



Office of the President

July 31, 2017

The Honorable Governor Larry Hogan
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

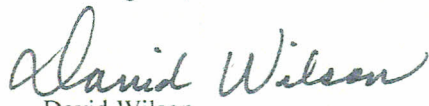
Dr. James D. Fielder Jr., Secretary
Maryland Higher Education Commission
6 N. Liberty Street
Baltimore, MD 21201

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

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.

Please feel free to contact me, should you have any questions or concerns.

Kind regards,


David Wilson
President

Enclosure

cc: Secretary David Brinkley
Ms. Sarah Albert
Ms. Andrea Thomson
Mr. Sidney Evans

2016-2017 Annual Review of

Growing the Future, Leading the World:

The Strategic Plan for Morgan State University, 2011-2021

June 2017

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 its fourth year.

The Plan has five major goals:

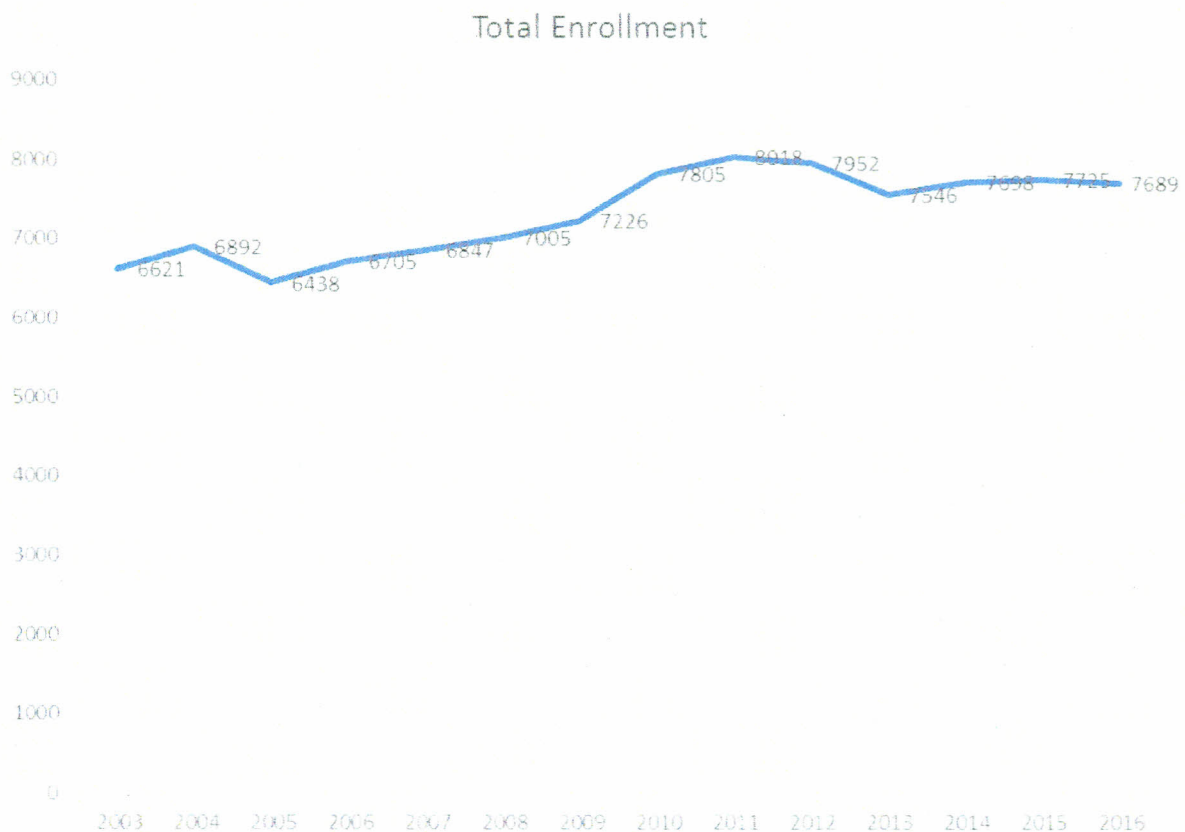
1. Enhancing Student Success,
2. Enhancing Morgan's Status as a Doctoral Research University,
3. Improving and Sustaining Morgan's Infrastructure and Operational Processes,
4. Growing Morgan's Resources, and
5. Engaging with the Community.

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.

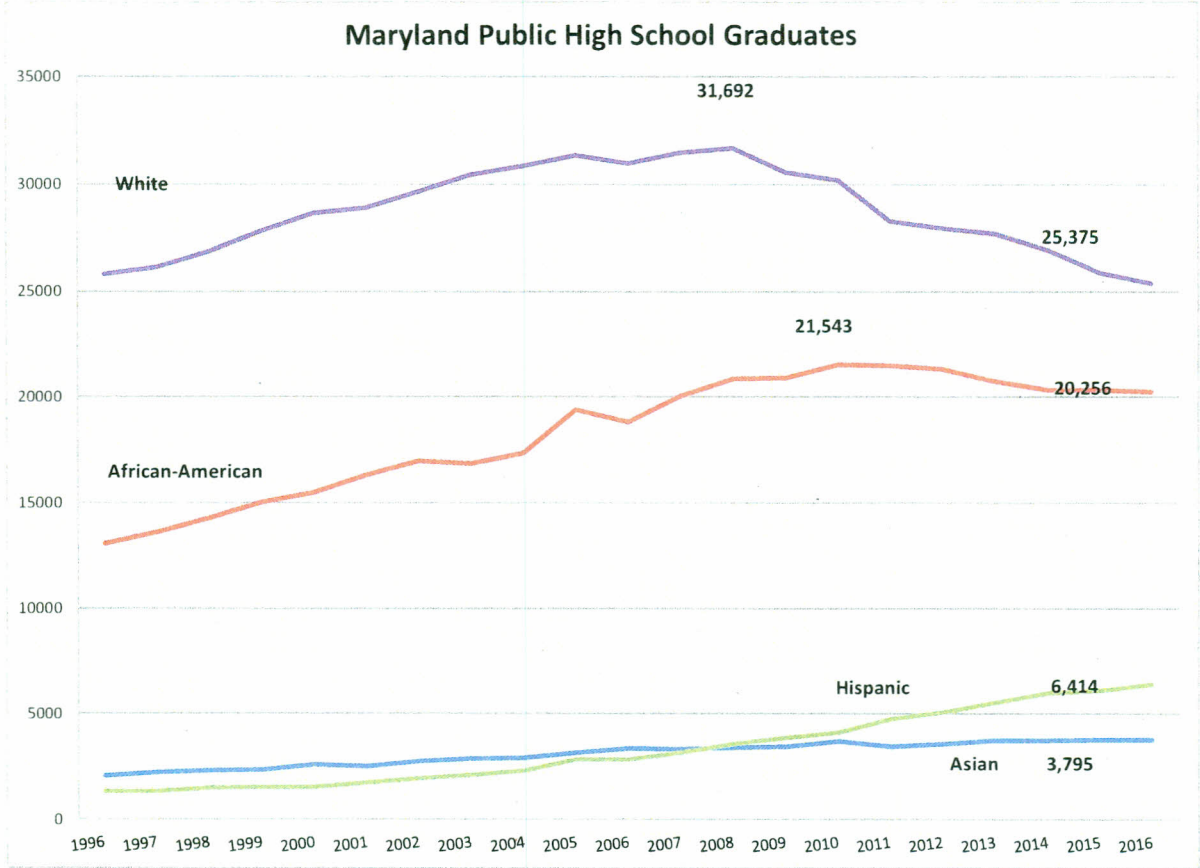
For the fall of 2015, the University's total enrollment increased from its fall 2014 level, although enrollment is still below the historic high achieved in fall 2011.



Both undergraduate and graduate enrollment increased this past year. Undergraduate numbers increased from 6,319 in fall 2015 to 6,362 in fall 2016; graduate enrollment decreased from 1,406 to 1,327. The University's long-term goal is an enrollment of 12,000.

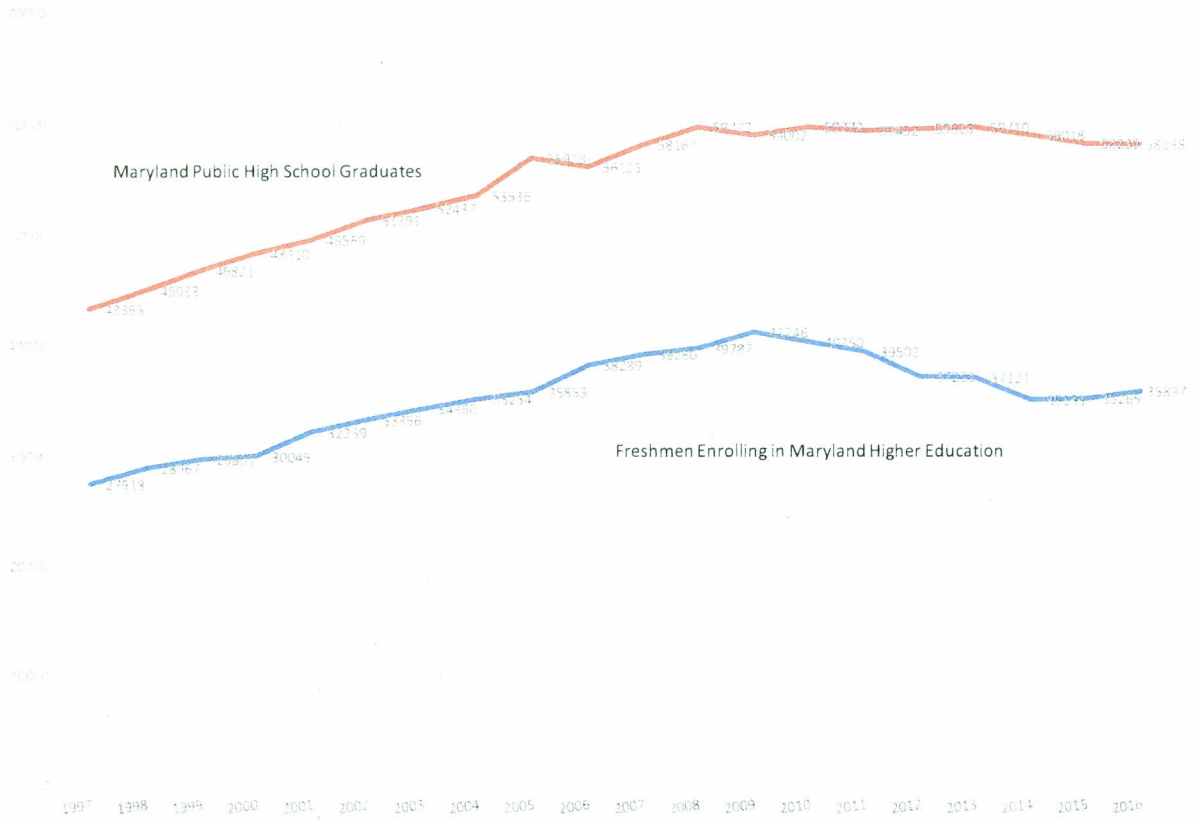
Undergraduate enrollments are likely to be a no-growth or slow-growth area over the next several years due to the end of the baby boom echo graduating from high school. In Maryland, there will be a continuation of the shift in the racial and ethnic composition that has been apparent for the past decade. 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 that are replacing the white high school graduates, on average, are less prepared for college and come from families with lower incomes.



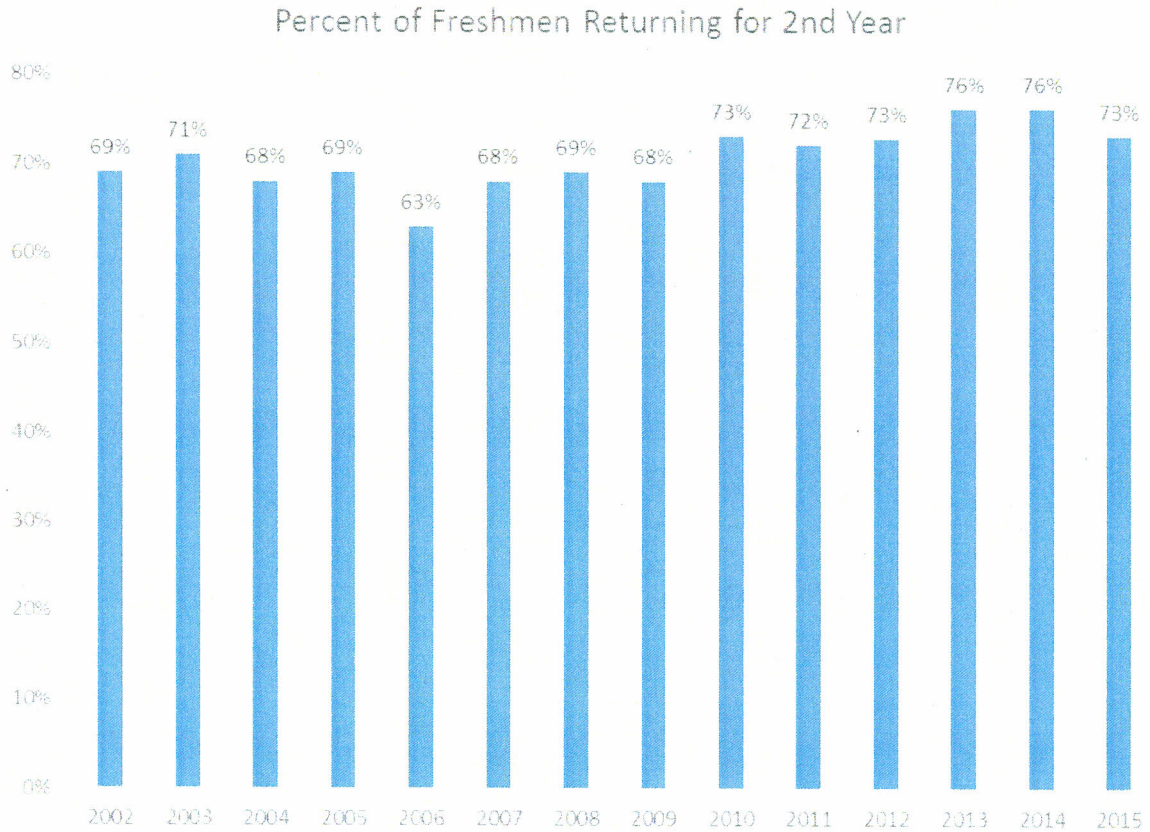
Source: *Knocking at the College Door*, WICHE, ACT, College Board, January 2013, MSDE

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

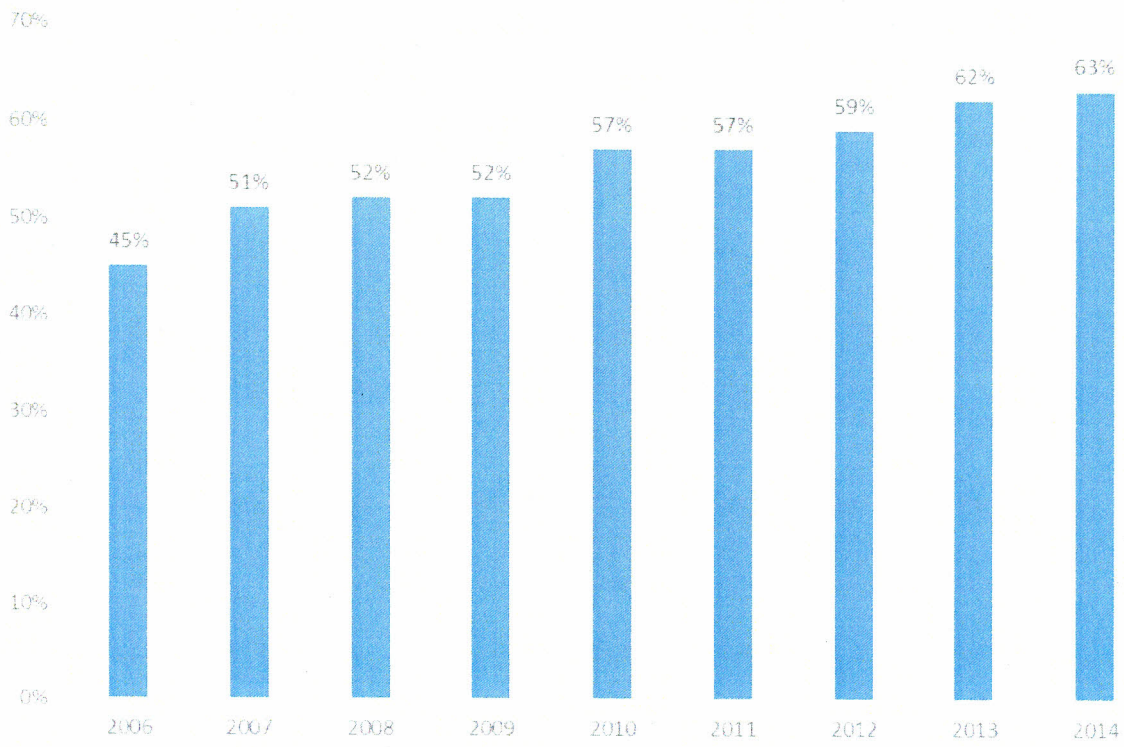


Source: Maryland Department of Education and the Maryland Higher Education Commission

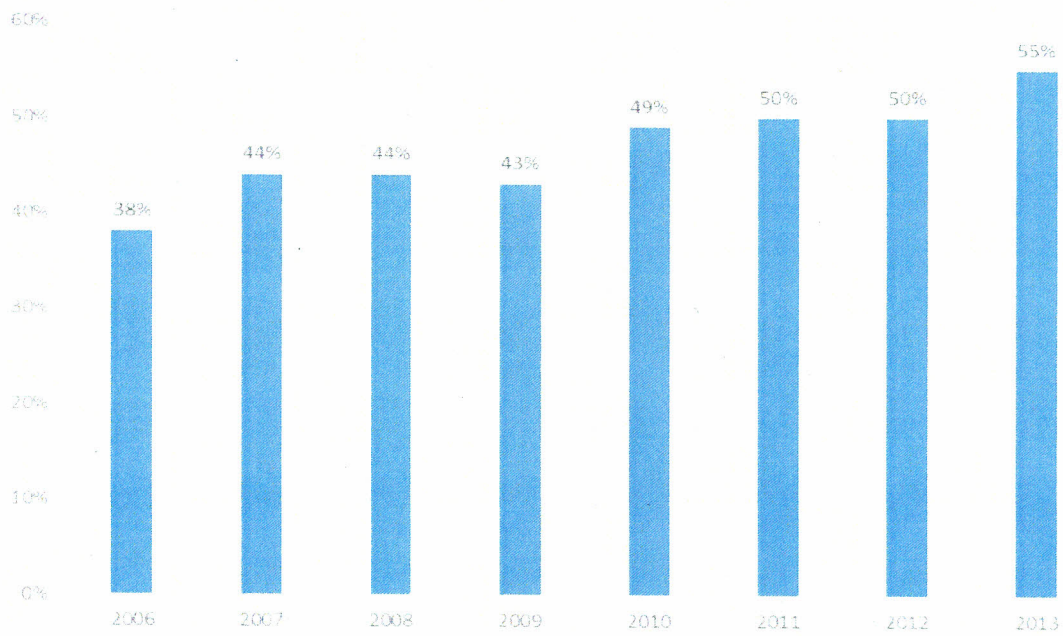
Retention and graduation rates have received a great deal of attention at the campus in recent years. Beginning with the entering class of 2010, the University has significantly increased its freshmen-sophomore and sophomore-junior retention rates. Second-year retention rates have been above 70% for the past six years. Third-year retention rates have risen to 63%, a historic high. Fourth-year retention rates have risen to 55%.



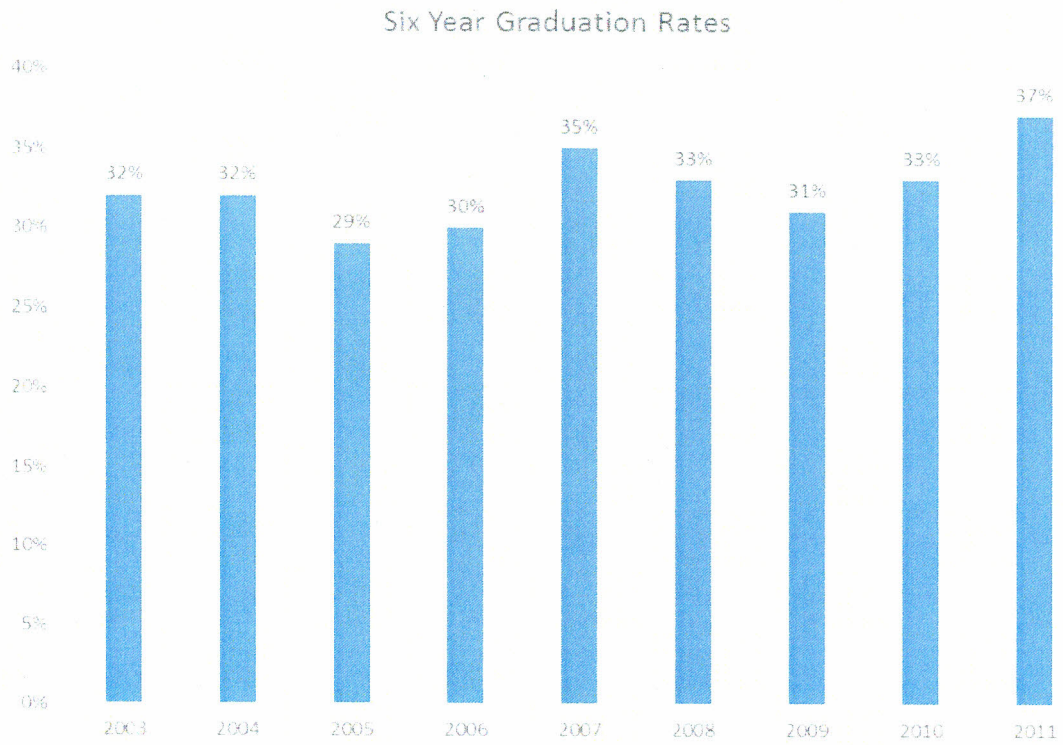
Percent of Freshmen Enrolled at the Beginning of Their Third Year



Percent of Freshmen Returning at the Beginning of Their Fourth Year

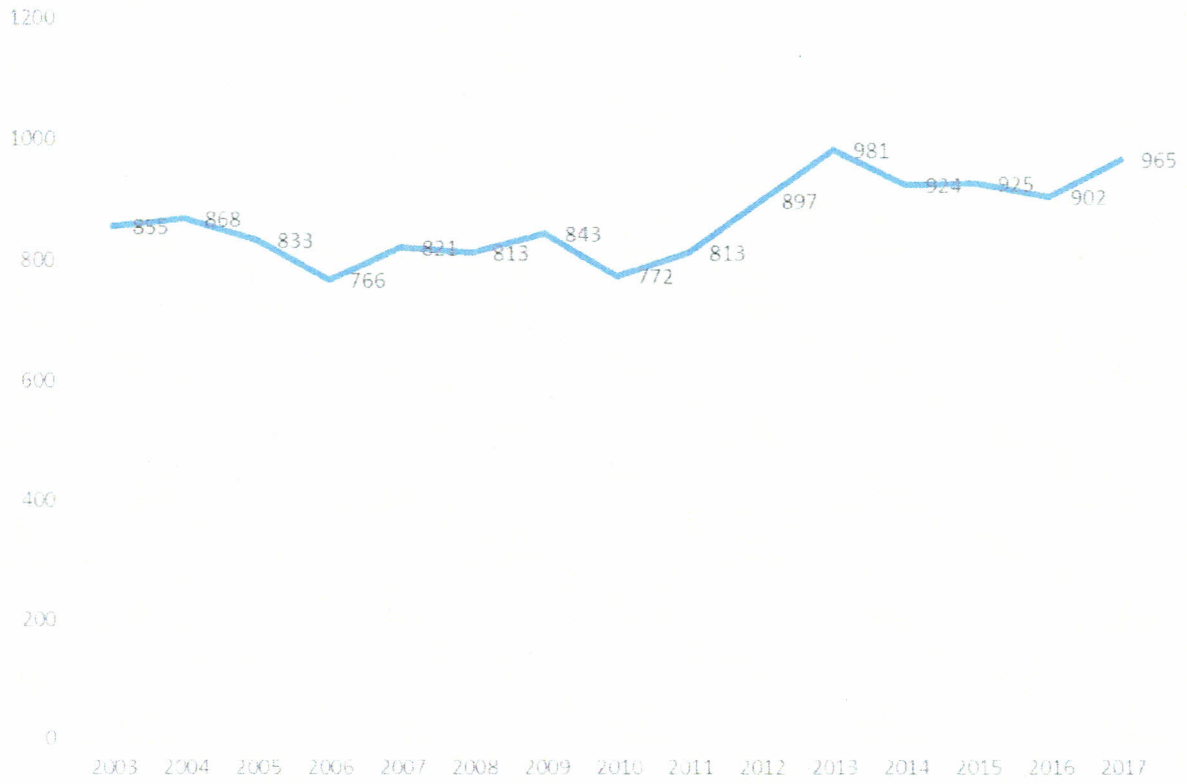


Six-year graduation rates are expected to increase with increased retention rates.



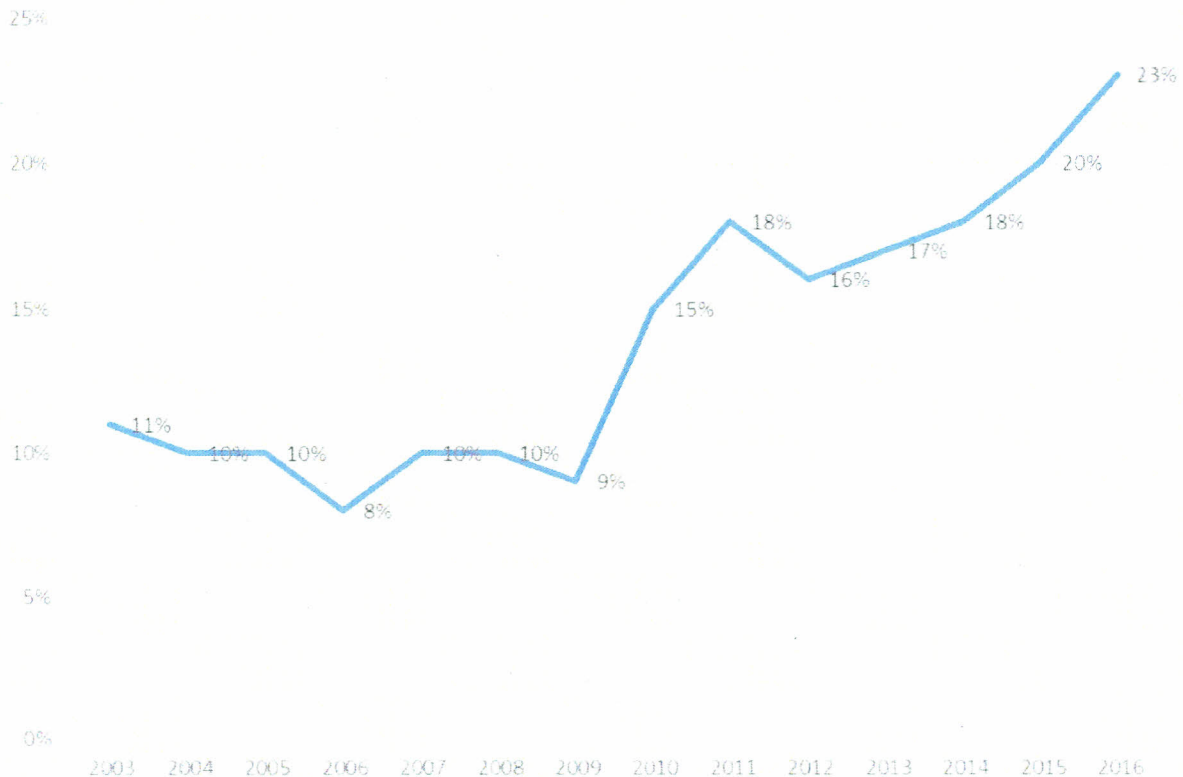
The number of bachelor's degrees awarded increased from 902 in 2016 to 965 in 2017.

Bachelor's Degrees Awarded



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, 35% of graduate students and 21% of undergraduates are other than African-American.

Percent Non-African American Students



International student diversity is also a component of the university's diversity efforts. In fall 2016, 952 international students were enrolled representing 12% of the total student enrollment, and over 60 countries. Since July 2014, The university has signed 22 agreements with international universities, including 14 in Africa, 5 in China and 2 in India and 1 with the Peace Corps Preparatory Program, to facilitate student and faculty exchanges and study abroad opportunities.

Consistent with the goal of enhancing student success, the university offers, through its Center for Continuing and Professional Studies (CCPS), several programs which support non-traditional students. The million-dollar endowment from the Bernard Osher Foundation continues to provide support for nontraditional, adult students. Thirty- three students, 23 full-time and 10 part-time, were awarded Osher scholarships for the 2016-2017 academic year. Since the first cohort of Osher graduates in 2010, 62 adult students have received undergraduate degrees from Morgan State University (MSU) representing majors in the university's eight schools and the College of Liberal Arts.

Based on the success of the Bernard Osher Scholarship Reentry Program, in fall 2016, The Crankstart Foundation funded a new scholarship program for adult students. Also located in CCPS, The Crankstart Reentry Scholarship Program provided scholarships for an additional 10 outstanding adult students enrolled in undergraduate programs at Morgan State University. These scholars represent several majors including engineering, political science, family & consumer sciences, sociology, and social work. Presently, the development of a new brochure and video are underway and will be reported during the 2017-18 evaluation period.

CCPS also provided funding through the Improved Opportunities for Parents (IOP) Program to support 20 parents attending Morgan, 15 full-time and 5 part-time.

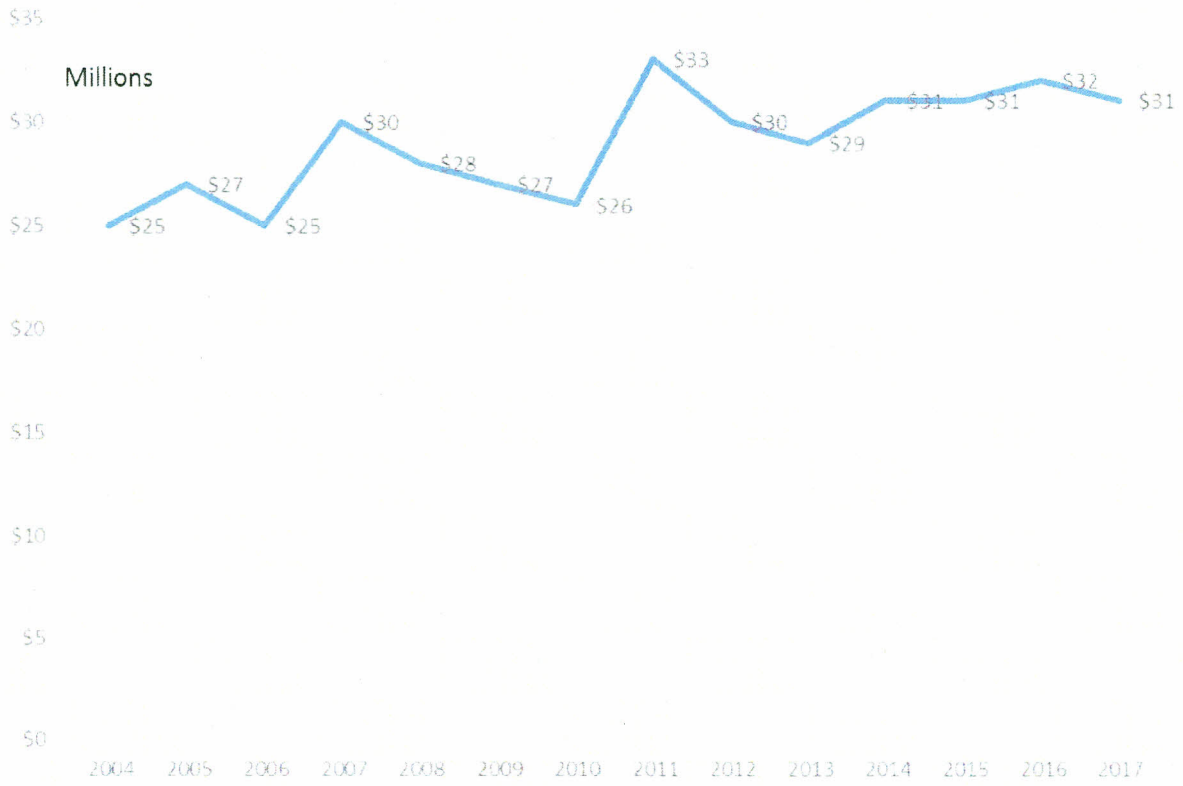
2. Enhancing Morgan's Status as a Doctoral Research University

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 State University's research enterprise enjoyed another phenomenal year, garnering **\$30.6M** in awarded grants and contracts for FY17. This included the renewal of the research sub-contract for the NASA Goddard Earth Sciences Technology and Research (GESTAR) Program with Universities Space Research Association for another five years (from 2016-2021) for **\$18.5M**. Morgan scientists like Dr. Melanie Follette-Cook, and Dr. Priscilla Mohammed at NASA's Goddard Space Flight Center were recognized for their outstanding technical accomplishments and publications. Dr. Andrew Farkas in the School of Engineering was a recipient of a **\$1.4M** grant from the US Department of Transportation; Ms. Connie McDonald-Cooper received **\$430,000** for the University's Upward Bound Program; both Dr. Catherine Martin-Dunlop (School of Education) and Dr. M. Md Rahman (School of Computer, Mathematics and Natural Sciences) were awarded research grants from the National Science Foundation for **\$350,000** for techniques in concept mapping introductory biology courses and **\$368,000** for computational thinking and visual learning respectively. The **\$24.3M** Morgan ASCEND Program, sponsored by the National Institutes of Health, completed its third year creating an eminent cadre of undergraduate student researchers, and it is hoped many will seek graduate school doctoral studies in the biomedical sciences, thus creating the next generation of research scientists.

Morgan State University foresees a challenging environment for sponsored research funding in FY18. However, Morgan's research faculty have been very productive, submitting **93 proposals in FY17 for a total of \$50.5M**. In addition, Morgan State University will benefit greatly that in FY17, the State of Maryland signed into law a new designation for the institution as 'Maryland's Premier, Public Urban Research University'. We are optimistic this designation will raise Morgan's stature in the eyes of sponsored funding community, leading to new research funding and partnerships at the Federal, State, and local levels.

Grants and Contracts Awarded



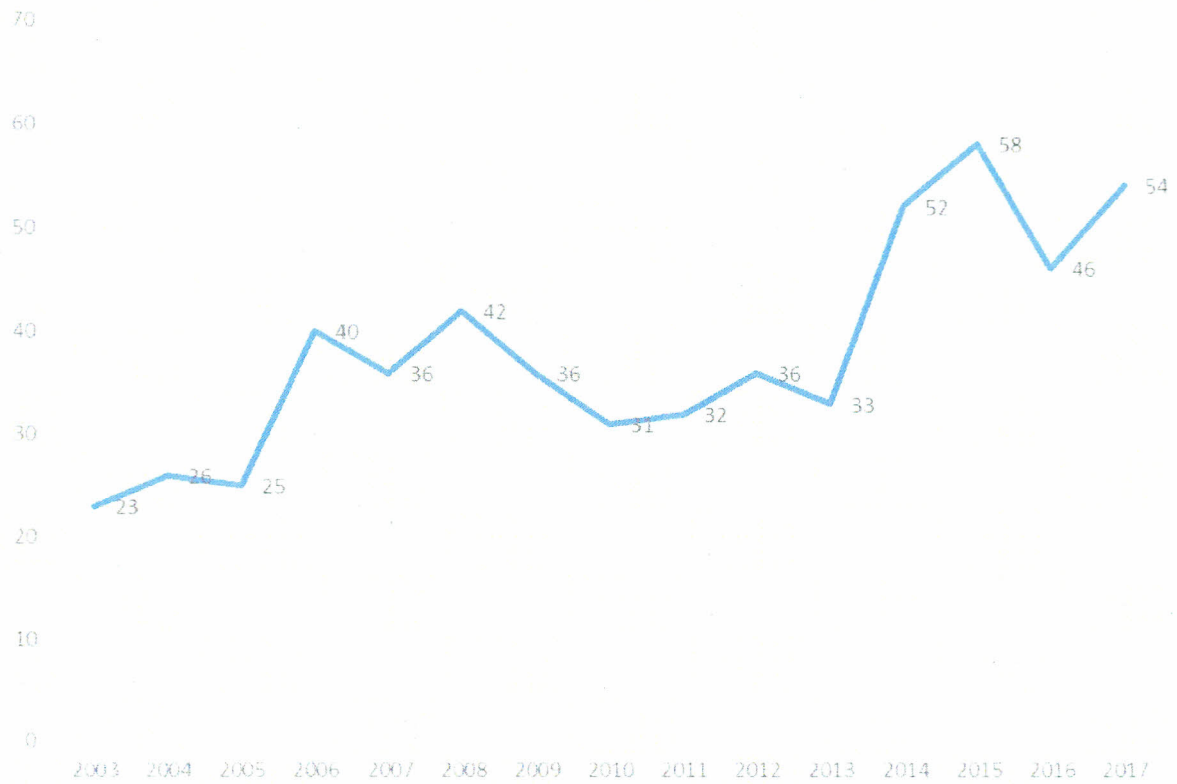
Graduate enrollments at the campus have grown steadily and, in general, Morgan's growth at the graduate level has outpaced the statewide rate of growth for a number of years. As the baby boom echo ages, there will be growth in the 25-year-old to 35-year-old age group most likely to enroll in graduate school.

Morgan has experienced strong growth in degrees at the master's level with 305 master's degrees awarded in 2016-2017, a historic high. Morgan awarded 58 doctorates in 2015, a historic high for the University; 54 doctorates were awarded in 2016-2017.

Masters' Degrees

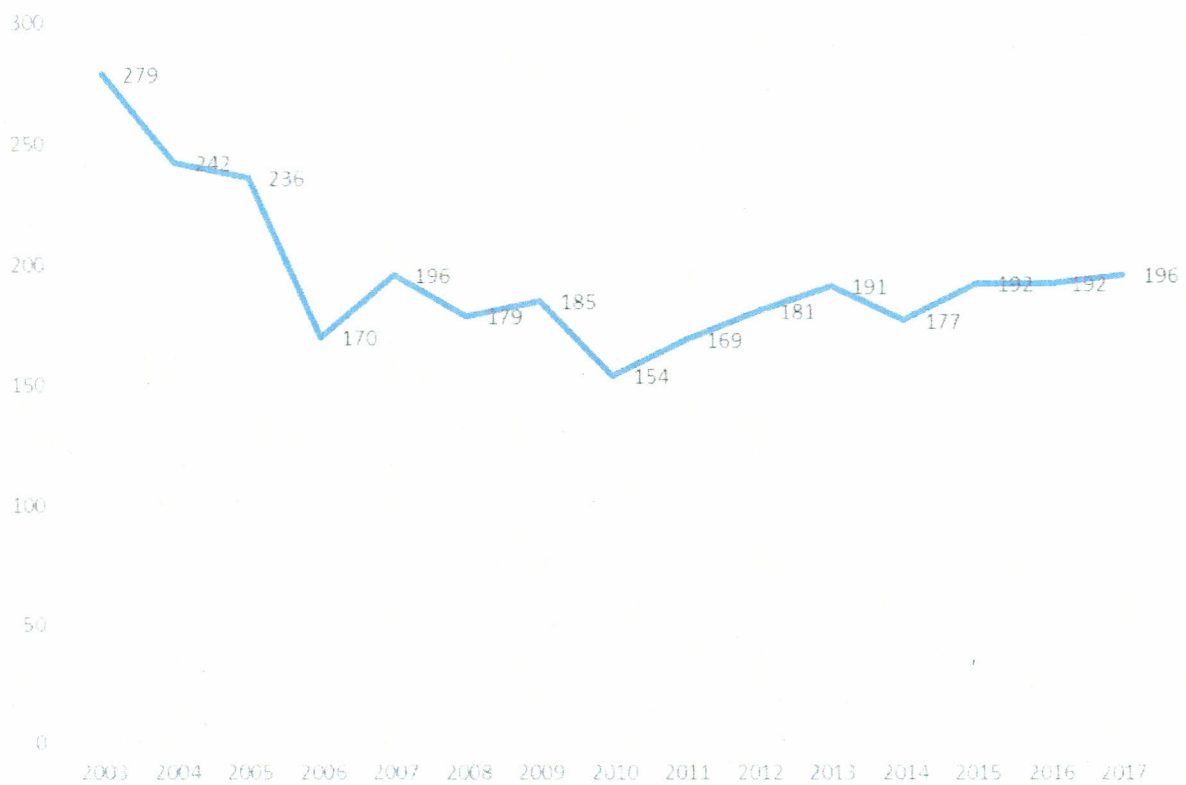


Doctorates Awarded

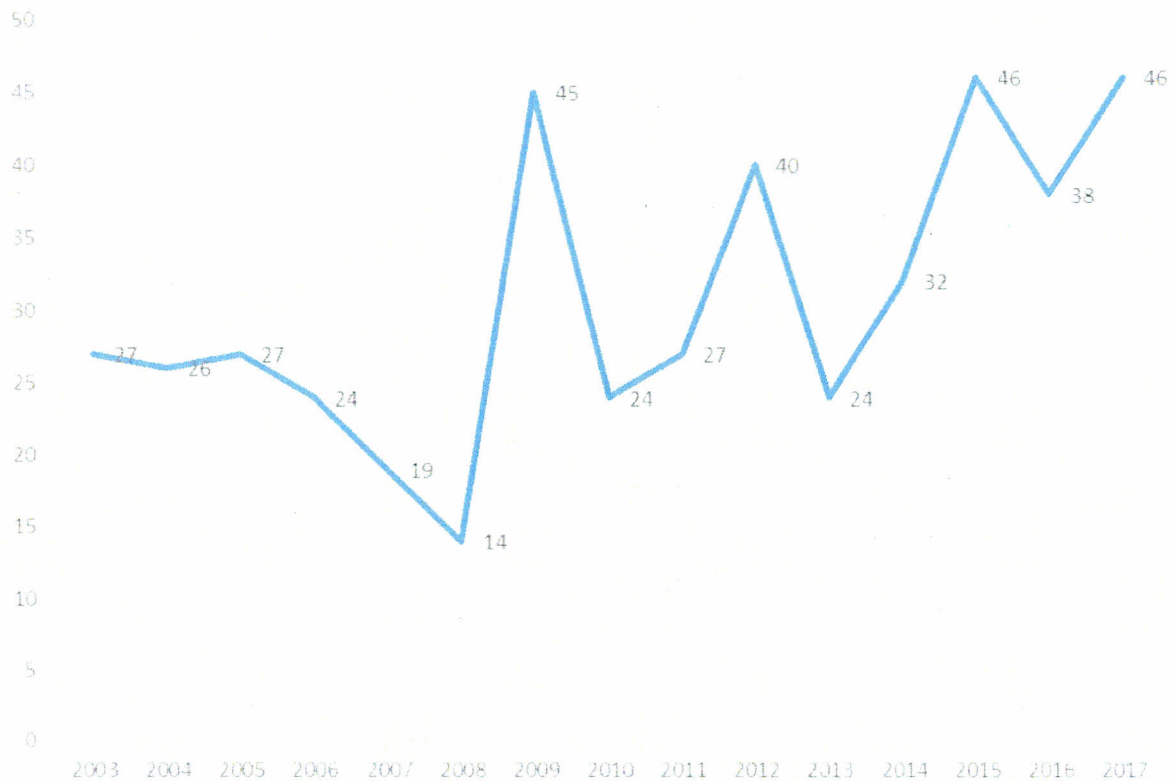


Another component of Morgan's goal of enhancing its doctoral research mission is that of increasing production of degrees at both the undergraduate and graduate levels in STEM fields. Morgan has experienced growth on these two measures over the 2014 levels.

STEM Baccalaureates



STEM Graduate Degrees



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

Morgan State has been approved by MHEC and the National Council for State Authorization Reciprocity Agreements (NC-SARA) as a SARA Institution. (<http://nc-sara.org/states/MD>) This designation permits Morgan State to offer its online programs and courses to students in forty-seven (47) states, as well as the U.S. Virgin Islands. In Fall 2016, Morgan State launched its online programs in Master of Business Administration (MBA), Masters of Social Work (MSW), Masters of Community College Administration and Instruction (M.Ed), and Post-Baccalaureate Certificate in Sustainable Urban Communities (PBC). In addition, Morgan State has been approved by MHEC to offer new online degree programs including Masters in Public Health (MPH), Registered Nurse to Bachelors of Science in Nursing to Masters of Public Health (RN to BSN, to MPH), Applied Liberal Studies (BS), as well as a Post-Baccalaureate Certificate in Urban Journalism (PBC).

Morgan State has increased the number of faculty who are certified through the national Quality Matters training program to develop online courses from 86 to 125. Morgan Online now has 125 Quality Matters trained faculty with nine (9) certified Quality Matters Peer Reviewers and 3 Quality Matters Master Reviewers. Assisting faculty to complete Quality Matters training enhances Morgan's reputation for offering quality online programs.

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, the Morgan C.A.R.E.S More Customer Service Training Program. It also has instituted a formal system for annually assessing the satisfaction of its students with a broad range of specific campus services.

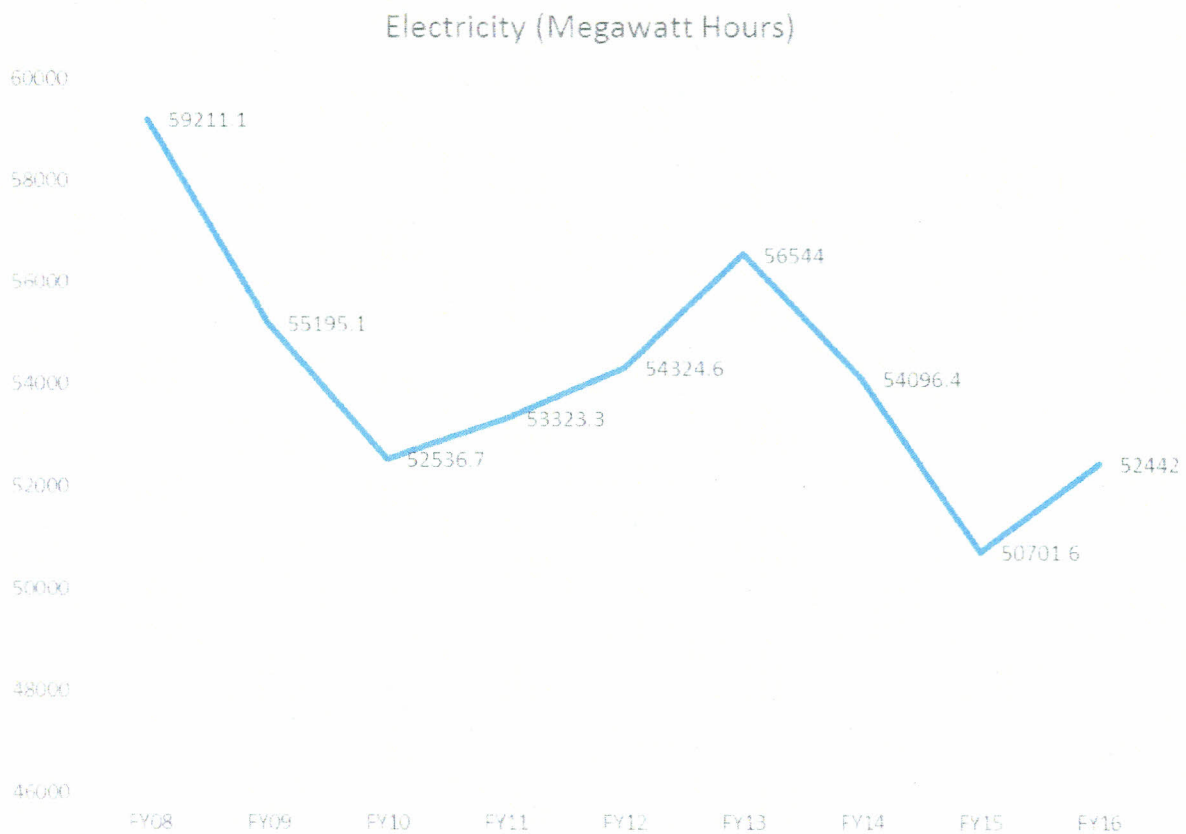
The campus has developed a dashboard for monitoring progress toward the major components of the goals of its strategic plan. This dashboard provides a high level view of campus operations for the Board of Regents and much more detailed information for campus managers and other personnel. A major goal 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.

The university completed its \$21.7 million Next Generation Network (NGN) upgrade project in April 2017. The NGN enables the achievement of Morgan State University's strategic goals, and will support excellent teaching, transformative learning, and innovative research. The project increased the university's dual core routed network backbone from 1 Gbps to 80 Gbps providing ample bandwidth for future growth of users, applications, and devices, as well as connection to high speed servers. The new infrastructure unifies historically disparate networks simplifying management and lowering maintenance costs. As part of the network upgrade, the institution deployed VOIP services throughout the entire University, replaced its Call Center and installed a Unified Communication System. The campus community now has access to pervasive, secure WiFi across campus. Additionally, the project increased the number of campus surveillance cameras with higher resolution increasing campus safety. Morgan State University won the 2017 Association for College and University Technology Advancement Award for Institutional Excellence in Information Technology for its Next Generation Network project.

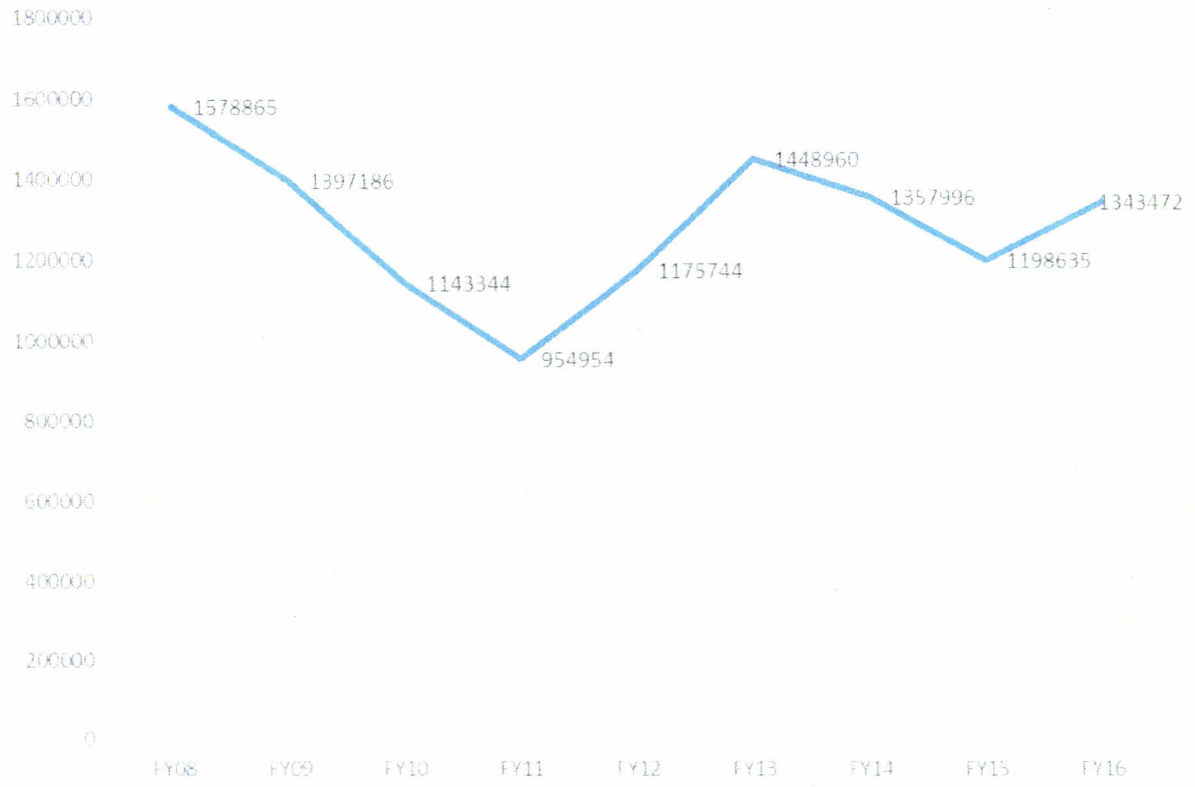
The University has instituted a program of mandatory security awareness training for all workforce members. In addition, the University has contracted an email security service to monitor and protect email both sent within the University and sent or received outside the University, blocking an average of over 3,000,000 spam messages a month. These two service have dramatically reduced the number of compromised user accounts. The monthly average over the 6-month period prior to implementation, May through November, 2016, was 50. The monthly average for the 3 months following implantation was 25 compromised accounts. Since March 2017 there has been one compromised account.

Working in partnership with the community, we are committed to providing the highest quality of public safety service to the students, faculty, staff, and visitors of Morgan State University by maintaining community tranquility, safety, and quality of life, through diligent patrols, in-depth investigations, and by using law enforcement technology. In recent years the University has increased investments into the safety and security of Morgan. Those investments include addition additional security officers 24/7, additional cameras near University housing as well as a police fleet with four new marked patrol vehicles. As a public safety department, our vision is to provide safety and security for our community and enhance the educational opportunities of our students through effective community policing, vigilant presence, and superior customer service. The Morgan State University Police and Public Safety Department is committed to providing a safe community for students, faculty, staff, and visitors. Through progressive training, proactive enforcement, technology, and ethical conduct, our department provides and maintains the delivery of quality services.

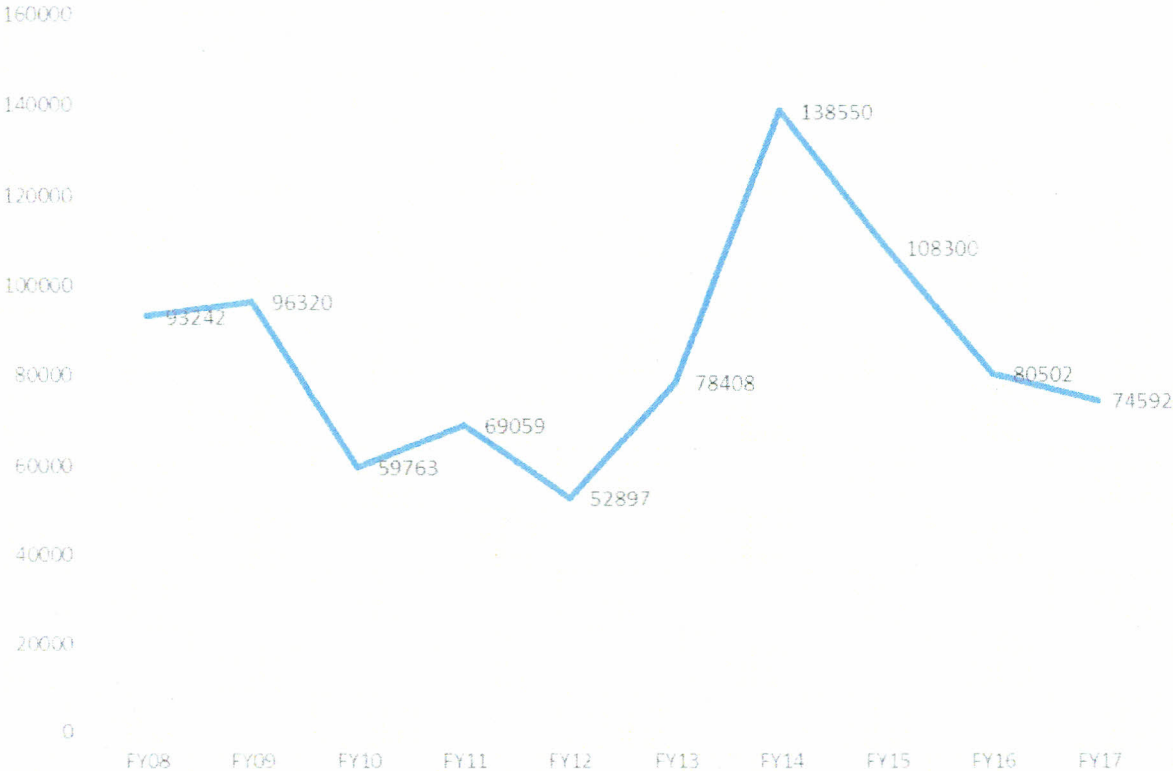
The campus also has made progress in reducing energy consumption. Even though our campus square footage is increasing, in recent years, our utility consumption has been declining. In FY13 extreme outdoor temperatures caused our energy consumption to escalate, but since then our consumption is trending downwards.



Gas (Therms)



Oil (Gallons)



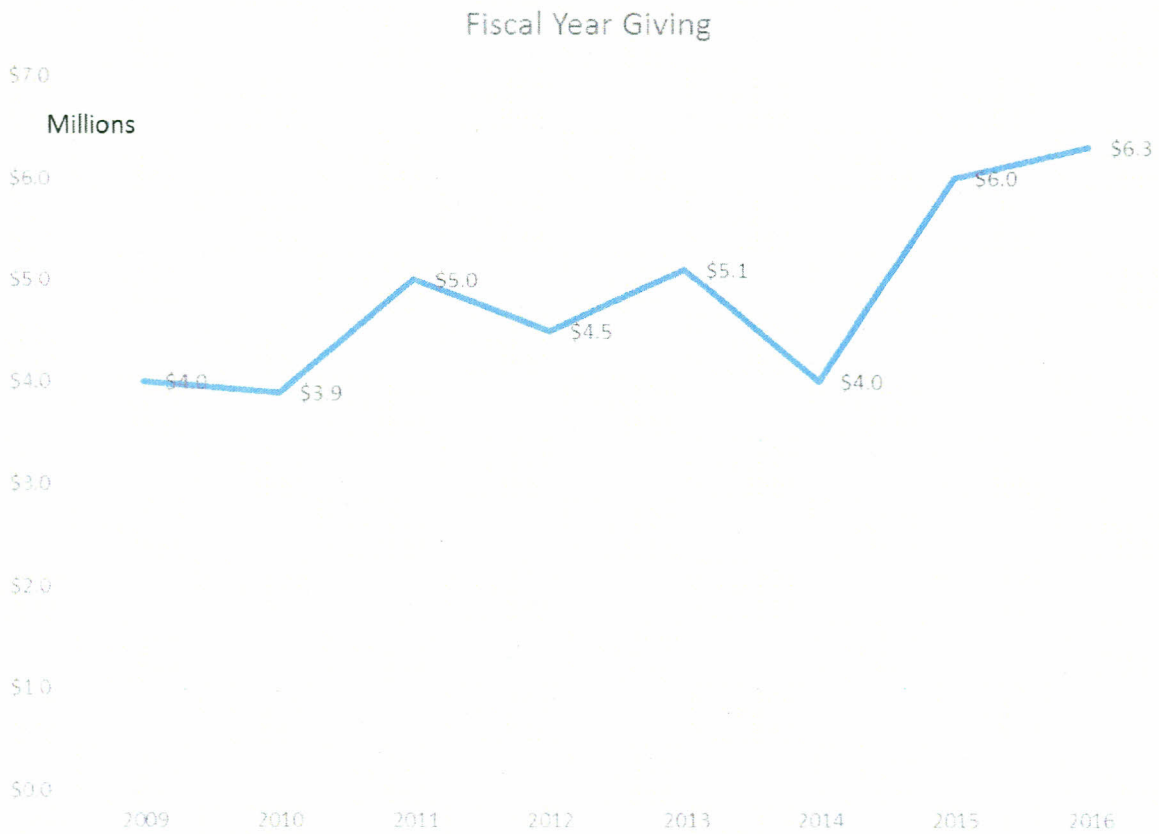
Also of note, the Maryland Transit Administration (MTA Maryland) has started service, the Baltimore City Link Silver Line, from Morgan State University to Curtis Bay with stops at numerous City landmarks such as Penn Station, the Washington Monument, the Inner Harbor and Federal Hill. This service will make it easier for students to get around the city and to get to and from the campus. In the future the Link will be wrapped in Morgan’s colors.



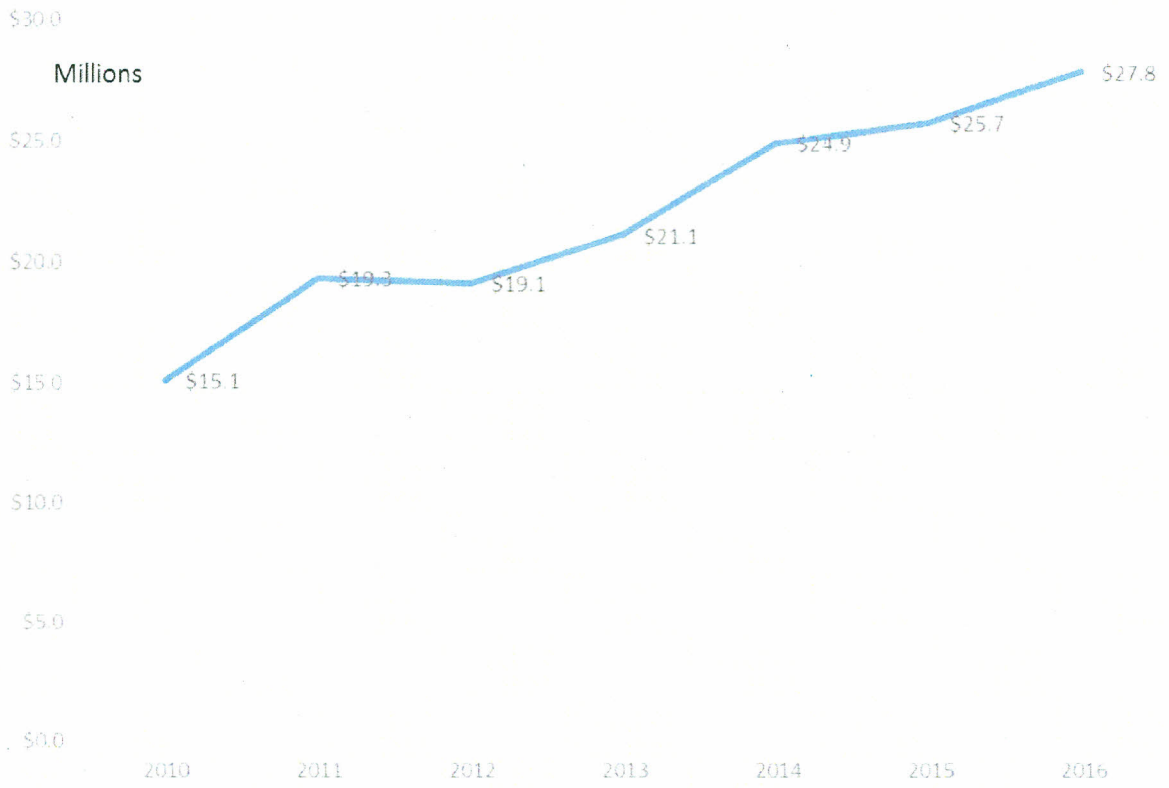
4. Growing Morgan's Resources

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.

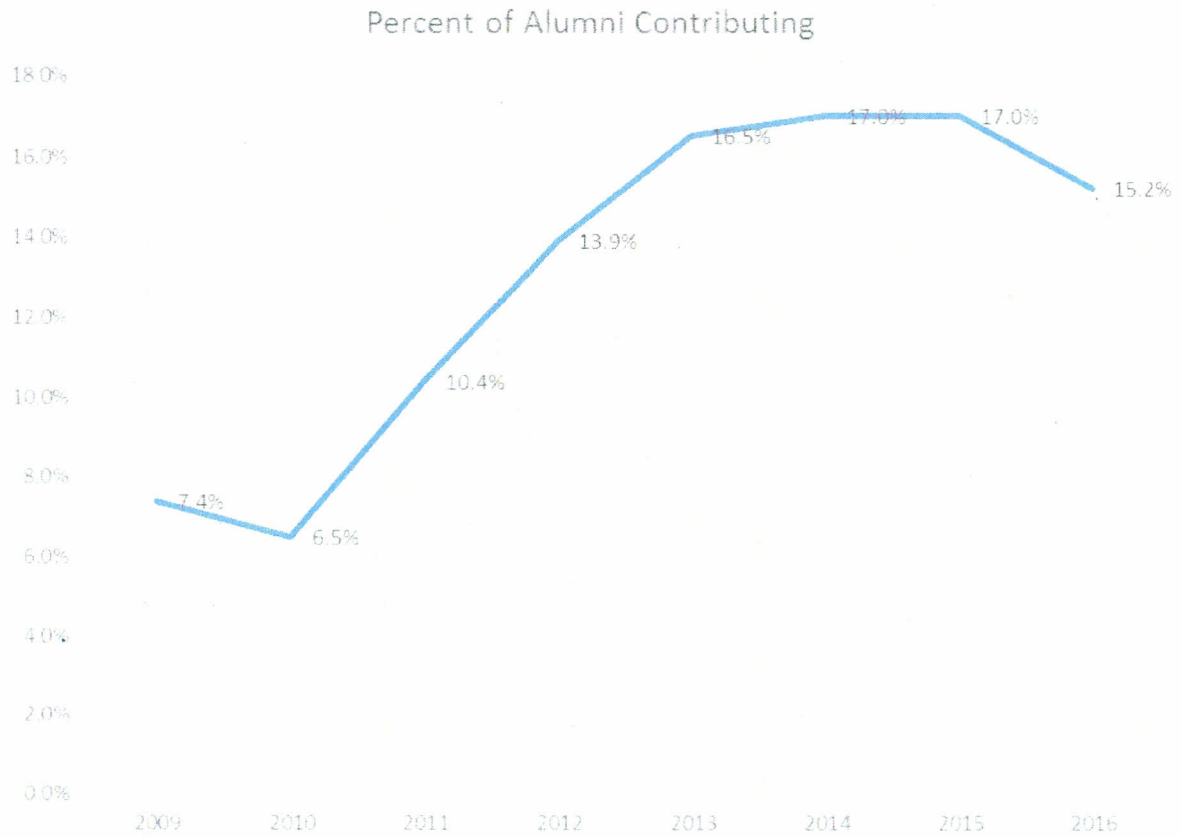
A major priority of the University has been to increase the amount of funds it raises from private sources. The campus has invested in additional fundraising infrastructure and, as a result, has experienced increases in the amount of money raised, and the value of its endowment.



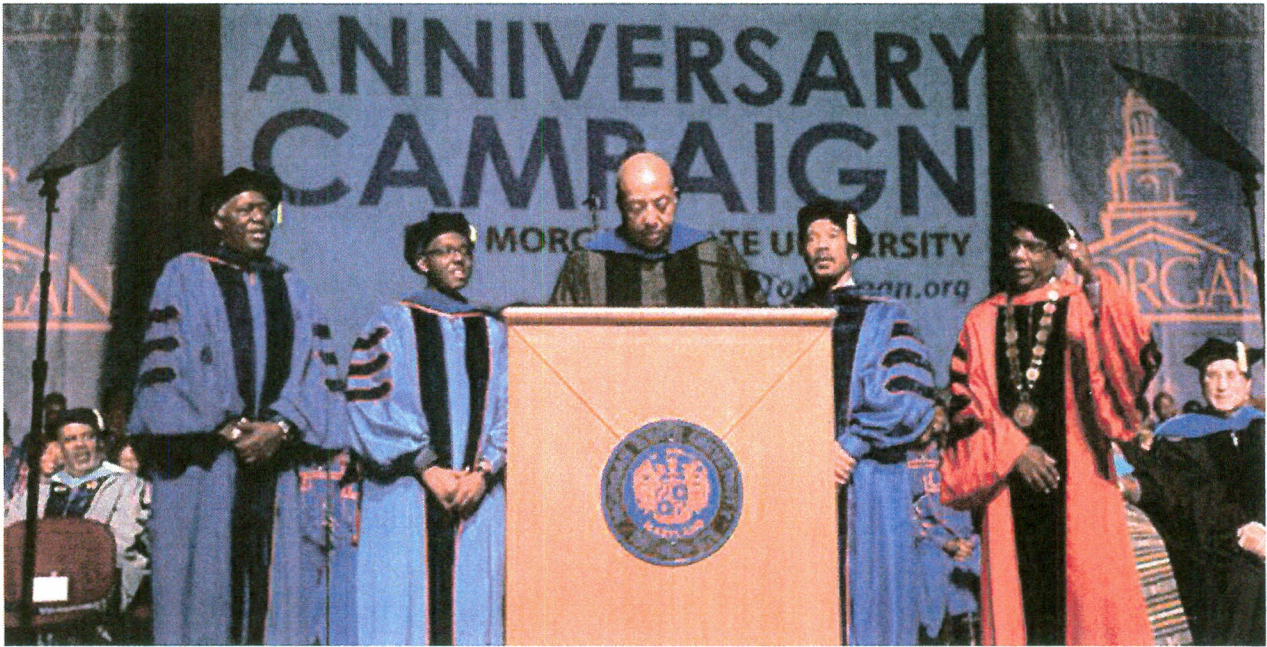
Endowment Value



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 increased the percentage of alumni who contribute to the University.



Note: 2009 to 2013 are calendar years; 2014 and beyond are fiscal years



Of particular note is the launch in November 2016 of Morgan State's \$250-Million Anniversary Campaign. The campaign is in conjunction with the celebration of the university's sesquicentennial and is the second and largest comprehensive campaign in the University's history.

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.

In academic year 2016 – 2017, the Division of Academic Outreach and Engagement sought to expand the number new initiatives with community and university partners to facilitate innovation in teaching and learning. Specifically, a Memorandum of Agreements was developed between Morgan and the Laurel College Center (Center) to provide opportunities for students who are completing associate degrees at Prince George’s Community College and at Howard Community College by enrolling in lower division classes at the Center to earn bachelor degrees in select majors from Morgan by enrolling in Morgan upper division classes leading to a Morgan Bachelor of Arts or a Bachelor of Science degree while continuing to attend classes at the Center. In collaboration with Monmouth University, a Memorandum of Understanding was developed to enhance and support graduate students and graduate education at Morgan.

In the 2016 Strategic Plan update, it was noted that Morgan’s AmeriCorps VISTA Volunteer in the Office of Community Service is engaged with Monarch Academy to expose elementary and middle school youth to the culture and preparation required for success in college and/or a university. An article in the May 22, 2017, summarized aspects of the Morgan-Monarch collaboration noting that, “Monarch Academy, a Baltimore charter school, has begun working with Morgan state University in order to introduce its students to higher education. With two programs, ASHE and College Explorers, Monarch provides its students with emotional and academic support while also exposes them to positive examples of higher education.”

Morgan’s Upward Bound Program participated in the Baltimore City College and Career Network which is a partnership of pre-college readiness programs that provide assistance for high school students who attend public schools in Baltimore City. The Upward Bound Program also sponsored a six-week academic enrichment program for sixty-five students on Morgan’s campus from June 22, 2016 through July 29, 2016, as well as a Morgan Shadow Day with current Upward Bound students and current Morgan undergraduates from various majors on Monday, November 7, 2016.