Morgan State University

MISSION

Morgan State University is, by legislative statute, Maryland's premier public urban research university. Morgan 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. These goals and objectives reflect the University's ten-year strategic plan, which focuses on the five strategic goals including: Enhancing Student Success and Well-Being, Implement Faculty Ascendency and Staff Development Initiatives, Elevate to R1 Very High Doctoral Research University, Improve Campus-Wide Infrastructure, Serve as a Premier Anchor Institution for Baltimore City and Beyond, and Activate Global Educational Initiatives and Expand International Footprint.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Enhance Student Success and Well-Being.

Obj. 1.1   Increase the graduation rate of Morgan undergraduates to 50 percent by 2027 and 60 percent or higher by 2030.

Obj. 1.2   Increase the graduation rate of Pell recipients to 45 percent by 2027.

Obj. 1.3   Maintain or increase the second-year retention rate of Morgan undergraduates to 70 percent or higher by 2027.

Obj. 1.4   Increase enrollment to 9,500 by Fall 2027 and 10,000 by Fall 2030.

Obj. 1.5   Increase the number of undergraduates in research by five percent a year by 2027.

Performance Measures	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Six-year graduation rate	46%	48%	47%	47%	42%	42%	43%
Six-year graduation rate of African-Americans	48%	48%	47%	45%	42%	42%	43%
Six-year graduation rate of Pell recipients	38%	42%	40%	38%	38%	40%	42%
FTE student-authorized faculty ratio	17.9:1	18.8:1	22.5:1	24.9:1	24.9:1	23.0:1	23.0:1
Average class size of first year course offering	26	28	31	30	30	30	30
Percent of first-year courses taught by tenured/tenure track faculty	24%	42%	32%	25%	21%	33%	33%
Second-year retention rate	75%	77%	73%	71%	68%	72%	73%
Second-year retention rate of African-Americans	76%	78%	74%	74%	69%	73%	74%
Total enrollment	7,763	7,634	8,469	9,101	9,808	10,400	10,400
Number of Morgan Completes You Enrollment	N/A	N/A	N/A	62	125	150	300
Number of undergraduate students participating in research classes, campus research symposiums, or working as campus research assistants	153	117	93	144	204	225	250
Total percent of diverse students enrolled	6.6%	6.9%	5.7%	6.5%	6.4%	7.4%	8.3%
Percent of Asian or Native Hawaiian students enrolled	0.9%	0.7%	0.3%	0.3%	0.4%	0.4%	0.6%
Percent of Native American students enrolled	0.1%	0.2%	0.1%	0.1%	0.2%	0.2%	0.2%
Percent of Caucasian students enrolled	1.7%	1.6%	1.0%	0.9%	0.7%	0.8%	1.0%
Percent of Hispanic students enrolled	3.9%	4.4%	4.3%	5.2%	5.1%	6.0%	6.5%

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Obj. 1.6 Increase the diversity of undergraduate students to 10 percent by 2027.

Obj. 1.7 Increase the number of new transfer students from Maryland community colleges to 212 by 2027.

Obj. 1.8 Maintain or increase the pool of college applicants to Morgan from urban school districts in Maryland at 60 percent of all Maryland applicants by 2027.

Obj. 1.9 Increase the number of bachelor degree recipients in science, technology, engineering, and math (STEM) fields to 270 by 2027.

Obj 1.10 Increase the number of degrees awarded in teacher education to 50 by 2027.

Obj 1.11 Increase the percentage of bachelor's recipients satisfied with education received in preparation for graduate/professional study to 85 percent by 2027.

Obj 1.12 Increase the percentage of bachelor's recipients satisfied with education received in preparation for the workforce to 85 percent by 2027.

Obj 1.13 Increase the percentage of employers satisfied with employees who are Morgan bachelor's recipients to 90 percent by 2027.

Obj 1.14 Maintain a culture of academic achievement in athletics with at least 60 percent of student athletes with a 3.0 grade point average or above.

Performance Measures	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Number of Maryland community college transfer students	161	116	73	168	103	176	200
Percent of freshman applicants from urban districts	74.0%	75.4%	68.3%	65.8%	64.6%	68.0%	68.0%
Percent of students accepted from urban districts	68.0%	71.2%	86.8%	82.9%	83.6%	83.0%	83.0%
Percent of students enrolled from urban districts	34.6%	25.3%	25.8%	25.0%	23.2%	27.0%	29.0%
Total number of STEM bachelor's recipients	361	319	265	247	228	266	273
Number of underrepresented minority STEM bachelor's recipients	195	231	207	209	184	227	232
Number of women STEM bachelor's recipients	112	106	102	104	100	126	133
Number of baccalaureates awarded in teacher education	51	71	50	27	44	50	52
Number of new hires teaching in Maryland schools	15	22	35	22	36	45	45
Percent of students who attend graduate/professional schools	45%	25%	31%	20%	15%	17%	20%
Percent of students rating preparation for graduate/professional school excellent or good	84%	66%	80%	81%	66%	90%	90%
Percent of bachelor's recipients employed one year after graduation	74%	84%	90%	90%	73%	90%	90%
Percent of bachelor's recipients employed in Maryland one year after graduation	44%	19%	39%	43%	48%	50%	52%
Percent of students rating preparation for jobs excellent or good	68%	69%	76%	72%	71%	80%	85%
Percent of employers satisfied with employees who are Morgan bachelor's recipients	100%	98%	92%	90%	100%	100%	100%
Percentage of student athletes with a 3.0 GPA or above	62%	80%	62%	57%	60%	60%	60%

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Goal 2. Implement Faculty Ascendency and Staff Development Initiatives

Obj. 2.1 Establish 10 endowed professorships to recruit, attract, and retain leading scholars world-wide by 2027.

Obj. 2.2 Increase scholarly publications and activities per full-time tenured/tenure track faculty to 3.5 by 2027.

Obj. 2.3 Use a mentoring framework to support and convert 70 percent of the associate professors to full professors by 2027.

Obj 2.4 Increase the percentage of faculty and staff engaged in professional development with emergent technologies on the science of teaching and learning, research and grant writing to 70 percent by 2027.

Obj 2.5 By 2027, conduct two professional development opportunities per year that support the health and wellness need of all employees.

Performance Measures	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Number of endowed professors	N/A	N/A	N/A	1	2	4	4
Number of faculty holding membership in the national societies	N/A	N/A	N/A	7	11	11	12
Number of scholarly publications and activities by full-time tenured/tenure track faculty	219	226	240	746	1145	1150	1150
Number of faculty and staff engaged in professional publications and creative activities	452	464	470	184	49	100	120
Number of faculty engaged as Principal Investigators in funded research or contracts	67	71	78	94	172	180	190
Number of Associate Professors Promoted to Full-Professors	N/A	N/A	N/A	9	9	10	11
Percentage of faculty and staff engaged in quality matters training	14%	17%	18%	19%	26%	28%	30%
Number of faculty and staff with online courses that meet Quality Matters standards	69	71	115	146	137	140	150
Percentage of the faculty and staff using open education resources	N/A	N/A	N/A	5%	33%	35%	37%
Percentage of new faculty and staff engaged in professional development on the science of teaching and learning	N/A	N/A	N/A	63%	55%	60%	70%
Number of faculty and staff engaged in training workshops on research and scholarship of grant writing	N/A	N/A	N/A	70	90	100	100
Number of professional development opportunities on safety, health, and wellness	N/A	N/A	N/A	41	44	55	55
Percentage of faculty and staff engaged in professional development on safety, health, and wellness	N/A	N/A	N/A	90%	95%	97%	100%

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Goal 3. **Elevate to R1 Very High Doctoral Research University.**

Obj. 3.1 Achieve total annual science and engineering research and development expenditures of $40 million by 2030.

Obj. 3.2 Achieve total annual doctoral conferrals per year of more than 110 by 2030.

Obj. 3.3 Achieve total annual full-time post-doctoral research staff to 140 by 2030.

Obj. 3.4 Increase the number of full-time instructional tenure track faculty to 300 by 2025.

Performance Measures	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
S&E R&D Expenditures	$16.9M	$18.9M	$25.2M	$32.1M	$35.0M	$46.0M	$49.0M
Non S&E R&D Expenditures	$0.27M	$1.7M	$4.3M	$6.1M	$15.0M	$8.0M	$9.0M
Total R&D Expenditures	$17.2M	$20.6M	$29.5M	$38.2M	$50.0M	$54.0M	$58.0M
Number of STEM research and scholarship doctoral degrees conferred	18	20	20	14	18	20	23
Number of humanities research and scholarship doctoral degrees conferred	4	5	5	2	5	5	7
Number of social science research and scholarship doctoral degrees conferred	0	0	0	0	0	0	1
Number of other research and scholarship doctoral degrees conferred	56	46	45	42	39	47	49
Total number of research and scholarship doctoral degrees conferred	78	71	70	58	62	72	80
Number of Doctorally Qualified Research Staff	49	65	102	111	92	129	130
Full-time instructional tenure track faculty	333	323	290	288	317	320	325

Goal 4. **Improve Campus-Wide Infrastructure.**

Obj. 4.1 Increase private and philanthropic donations to $50 million by 2027.

Obj. 4.2 Increase the alumni giving rate to 16 percent by 2027.

Obj 4.3 Reduce campus electricity usage by 7 percent by 2027 through effective conservation measures, persistent curtailment, and enhanced efficiency services.

Obj 4.4 Reduce campus natural gas usage by 5 percent by 2027.

Performance Measures	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Annual private and philanthropic donations (millions)	$7.1	$67.9	$27.5	$17.4	$15.3	$15.0	$15.7
[1] Annual alumni giving rate	14.0%	14.0%	14.0%	10.5%	12.0%	12.0%	13.0%
Change in electricity usage	-5.0%	-5.0%	1.0%	-5.0%	-12.0%	-14.0%	-16.0%
Change in natural gas usage	32.0%	10.0%	22.0%	-5.0%	-28.0%	-28.0%	-28.0%

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Goal 5. Serve as the Premier Anchor Institution for Baltimore City and Beyond.

    Obj. 5.1 Expand mandatory internships for undergraduate and graduate students placed in non-profit agencies and organizations from 150 to over 200 in collaboration with Morgan's Second Year Experience Program by 2027 and 300 by 2030.

Performance Measures	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Number of new partnerships	12	8	39	35	33	37	35
Number of students who participated in university-sponsored internship and field experience courses	546	900	1,031	1,064	900	1,000	1,100

Goal 6. Activate Global Educational Initiatives and Expand International Footprint.

    Obj. 6.1 Enroll 500 international students by 2027 and 800 by 2030.

    Obj. 6.2 Increase and sustain annual student participation in study abroad and experiential global learning activities (both face-to-face and virtual) from 2 percent to 7 percent of total enrollment by 2030.

Performance Measures	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Number of international students enrolled	512	349	327	319	336	380	400
Number of international partnerships	1	0	0	0	0	1	1
Number of students participating in the face-to-face study abroad program	0	0	34	83	145	200	250
Number of students participating in the virtual exchange-COIL study abroad program	46	180	284	211	310	350	400
Number of faculty engaged in the face-to-face study abroad program	0	0	7	12	25	35	40
Number of faculty engaged in the virtual exchange- COIL study abroad program	1	8	4	14	10	12	15
Number of staff engaged in the face-to-face study abroad programs	0	0	2	2	4	7	10
Number of staff engaged in the virtual exchange- COIL study abroad program	2	4	3	3	3	4	5

NOTES

[1] FY 2024 data is an estimate.