

Morgan State University

MISSION

Morgan State University is, by legislative statute, Maryland's public urban 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, Enhancing Morgan's Status as a Doctoral Research University, Improving and Sustaining Morgan's Infrastructure and Operational Processes, Growing Morgan's Resources, and Engaging with the Community.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Enhancing Student Success – Morgan will create an educational environment that enhances student success.

- Obj. 1.1** Increase the graduation rate of Morgan undergraduates to 40 percent by 2017.
- Obj. 1.2** Increase the graduation rate of PELL recipients to 35 percent by 2017.
- Obj. 1.3** Increase the second-year retention rate of Morgan undergraduates to 78 percent by 2017.
- Obj. 1.4** Increase the percent of high ability freshmen to 22 percent by 2017.
- Obj. 1.5** Increase the diversity of undergraduate students to 15 percent by 2017.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Six-year graduation rate	34%	31%	31%	34%	32%	33%	34%
Six-year graduation rate of African-Americans	34%	30%	30%	32%	32%	32%	33%
Six-year graduation rate of PELL recipients	30%	29%	26%	33%	29%	30%	31%
FTE student-authorized faculty ratio	21.5:1	22.1:1	20.6:1	17.9:1	18.4:1	17.6:1	17.6:1
Average class size of first year course offering	25	26	24	25	24	24	22
Percent of first-year courses taught by full-time faculty	32%	29%	32%	32%	31%	32%	34%
Second-year retention rate	68%	72%	72%	72%	75%	76%	77%
Second-year retention rate of African-Americans	68%	73%	72%	72%	77%	76%	77%
Number of high ability freshmen enrolled	201	177	165	157	162	170	175
Percent of high ability freshmen enrolled	16.3%	16.6%	16.2%	15.1%	18.3%	18.5%	18.7%
Total percent of diverse students	11.2%	10.2%	10.5%	11.2%	11.0%	11.0%	11.0%
Percent of Asian or Native Hawaiian students enrolled	1.7%	1.7%	1.6%	1.5%	1.4%	1.4%	1.4%
Percent of Native American students enrolled	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Percent of Caucasian students enrolled	1.8%	1.8%	1.9%	2.0%	2.0%	2.0%	2.0%
Percent of Hispanic students enrolled	2.6%	2.6%	2.6%	2.9%	2.9%	2.9%	2.9%
Percent of International students enrolled	4.8%	3.8%	4.1%	4.4%	4.4%	4.4%	4.4%

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- Obj. 1.6** Increase the percentage of Maryland community college transfer students as a percent of undergraduate enrollment to 8 percent by 2017.
- Obj. 1.7** Maintain the pool of college applicants to Morgan from urban school districts in Maryland at 40 percent in 2017.
- Obj. 1.8** Increase the number of bachelor’s recipients in science, technology, engineering and math (STEM) fields to 200 by 2017.
- Obj. 1.9** Increase the number of baccalaureates awarded in teacher education to 65 by 2017.
- Obj 1.10** Maintain the percentage of bachelor’s recipients satisfied with education received in preparation for graduate/professional study at 98 percent or better.
- Obj 1.11** Increase the percentage of bachelor’s recipients satisfied with education received in preparation for the workforce to 98 percent by 2017.
- Obj 1.12** Increase the percentage of employers satisfied with employees who are Morgan bachelor’s recipients to 95 percent by 2017.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Percent of Maryland community college transfer students	3.7%	3.5%	3.4%	2.7%	2.8%	3.0%	3.0%
Percent of freshman applicants from urban districts	39.9%	39.5%	34.2%	33.8%	37.5%	38.0%	38.5%
Percent of students accepted from urban districts	50.7%	55.6%	57.1%	56.8%	66.0%	66.5%	67.0%
Percent of students enrolled from urban districts	53.7%	56.7%	51.0%	50.6%	54.6%	55.0%	55.5%
Total number of STEM bachelor’s recipients	168	181	190	185	192	192	194
Number of underrepresented minority STEM bachelor’s recipients	111	145	178	173	143	155	157
Number of women STEM bachelor’s recipients	66	80	81	79	73	75	80
Number of baccalaureates awarded in teacher education	54	40	45	67	70	70	72
Praxis pass rate	100%	100%	100%	100%	100%	100%	100%
Number of new hires teaching in Maryland schools	13	N/A	18	19	20	21	22
Percent of students who attend graduate/professional schools	38%	33%	26%	23%	26%	25%	27%
Percent of students rating preparation for graduate/professional school excellent, good, or fair	93%	100%	100%	96%	90%	95%	97%
Percent of bachelor’s recipients employed one year after graduation	79%	84%	80%	82%	90%	86%	88%
Percent of bachelor’s recipients employed in Maryland one year after graduation	70%	63%	73%	70%	64%	66%	68%
Percent of students rating preparation for jobs excellent, good, or fair	90%	81%	80%	82%	86%	86%	87%
Percent of employers satisfied with employees who are Morgan bachelor’s recipients	91%	85%	86%	95%	94%	95%	96%

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Goal 2. Enhancing Morgan’s Status as a Doctoral Research University: Morgan will enhance its status as a doctoral research university.

Obj. 2.1 Increase research grants and contract awards to \$37 million by 2017.

Obj. 2.2 Increase scholarly publications and activities to 3.5 per full-time tenured/tenure track faculty by 2017.

Obj. 2.3 Increase the number of doctorate degrees awarded to 45 by 2017.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Number of faculty engaged as Principal Investigators in funded research or contracts	98	90	84	85	77	79	82
Value of grants and contracts (millions)	\$28	\$33	\$28	\$29	\$26	\$30	\$31
Number of scholarly publications and activities per full-time tenured/tenure track faculty	2.5	2.7	3.2	2.8	3.3	3.3	3.5
Total doctoral degree recipients	32	37	33	52	58	60	66
Doctoral degree recipients in STEM	6	8	4	11	7	7	11
Doctoral degree recipients in non-STEM	26	29	29	41	51	53	55

Goal 3. Improving and Sustaining Morgan’s Infrastructure and Operational Processes: Morgan will enhance its infrastructure and processes.

Obj. 3.1 Reduce campus electricity usage by 10 percent by 2017 through effective conservation measures, persistent curtailment, and enhanced efficiency services for the expanding number of facilities on its campus.

Obj. 3.2 Reduce campus natural gas usage by 10 percent by 2017.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Reduced electricity usage	N/A	N/A	2.0%	3.0%	3.0%	3.0%	3.0%
Reduced natural gas usage	N/A	N/A	2.0%	4.0%	5.0%	5.0%	5.0%

Goal 4. Growing Morgan’s Resources: Morgan will expand its human capital as well as its financial resources.

Obj. 4.1 Increase cumulative private and philanthropic donations to \$30 million by 2017.

Obj. 4.2 Maintain the alumni giving rate at 15 percent by 2017.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Cumulative private and philanthropic donations (millions)	N/A	\$13.5	\$18.1	\$22.8	\$28.0	\$32.0	\$35.0
Calendar year alumni giving rate	6.5%	13.9%	16.5%	17.0%	17.0%	17.0%	17.0%

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Goal 5. Engaging with the Community: Morgan will engage with community residents and officials in the use of knowledge derived from faculty and student research.

Obj. 5.1 Increase partnerships with Baltimore City public schools, government agencies, businesses and industries, non-profits and community organizations to 375 by 2017.

Obj. 5.2 Increase the number of students participating in University-sponsored community service to 600 by 2017.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Number of partnerships with Baltimore City public schools	121	122	121	130	132	134	136
Number of partnerships with other State public schools	2	2	2	9	11	13	15
Number of partnerships with government agencies, businesses and industries, non-profits, and community organizations	323	329	337	340	342	344	346
Number of students participating in University-sponsored community service	476	427	425	500	520	540	560