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	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Six-year graduation rate	42%	46%	48%	47%	47%	47%	48%
Six-year graduation rate of African-Americans	42%	48%	48%	47%	45%	47%	48%
Six-year graduation rate of Pell recipients	36%	38%	42%	40%	38%	43%	44%
FTE student-authorized faculty ratio	18.1:1	17.9:1	18.8:1	22.5:1	24.9:1	24.0:1	23.0:1
Average class size of first year course offering	25	26	28	31	30	30	30
Percent of first-year courses taught by tenured faculty	30%	34%	31%	39%	32%	32%	33%
Second-year retention rate	72%	75%	77%	73%	71%	73%	75%
Second-year retention rate of African-Americans	72%	76%	78%	74%	74%	74%	76%
Total enrollment	7,712	7,763	7,634	8,469	9,101	9,609	10,000
Number of Morgan Completes You Enrollment	N/A	N/A	N/A	N/A	62	155	490
Number of undergraduate students participating in research	230	153	117	93	144	150	160
Total percent of diverse students enrolled	6.1%	6.6%	6.9%	5.7%	6.5%	6.4%	7.4%
Percent of Asian or Native Hawaiian students enrolled	0.7%	0.9%	0.7%	0.3%	0.3%	0.3%	0.3%
Percent of Native American students enrolled	0.2%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%
Percent of Caucasian students enrolled	1.8%	1.7%	1.6%	1.0%	0.9%	1.0%	1.0%
Percent of Hispanic students enrolled	3.4%	3.9%	4.4%	4.3%	5.2%	5.0%	6.0%

Morgan State University

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	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Number of Maryland community college transfer students	142	161	116	73	168	170	187
Percent of freshman applicants from urban districts	76.1%	74.0%	75.4%	68.3%	65.8%	68.0%	68.0%
Percent of students accepted from urban districts	67.9%	68.0%	71.2%	86.8%	82.9%	83.0%	83.0%
Percent of students enrolled from urban districts	36.5%	34.6%	25.3%	25.8%	25.0%	27.0%	27.0%
Total number of STEM bachelor's recipients	327	361	319	265	247	341	359
Number of underrepresented minority STEM bachelor's recipients	191	195	231	207	209	236	248
Number of women STEM bachelor's recipients	88	112	106	102	104	134	145
Number of baccalaureates awarded in teacher education	75	51	71	50	27	45	50
Number of new hires teaching in Maryland schools	23	15	22	35	22	40	45
Percent of students who attend graduate/professional schools	44%	45%	25%	31%	20%	33%	35%
Percent of students rating preparation for graduate/professional school excellent or good	79%	84%	66%	80%	81%	90%	90%
Percent of bachelor's recipients employed one year after graduation	69%	74%	84%	90%	90%	95%	95%
Percent of bachelor's recipients employed in Maryland one year after graduation	67%	44%	19%	39%	43%	45%	45%
Percent of students rating preparation for jobs excellent or good	77%	68%	69%	76%	72%	85%	100%
Percent of employers satisfied with employees who are Morgan bachelor's recipients	95%	100%	98%	92%	90%	100%	100%
Percentage of student athletes with a 3.0 GPA or above	53%	62%	80%	62%	57%	57%	60%

Morgan State University

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	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Number of endowed professors	N/A	N/A	N/A	N/A	1	3	4
Number of faculty holding membership in the national societies	N/A	N/A	N/A	N/A	7	8	9
Number of scholarly publications and activities by full-time tenured/tenure track faculty	198	219	226	240	746	N/A	N/A
Number of faculty and staff engaged in professional publications and creative activities	441	452	464	470	184	N/A	N/A
Number of faculty engaged as Principal Investigators in funded research or contracts	84	67	71	78	94	96	100
Number of Associate Professors Promoted to Full-Professors	N/A	N/A	N/A	N/A	9	12	12
Percentage of faculty and staff engaged in quality matters training	27%	46%	59%	67%	70%	72%	74%
Number of faculty and staff with online courses that meet Quality Matters standards	45	69	71	115	146	153	161
Percentage of the faculty and staff using open education	N/A	N/A	N/A	N/A	5%	5%	7%
Percentage of new faculty and staff engaged in professional development on the science of teaching and learning	N/A	N/A	N/A	N/A	63%	65%	70%
Number of faculty and staff engaged in training workshops on research and scholarship of grant writing	N/A	N/A	N/A	N/A	70	75	80
Number of professional development opportunities on safety, health, and wellness	N/A	N/A	N/A	N/A	41	50	50
Percentage of faculty and staff engaged in professional development on safety, health, and wellness	N/A	N/A	N/A	N/A	90%	95%	100%

http://www.morgan.edu/

Morgan State University

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	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
S&E R&D Expenditures	$12.8M	$16.9M	$18.9M	$25.2M	$32.1M	$36M	$40M
Non S&E R&D Expenditures	$0.46M	$0.27M	$1.7M	$4.3M	$6.1M	$7.0M	$8.0M
Total R&D Expenditures	$13.3M	$17.2M	$20.6M	$29.5M	$38.2M	$43.0M	$48.0M
Number of STEM research and scholarship doctoral degrees conferred	13	18	20	20	14	20	20
Number of humanities research and scholarship doctoral degrees conferred	4	4	5	5	2	5	5
Number of social science research and scholarship doctoral degrees conferred	0	0	0	0	0	0	0
Number of other research and scholarship doctoral degrees conferred	54	56	46	45	42	45	47
Total number of research and scholarship doctoral degrees conferred	71	78	71	70	58	70	72
Number of full-time post-doctoral research staff	52	49	65	102	111	120	129
Full-time instructional tenure track faculty	330	333	323	290	288	296	300

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	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Annual private and philanthropic donations (millions)	$63.0	$73.5	$15.0	$25.0	$17.4	$20.8	$24.9
[1] Annual alumni giving rate	17.0%	14.0%	14.0%	14.0%	10.5%	12.0%	15.0%
Change in electricity usage	-5.0%	-5.0%	-5.0%	1.0%	-5.0%	-6.0%	-7.0%
Change in natural gas usage	6.0%	32.0%	10.0%	28.0%	-5.0%	-6.0%	-7.0%

Morgan State University

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	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Number of new partnerships	0	12	8	39	35	40	47
Number of students who participated in university-sponsored internship and field experience courses	513	546	900	1,031	1,064	1,100	1,150

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	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Number of international students enrolled	709	512	349	310	360	375	420
Number of international partnerships	0	1	0	0	0	0	1
Number of students participating in the face-to-face study abroad	158	0	0	34	83	110	150
Number of students participating in the virtual exchange-COIL study abroad program	19	46	180	284	211	320	400
Number of faculty engaged in the face-to-face study abroad program	8	0	0	7	12	20	25
Number of faculty engaged in the virtual exchange- COIL study abroad program	1	1	8	4	14	26	38
Number of staff engaged in the face-to-face study abroad programs	2	0	0	2	2	2	3
Number of staff engaged in the virtual exchange- COIL study abroad program	1	2	4	3	3	4	4

NOTES

[1] Reported on a calendar year basis. 2023 data is estimated.