The strategic Plan for Morgan State University was adopted in August, 2011, by the Board of Regents. It covers the period 2011–2021. This report is a brief review of the degree of implementation of the plan during through its second year.

The Plan has five major goals:

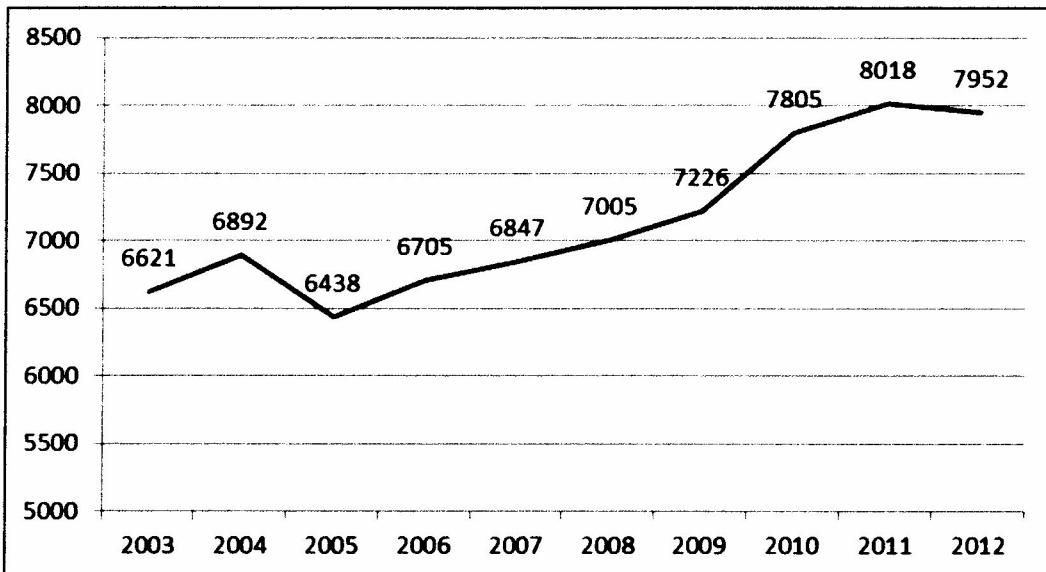
1. Enhancing Student Success,
2. Enhancing Morgan’s Status as a Doctoral Research University,
3. Improving and Sustaining Morgan’s Infrastructure and Operational Processes,
4. Growing Morgan’s Resources, and
5. Engaging with the Community.

For each goal, the Plan sets forth strategic initiatives for reaching the goal. These as well as other activities contributing to goal attainment are summarized herein.

## 1. Enhancing Student Success

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

For the fall of 2012, the University's total enrollment remained at its historic high achieved in fall 2011.

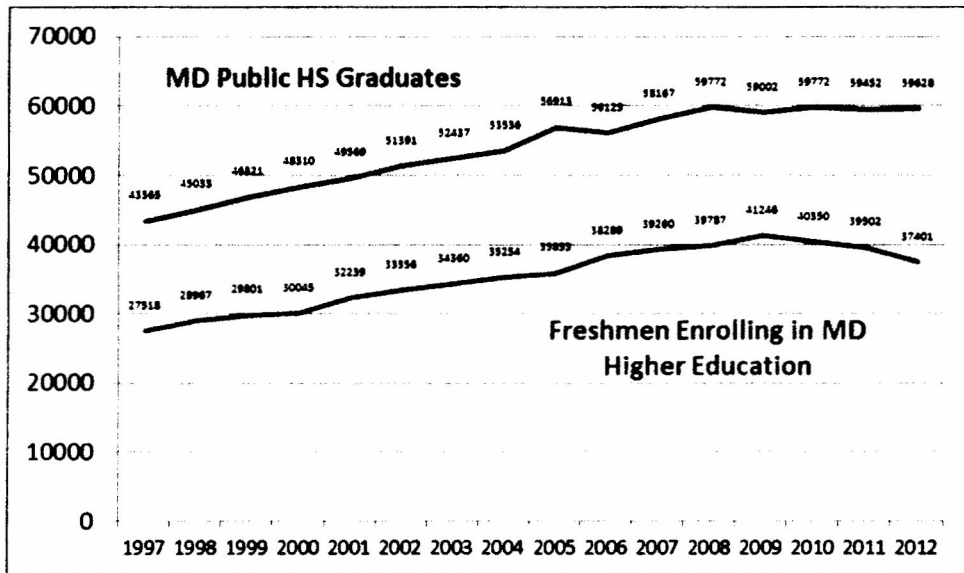


The main component of growth this past year was graduate students. Undergraduate numbers declined slightly. The University's long-term goal is an enrollment of 12000.

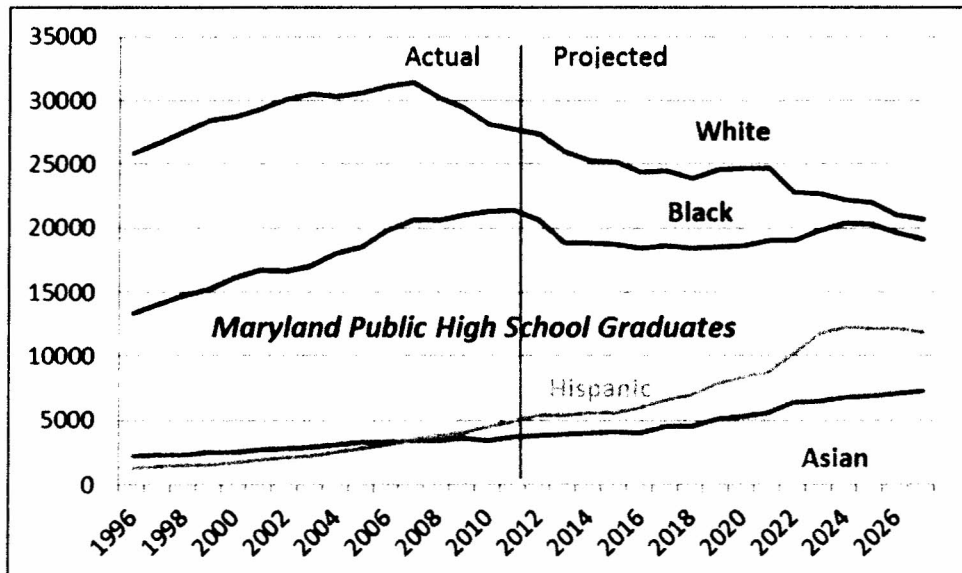
Undergraduate enrollments are likely to be a no-growth or slow-growth area over the next several years. This will be the case statewide and nationally as well due to the end of the baby boom echo graduating from high school. In Maryland there will be a continuation of the pronounced shift in the racial and ethnic composition that has been apparent for the past decade. Maryland already has experienced a sharp decline in white high school graduates, a trend that will continue. For the rest of the decade, the number of African-American public high school graduates in the state will remain essentially stable. Hispanic graduates will grow rapidly while Asian-American graduates will grow slowly. Overall, the college-age population will become more heavily minority in its composition. The African-

American and Hispanic students, on average, are more poorly prepared for college and come from families with lower incomes than the white students they are replacing.

The combination of stability in the number of high school graduates and growing diversity already has had an impact on higher education freshman enrollments statewide.

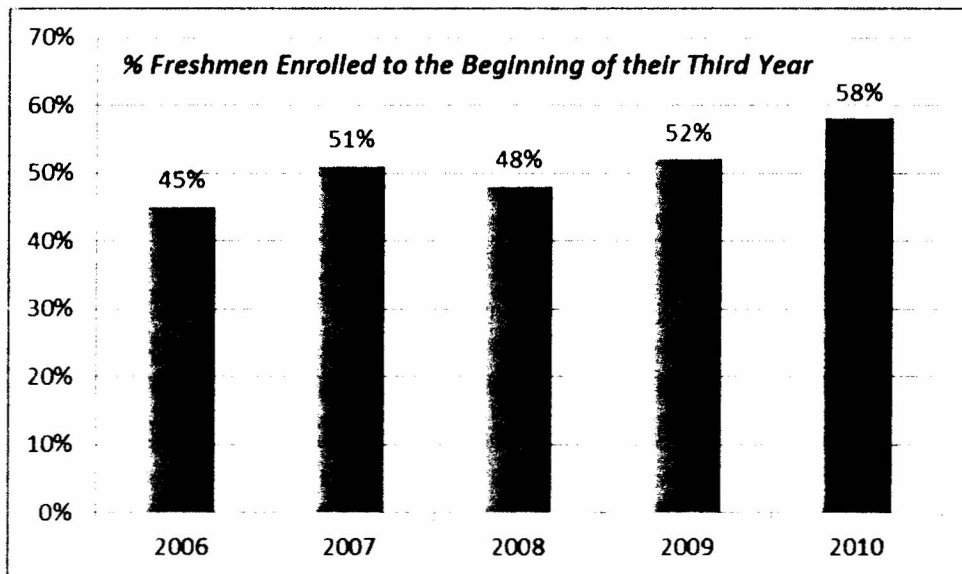
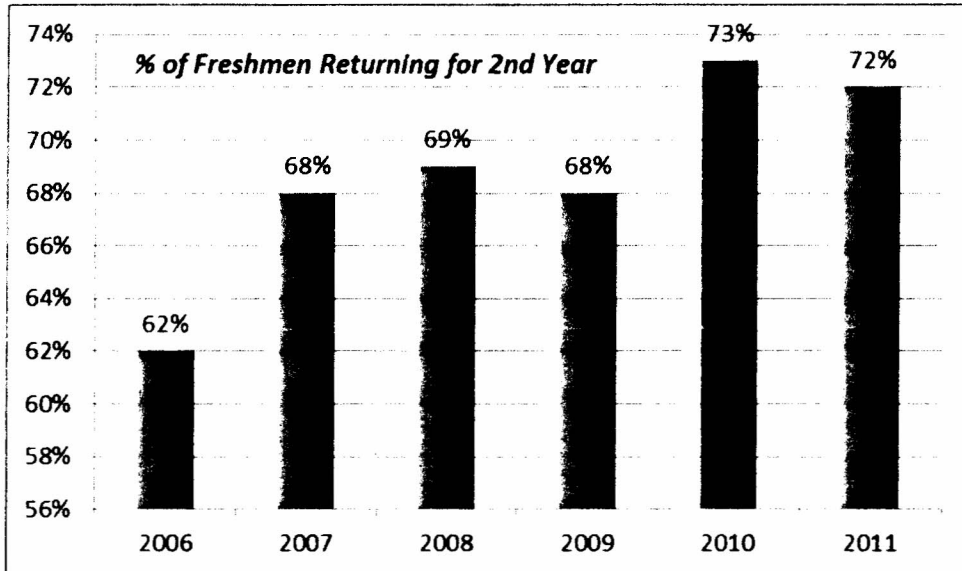


Source: Maryland Department of Education and the Maryland Higher Education Commission

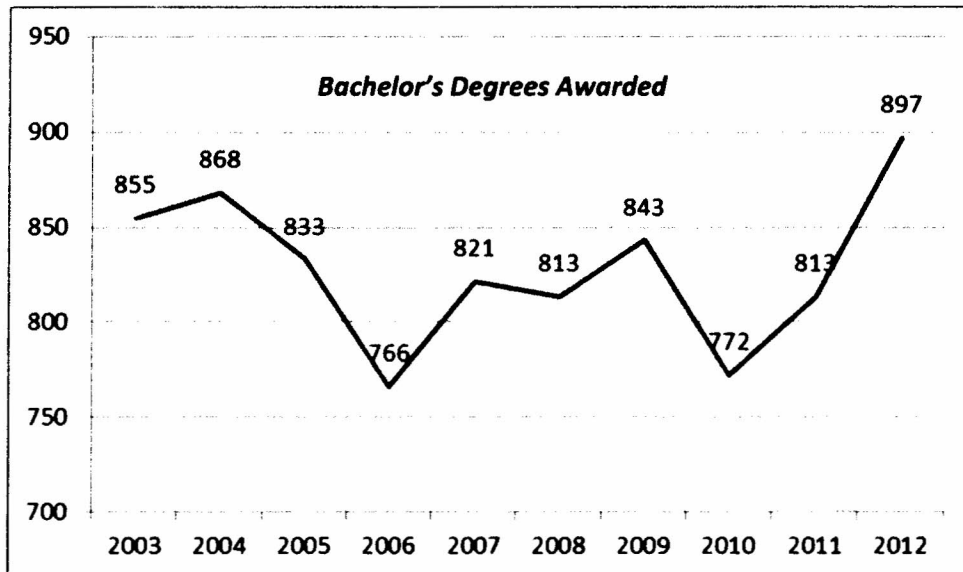


Source: Knocking at the College Door, WICHE, ACT, College Board, January 2013

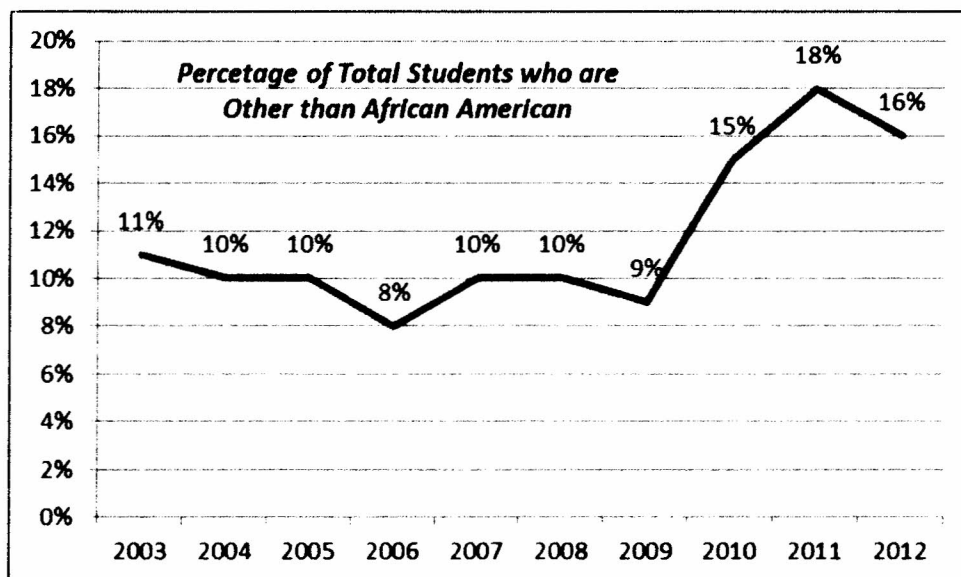
Retention and graduation rates have received a great deal of attention at the campus in recent years. Beginning with the entering class of 2010, the University has significantly increased its freshman-sophomore and sophomore-junior retention rates.



The University's priority on retaining students through to graduation has resulted in an increase in bachelor's degrees awarded for the past two years. The number of degrees awarded is now at an historic high.



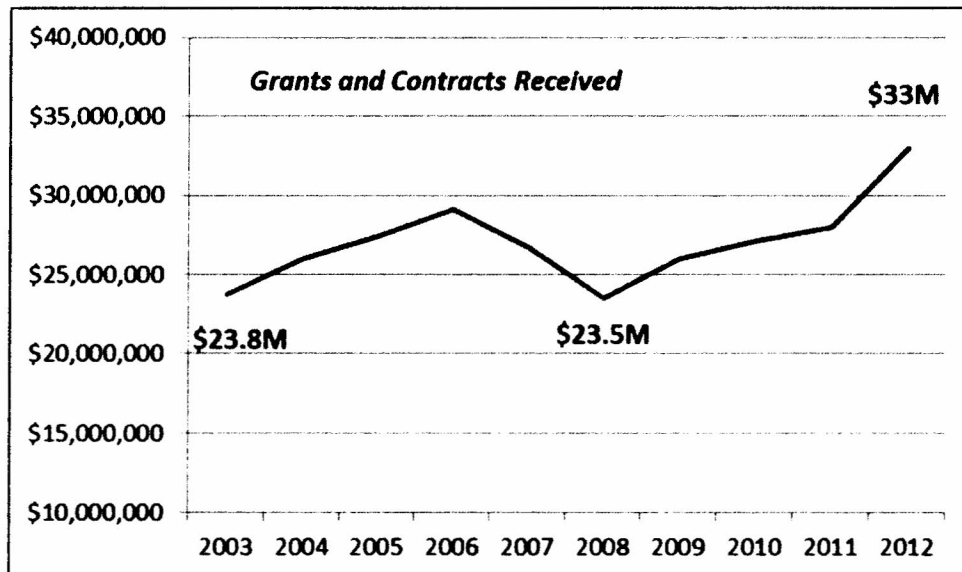
Another component of Goal 1 of the plan is to add to the racial and ethnic diversity of the student body. The campus has shown good progress on this measure. Currently, 26% of graduate students and 14% of undergraduates are other than African American.



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

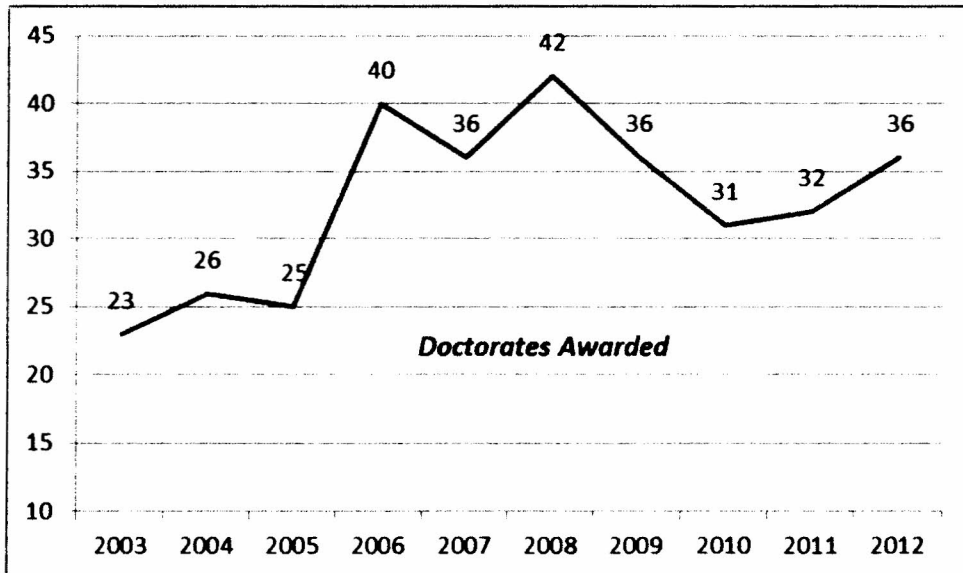
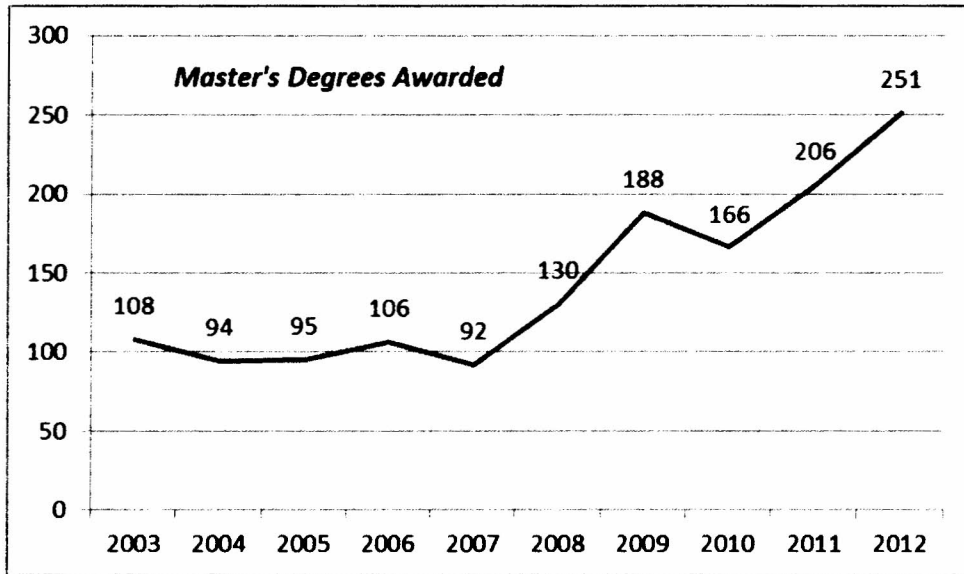
*Morgan will enhance its status as a Doctoral Research University through its success in securing grants and contracts and its faculty's achievements in basic and applied research, professional expression, artistic creating, and creative inquiry. Additionally, initiatives will be designed to enhance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

Morgan has increased the amount of grants and contracts received to an historic high. It is anticipated, however, that with federal budgets increasingly constrained that it will be very difficult in the near future to achieve the rate of growth of the recent past. In addition, the campus relies heavily on full-time contractual faculty who are not eligible to compete for most types of federal research grants. The budget for FY2014 will partially remedy this situation. On the other hand, the average teaching load of Morgan faculty is more comparable to that at a teaching campus than at a campus with a research mission. The new budget does not address this issue.

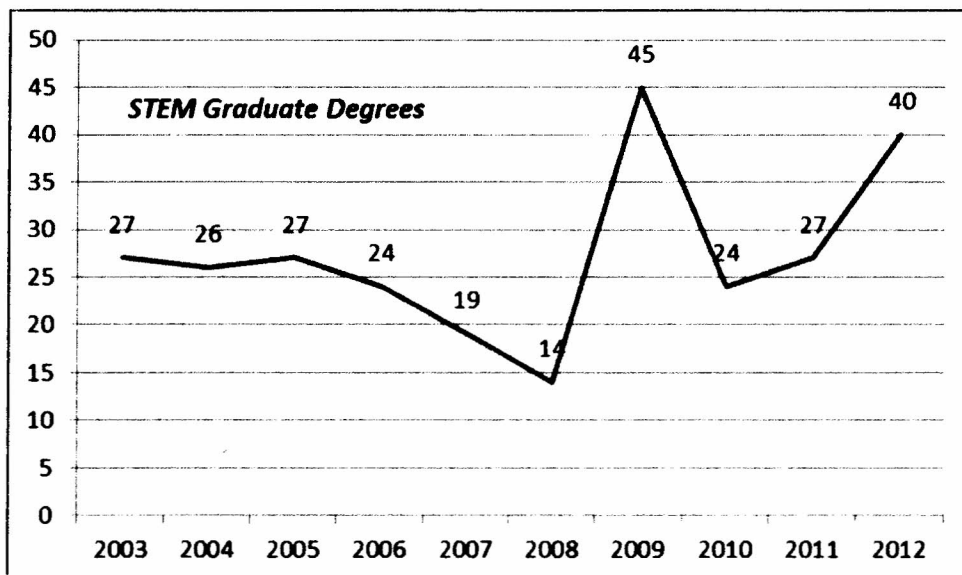
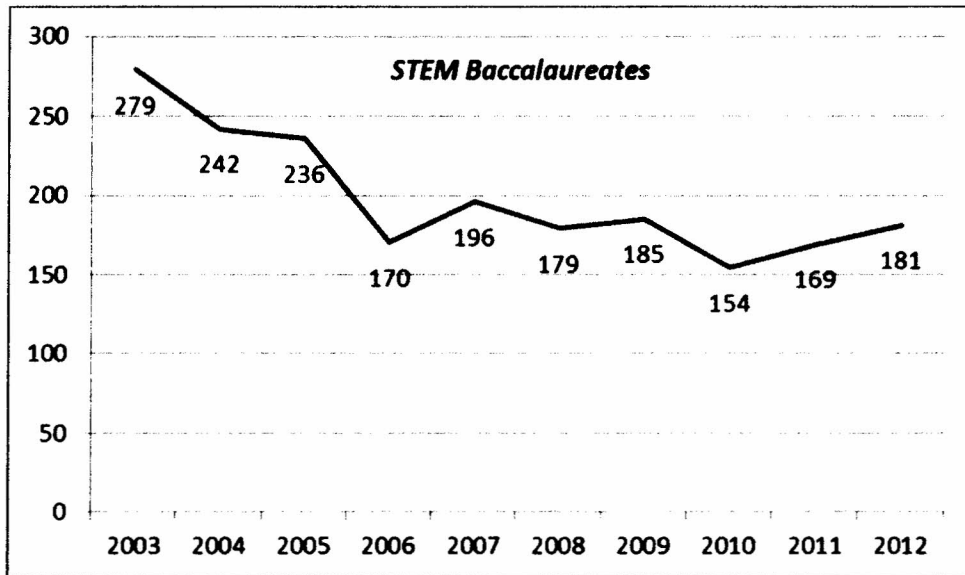


Graduate enrollments at the campus have grown steadily and, in general, Morgan's growth at the graduate level has outpaced the statewide rate of growth for a number of years. As the baby boom echo ages there will be growth in the age group most likely to enroll in graduate school.

Morgan has experienced strong growth in degrees at the master's level. The number of doctorates awarded has fluctuated in the 30-40 range annually.



Another component of Morgan's goal of enhancing its doctoral research mission is that of increasing production of degrees at both the undergraduate and graduate levels in STEM fields. Morgan has experienced growth on these two measures for the past two years.



The University's engineering programs have consistently been the largest component of STEM awards at both the undergraduate and graduate levels.

### **3. Improving and Sustaining Morgan's Infrastructure and Operational Processes**

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

The University has placed a great deal of emphasis on improving the services that it provides to all of its stakeholders. It has instituted a program of mandatory training for supervisors and all front line personnel. It also has instituted a formal system for systematically assessing the satisfaction of its students with a broad range of specific campus services. This comprehensive assessment is carried out annually.

The campus has developed a dashboard for monitoring progress toward the major components of the goals of its strategic plan. This dashboard provides a high level view of campus operations for the Board of Regents and much more detailed information for campus managers and other personnel. A major goal of this project is to ensure that the campus has sound performance metrics for documenting its progress and that these metrics are widely available on campus to those in a position to influence the improvement of processes and services.

A major emphasis of the campus is to improve performance of across the board without unnecessarily increasing costs to the student. It already requires 36% of the average annual income of African-American families in Maryland to attend Morgan. Two-thirds of baccalaureate recipients graduating from Morgan incur debt – an average of \$36,000. Hence, the emphasis of the campus increasingly is on providing students with the greatest possible value for their money.

The campus has begun to employ additional technology to improve processes and create greater efficiencies. It has implemented wireless access to its network throughout the campus. It is finalizing plans for a converged network that will eliminate separate networks for different functions and upgrade the services provided to faculty, staff, and students. It has implemented new software to increase the number of processes that are paperless. It also is increasingly taking advantage of the wide variety of features offered by Google Apps, which the University implemented last year. Google Apps provides a fully-functional email system as well as productivity tools such as video conferencing, paperless processing of documents, document sharing, web page design tools, and discussion groups.

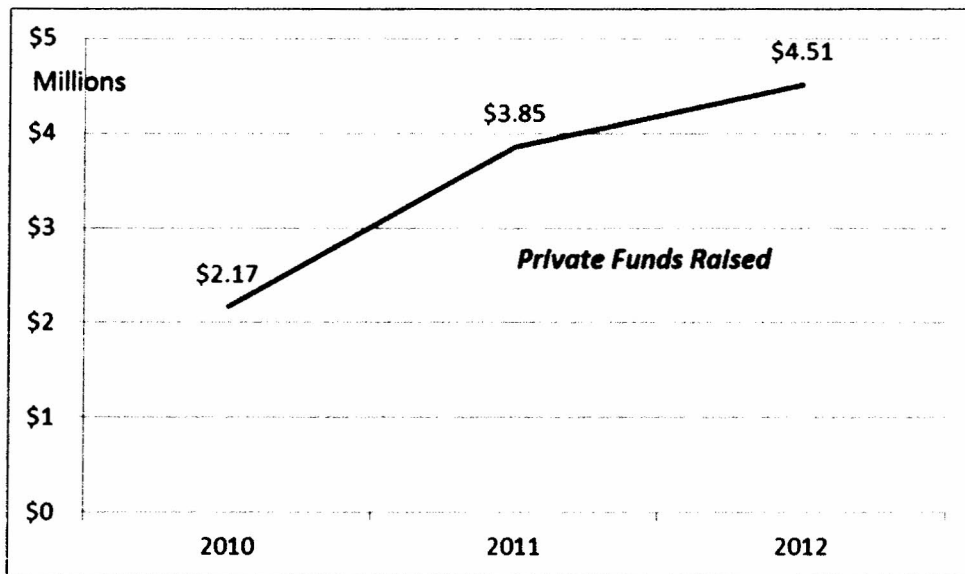
The campus has devoted considerable attention to improving campus safety. These efforts are in response to recent incidents of criminal activity on or near campus and to concerns expressed by students on internal assessments of campus services. To date, the University has initiated constant and highly visible campus patrols, particularly in areas with community access to the campus. It has created

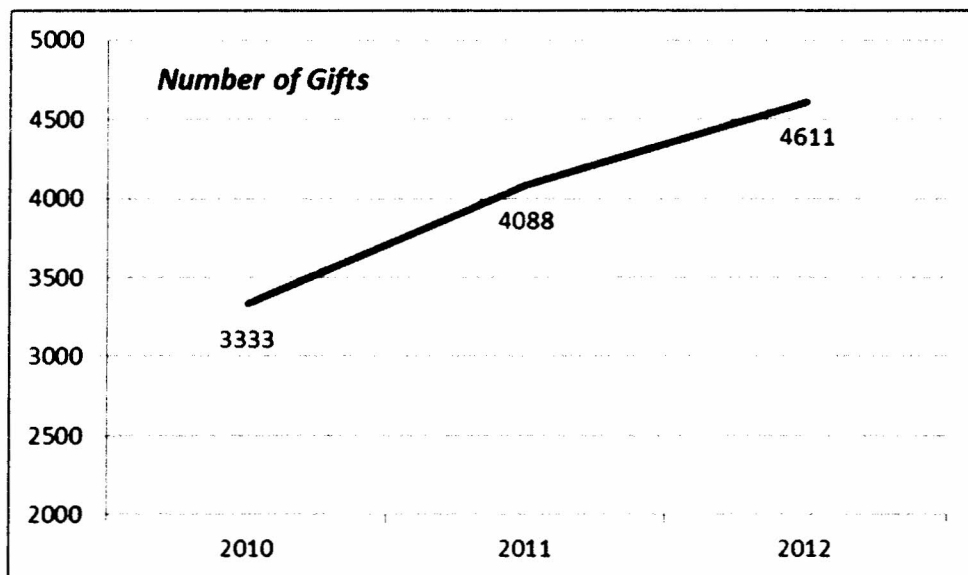
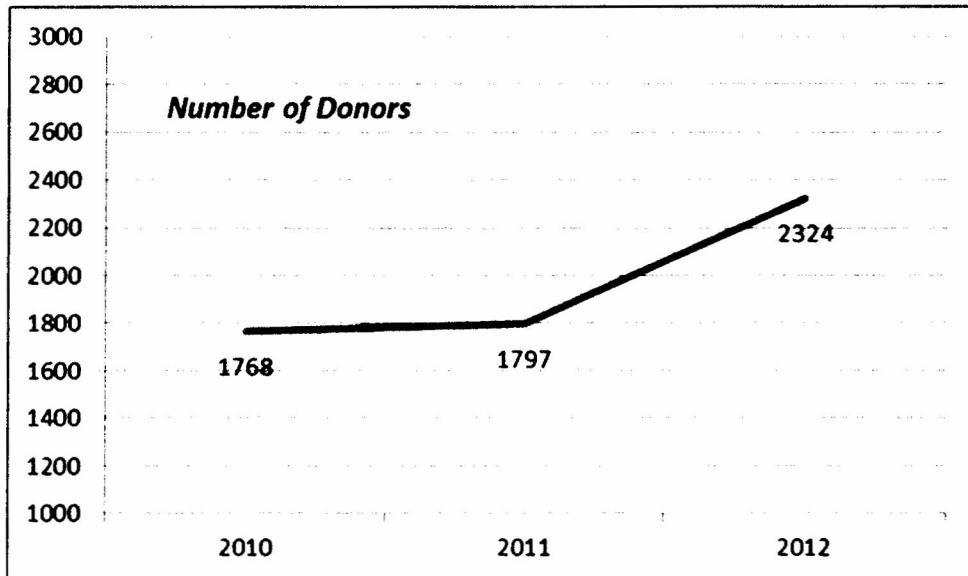
a threat assessment team to monitor individuals and situations with potential risk to safety. It also has increased the number of security cameras on campus. In the near future it will implement security kiosks that will be located strategically throughout the campus.

#### 4. Growing Morgan's Resources

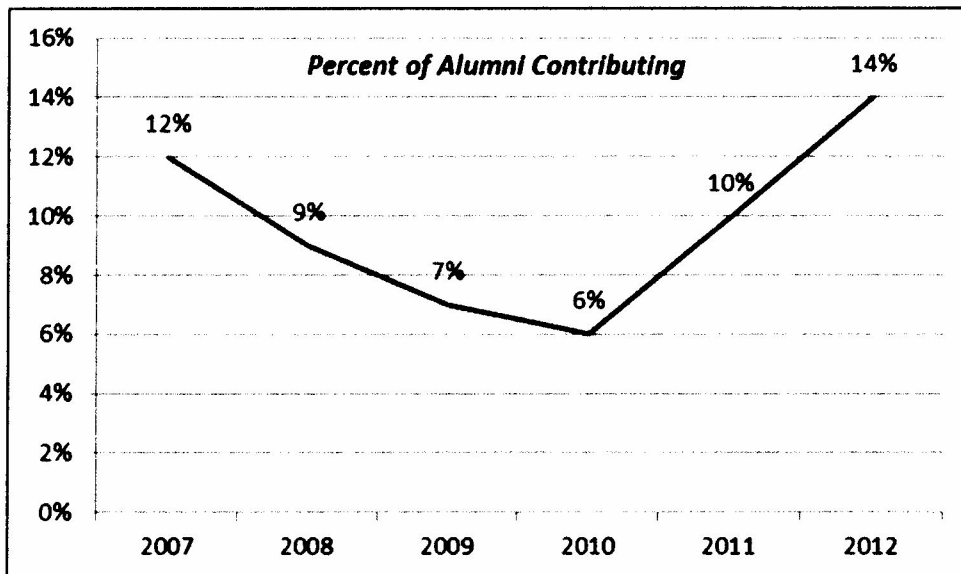
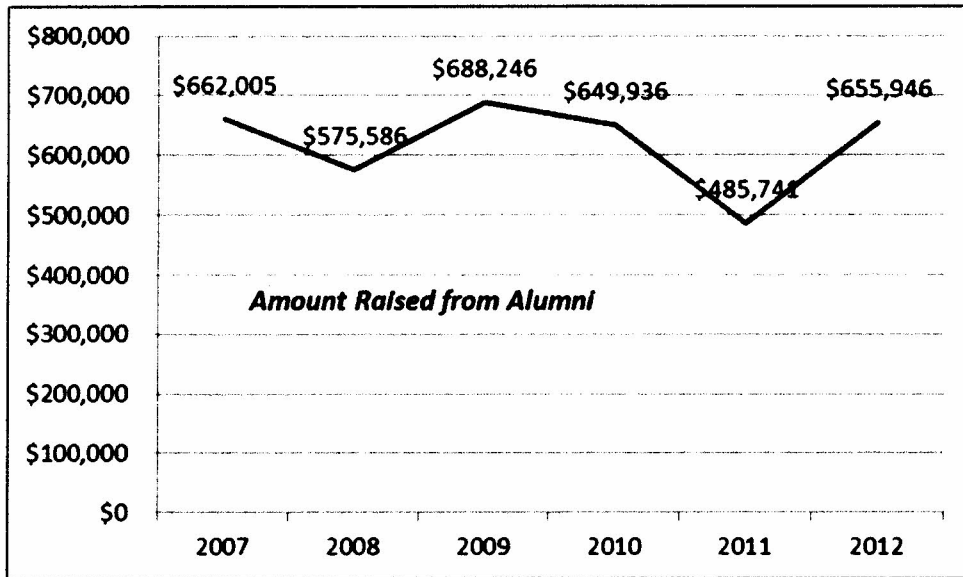
*Morgan will grow its human capital as well as its financial resources by investing in the professional development of faculty, staff, and students, seeking greater financial support from alumni, the State and federal governments, private and philanthropic courses, and establishing collaborative relationships with private and public entities.*

A major priority of the University has been to increase the amount of funds it raises from private sources. The campus has invested in additional fundraising infrastructure and, as a result, has experienced increases in the amount of money raised, the number of donors, and the number of separate gifts received.





The campus has paid particular attention to its alumni. Often other potential donors use alumni participation as one of the criterion in the decision to make a gift to an institution. Morgan has successful reversed downward trends in the amount of funds raised from alumni as well as in the percentage of alumni who contribute to the University.



## **5. Engaging with the Community**

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

While Morgan has a large number of formal programs for engaging with the community it also ensures that its physical development contributes to the surrounding community. Its new and renovated buildings are attractive and visible to the community. Morgan has won a number of architectural awards for their design. The campus also has added a new parking facility to take autos out of the neighborhoods that surround it.

The campus hosts numerous events open to the public and community events. Its performing arts program has brought many well know performers to the community. The campus regularly hosts events of local public schools.

With respect to formal programming, the University has created two new divisions headed by vice presidents. Each has responsibilities for working with the local community. The Division of Academic Outreach and Engagement is responsible for online and continuing education programs at the campus and also is responsible for academic programs designed for local residents. The Division of Research and Economic Development is responsible for leveraging the University's resources to promote local economic development activity.

A new large-scale program of the University is the Morgan community Mile Initiative. Its stated objectives are: improve quality of life in the community; support education and youth development; improve the economic status of the community; and, strengthen University-community relations. The program is designed to have an impact on communities located within approximately one mile of the campus. It recently signed a memorandum of agreement with nearby Good Samaritan Hospital to participate in the program.

The development of Morgan's West Campus will have an important impact on the local community by replacing unsightly and unoccupied properties with new facilities. The first building on the site will be the new school for the School of Business and Management. Demolition work has been completed and construction of the new facility has begun. The second building on the site will house the social and behavioral sciences. The design phase for this facility has been funded. A third building will house campus health science programs.