

R13M00
Morgan State University

Operating Budget Data

(\$ in Thousands)

	<u>FY 14</u> <u>Actual</u>	<u>FY 15</u> <u>Working</u>	<u>FY 16</u> <u>Allowance</u>	<u>FY 15-16</u> <u>Change</u>	<u>% Change</u> <u>Prior Year</u>
General Funds	\$74,388	\$82,153	\$85,831	\$3,678	4.5%
Deficiencies and Reductions	0	-2,264	-5,352	-3,088	
Adjusted General Fund	\$74,388	\$79,890	\$80,479	\$590	0.7%
Special Funds	4,766	4,308	4,532	224	5.2%
Adjusted Special Fund	\$4,766	\$4,308	\$4,532	\$224	5.2%
Other Unrestricted Funds	85,057	91,017	93,771	2,754	3.0%
Adjusted Other Unrestricted Fund	\$85,057	\$91,017	\$93,771	\$2,754	3.0%
Total Unrestricted Funds	164,211	177,479	184,135	6,656	3.8%
Deficiencies and Reductions	0	-2,264	-5,352	-3,088	
Adjusted Total Unrestricted Funds	\$164,211	\$175,215	\$178,783	\$3,568	2.0%
Restricted Funds	46,809	46,571	48,539	1,968	4.2%
Adjusted Restricted Fund	\$46,809	\$46,571	\$48,539	\$1,968	4.2%
Adjusted Grand Total	\$211,020	\$221,786	\$227,322	\$5,536	2.5%

Note: The fiscal 2015 working appropriation reflects the Board of Public Works reductions. The fiscal 2016 allowance reflects back of the bill reductions.

- The general fund increases \$0.6 million, or 0.7%, in fiscal 2016 after adjusting for a fiscal 2015 Board of Public Works reduction and \$5.4 million in back of the bill reductions in fiscal 2016.
- The Higher Education Investment Fund increases \$0.2 million, or 5.2%, in fiscal 2016 resulting in an overall growth of 1.0%, or \$0.8 million, in State funds above fiscal 2015.

Note: Numbers may not sum to total due to rounding.

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Personnel Data

	<u>FY 14</u> <u>Actual</u>	<u>FY 15</u> <u>Working</u>	<u>FY 16</u> <u>Allowance</u>	<u>FY 15-16</u> <u>Change</u>
Regular Positions	1,149.00	1,138.00	1,138.00	0.00
Contractual FTEs	<u>473.00</u>	<u>479.00</u>	<u>479.00</u>	<u>0.00</u>
Total Personnel	1,622.00	1,617.00	1,617.00	0.00

Vacancy Data: Regular Positions

Turnover and Necessary Vacancies, Excluding New Positions	58.95	5.18%
Positions and Percentage Vacant as of 10/1/14	99	8.7%

- The allowance does not provide for any new regular positions but it should be noted that Morgan State University (MSU) has personnel autonomy and may create new positions during the fiscal year.

Analysis in Brief

Major Trends

Enrollment: Undergraduate enrollment increased by 0.8% to 6,302 in fall 2014. While first-time, full-time (FT/FT) students grew 19.4%, continuing students declined 1.7%. Graduate enrollment increased 7.9% in fall 2014 resulting in an overall enrollment growth of 2.0%.

Student Performance: The second- and third-year retention rates for the 2010 cohort reached their highest rates of 72.3% and 59.4%, respectively but have since fallen slightly. The six-year graduation rate for FT/FT students increased to 34.9% with the 2007 cohort, the highest rate in the past four years. However, six years after enrolling at MSU the status of 30.0% of the students is unknown. The four-year/two-year graduation rates fell to the lowest levels in recent years.

Degree Production Efficiency: Undergraduate degrees per 100 full-time equivalent students consistently fell below the average of the university's peers and the State with the ratio dropping to a low of 12.5 degrees in fiscal 2011. In terms of education and related costs per degree, after reaching a high of \$102,896 in fiscal 2010, expenditures per degree dropped \$86,837 in fiscal 2011, the lowest level in six years.

Research Expenditures and Earned Doctorates: Since 2007, federal research and development expenditures grew from \$10.0 million to \$15.4 million. The number of earned doctorates declined from a high of 42 in 2008 to 25 in 2012 due to a drop in the number of doctorates in education.

Issues

Lack of Response for Information Requests: In order for legislative oversight to be effective, institutions must be forthcoming and timely in responding to information requests to the Department of Legislative Services when reviewing their budget.

Title IX Investigation and Revision of Sexual Misconduct Policy: The Office for Civil Rights (OCR) launched an investigation June 26, 2014, in response to a complaint regarding a sexual assault that occurred on campus during the 2014 spring semester. Over the past months, the Director of Diversity and Equal Employment Opportunity/Title IX coordinator have been working closely with OCR.

Meeting College Expenses: According to data provided by MSU, spending on institution aid declined \$3.5 million in fiscal 2014 with need-based aid decreasing 61.8%, or \$4.0 million. This is despite the fiscal 2014 supplemental budget including an additional \$738,000 to increase institutional need-based financial aid above fiscal 2013 levels.

Faculty Workload: The average units taught dropped from 7.3 to 7.0 between fiscal 2012 and 2013 due to the addition of 13 faculty members. However, despite the addition of 2 faculty members in fiscal 2014, the average course units taught increased to 7.2 units.

Long-term Stability of Intercollegiate Athletics: While institutions rely to a varying extent on student athletic fees to support their Intercollegiate Athletics (ICA) programs, MSU mostly depends on student fees, which account for 81% of the ICA budget, and has one of the highest student athletic fees. Due to this reliance on student fees and the impact on affordability and accessibility a 2014 *Joint Chairmen's Report* required MSU to submit a report on its plan to ensure the long-term financial sustainability of the ICA program and maintain Title IX compliance.

Recommended Actions

1. Restrict funds for need-based aid.

Updates

Integrated Planning and Advising Services: Language in the 2014 *Joint Chairmen's Report* required MSU to submit a report on the implementation of the Integrated Planning and Advising Services technology, its integration into university practices, and the effects on increasing student retention.

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R13M00
Morgan State University

Operating Budget Analysis

Program Description

Morgan State University (MSU), designated as Maryland’s public urban university, is responsible for addressing the needs of the citizens, schools, and organizations within the Baltimore metropolitan area through academic, research, and service programs. One of MSU’s goals is to promote economic development by meeting critical workforce needs by offering programs in professional fields such as engineering, business, teacher education, architecture, and social work.

Based on various socioeconomic and academic measures, MSU enrolls and educates a diverse student body, including those among the best prepared and those who might not obtain a baccalaureate degree without extra support of the institution. MSU offers a comprehensive range of academic programs, awarding baccalaureate degrees emphasizing the arts and sciences and specialized Master’s and doctoral degrees.

Carnegie Classification: DRU: Doctoral/Research University

Fall 2014 Undergraduate Enrollment Headcount

Male	2,839
Female	3,463
Total	6,302

Fall 2014 Graduate Enrollment Headcount

Male	555
Female	841
Total	1,396

Fall 2014 New Students Headcount

First-time	1,078
Transfers/Others	453
Graduate	297
Total	1,828

Campus (Main Campus)

Acres	176
Buildings	57
Average Age	31 years
Oldest	Carnegie Hall (1919)

Programs

Bachelor’s	45
Master’s	35
Doctoral	16

Degrees Awarded (2013-2014)

Bachelor’s	924
Master’s	227
Doctoral	52
Total Degrees	1,203

Proposed Fiscal 2016 In-state Tuition and Fees*

Undergraduate Tuition	\$5,208
Mandatory Fees	\$2,427

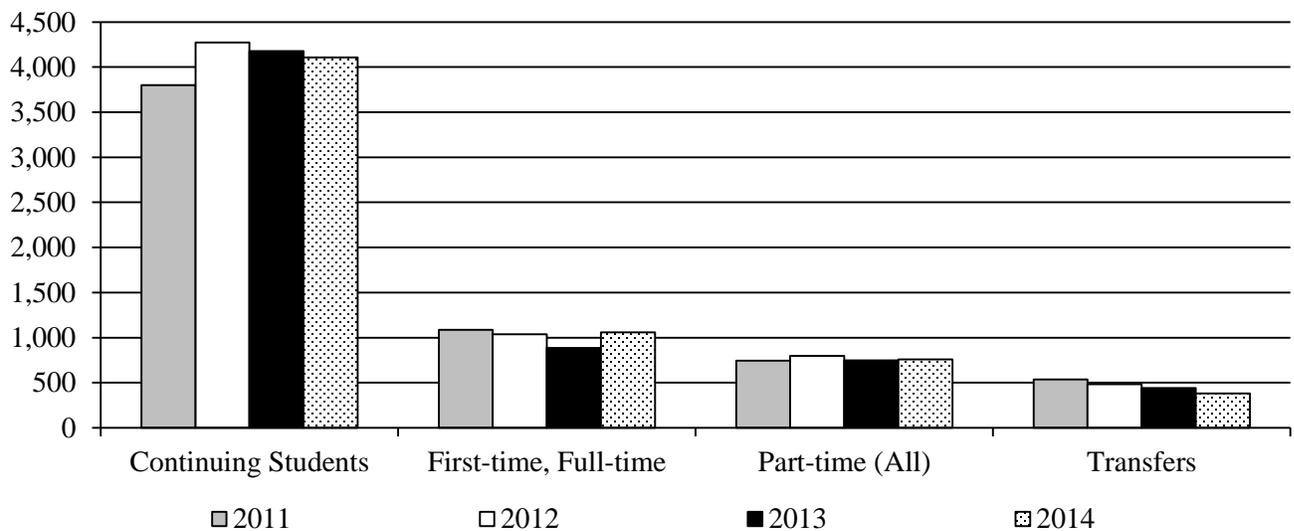
*Contingent on Board of Regents approval.

Performance Analysis

1. Enrollment

Overall, undergraduate enrollment increased by 0.8% to 6,302 in fall 2014. First-time, full-time (FT/FT) students grew 19.4%, as shown in **Exhibit 1**, but was partially offset by a 1.7% decline in continuing students and 13.8% decrease in transfers. After increasing 12.5% in fall 2012, the number of continuing students decreased 3.9% by fall 2014 indicating that retention efforts implemented in 2010 that at first were successful, may need to be reevaluated to determine what improvements can be made to increase the number of returning students. Graduate enrollment increased 7.9% in fall 2014, resulting in an overall enrollment growth of 2.0%.

Exhibit 1
Undergraduate Enrollment
Fall 2011-2014

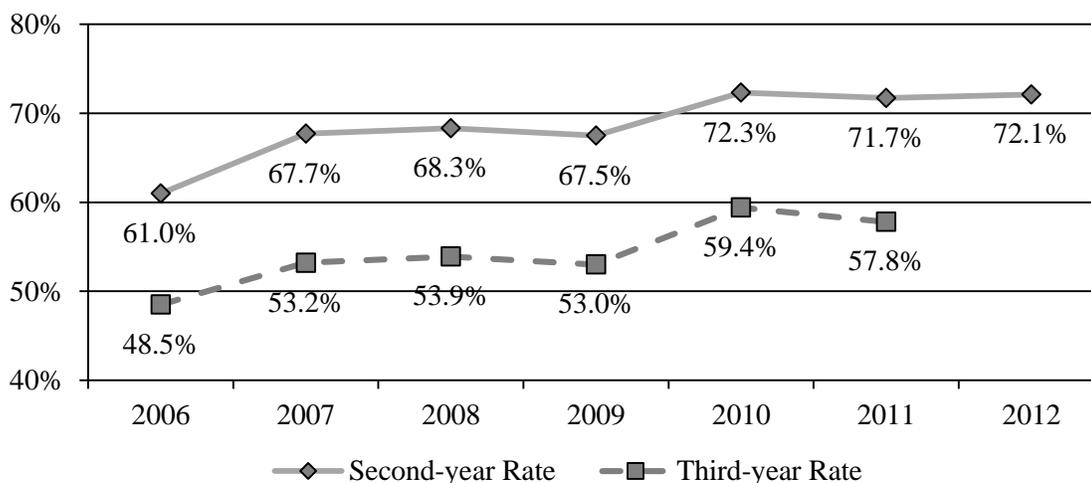


Source: Morgan State University

2. Student Performance

Student persistence, or retention, provides a measure of student progress and an indication of an institution's performance; the higher the retention rate, the more likely students will persist and graduate. As shown in **Exhibit 2**, the second- and third-year rates for the 2007 cohort improved by 6.7 and 4.7 percentage points, respectively. The rates remained fairly stable until the 2010 cohort

Exhibit 2
Second- and Third-year Retention Rates
Frist-time, Full-time 2006-2012 Cohorts



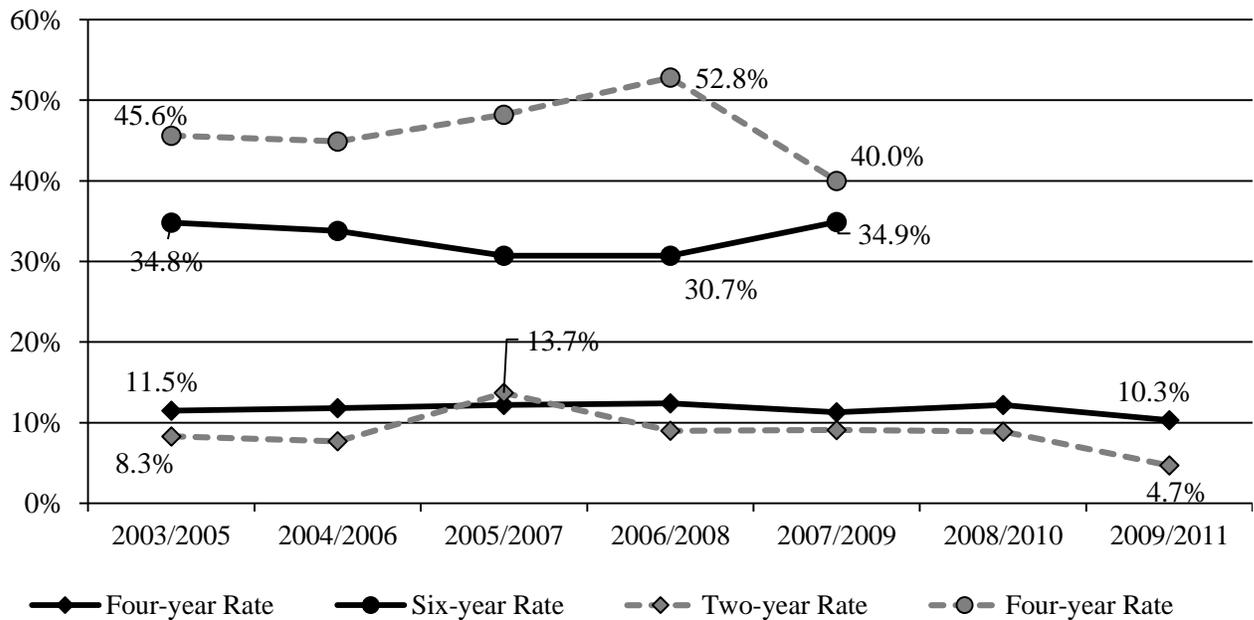
Source: Maryland Higher Education Commission, Retention and Graduation Rates at Maryland Four-year Institutions, October 2014

where the second- and third-year rates reached their highest level of 72.3% and 59.4%, respectively. MSU attributes this to a variety of new initiatives implemented in fall 2010, such as block scheduling and a financial literacy campaign. The second-year rate of the subsequent cohorts remained fairly stable. The third-year rate mirrors the second-year trend and while it fell slightly for the 2011 cohort, it improved 9.3 percentage points from the 2006 to 2011 cohort.

Completion rates are greatly influenced by time – the longer it takes a student to graduate, the more likely (s)he will dropout as other priorities compete with classes. Longer completion times translate into increased costs, not only for the student, but the institution and State as well. According to MSU’s *Annual Faculty Workload Report*, the time to degree for the 2008 FT/FT cohort declined to its lowest level since the 1998 cohort of 9.6 semesters, a little under five years.

Graduation rates are, in part, another measure of student persistence and efficiency – as more students graduate, it “frees up” more room, allowing an institution to enroll more students. **Exhibit 3** shows the four- and six-year graduation rates for FT/FT students and the equivalent rate for transfer students: the two- and four-year graduation rates. Overall, while the FT/FT students consistently graduated at higher number rates after four years than transfer students after two years, the trend flips when comparing the six- and four-year rates. After remaining fairly stable around 12.0%, the FT/FT four-year rate declined to 10.3% with the 2009 cohort. Meanwhile the two-year transfer students rate for the 2011 cohort dropped 4.2 percentage points to 4.7%, the lowest rate across the seven cohorts.

**Exhibit 3
Graduation Rate of First-time, Full-time and
Maryland Community College Transfer Students
2003-2011 Cohorts**



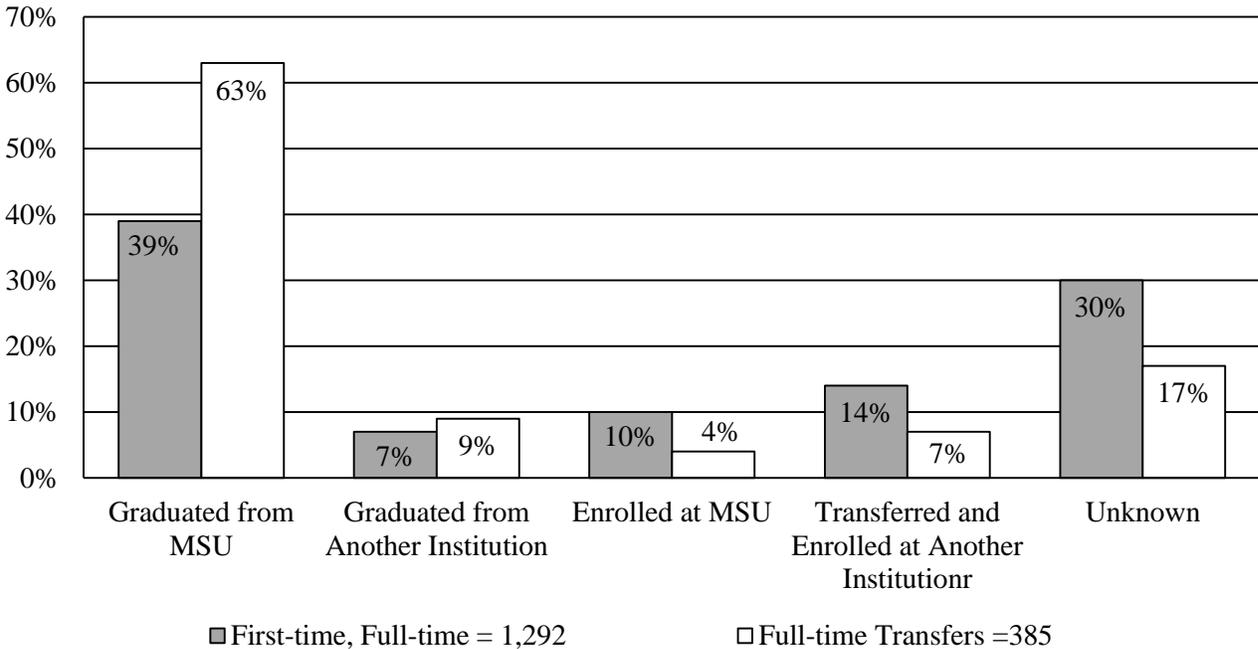
Note: The graduation rates for the first-time, full-time cohort includes those graduated from the institution or those that transferred and graduated from any Maryland four-year institution. The rates for the Maryland community college transfer reflect students that graduated from the institution.

Source: Maryland Higher Education Commission

The six-year rate for FT/FT students improved to 34.9% with the 2007 cohort, the highest rate in the past four years, which is expected given the increase in the second- and third-year retention rate, as previously shown in Exhibit 2. After increasing to a high of 52.8% with the 2008 cohort, the four-year transfer rate dropped to 40.0% with the 2009 cohort.

Traditionally, retention and graduation rates, as previous discussed, only measure the progress of FT/FT students and do not account for students who enroll in multiple institutions over the course of their college career. One in five students who complete a degree will do so at a different institution than the one they first enrolled in, according to the National Student Clearinghouse. Student Achievement Measures (SAM) provide a more comprehensive picture of a student’s progression to completion by tracking student movements across institutions. As shown in **Exhibit 4**, within six years of enrolling at MSU, transfer students complete at a higher rate than FT/FT students of 63.0% compared to 39.0%, respectively. After six years, 10.0% of FT/FT students are still enrolled at MSU while the status of 30.0% of the students are unknown.

Exhibit 4
Status of First-time, Full-time and Full-time Transfers
Seeking a Bachelor’s Degree after Six Years
Fall 2007 Cohort



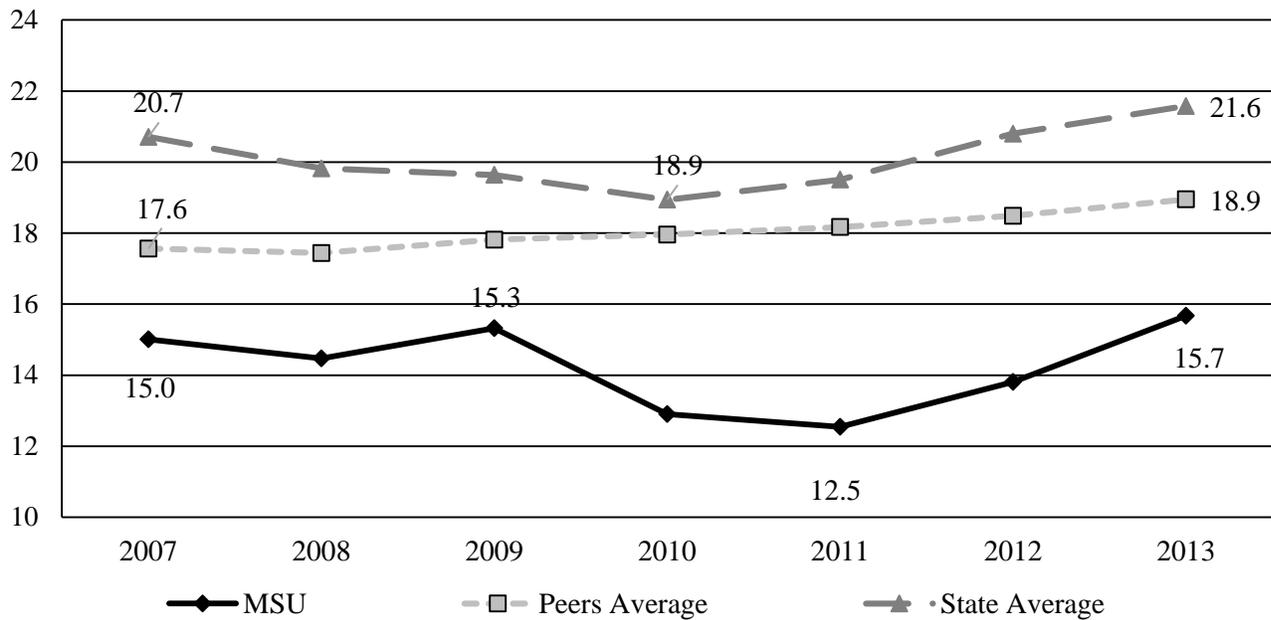
MSU: Morgan State University

Source: Student Achievement Measures

3. Degree Production Efficiency

Trends in the number of undergraduate degrees awarded per 100 undergraduate full-time equivalent students (FTES) show MSU as an institution that is being, more or less, productive in graduating students. Ideal performance on this indicator would be 25 completions per 100 FTES since, in general, one-quarter of all students enrolled would graduate each year. **Exhibit 5** compares MSU’s ratio to the average of its peers and the State’s public four-year institutions. Peer institutions are those similar to MSU on a variety of characteristics used as a basis to assess MSU’s performance and provide a funding standard. Overall, MSU’s degrees per FTES consistently fall below the averages of its peers and the State. After degree production reached 15.3 degrees in fiscal 2009, the ratio dropped to a low 12.5 degrees in fiscal 2011, but has improved to 15.7 degrees in fiscal 2013 due to an increase in the number of degrees awarded coupled with flat or declining enrollment.

**Exhibit 5
Undergraduate Degrees Per 100 Full-time Equivalent Students
Fiscal 2007-2013**

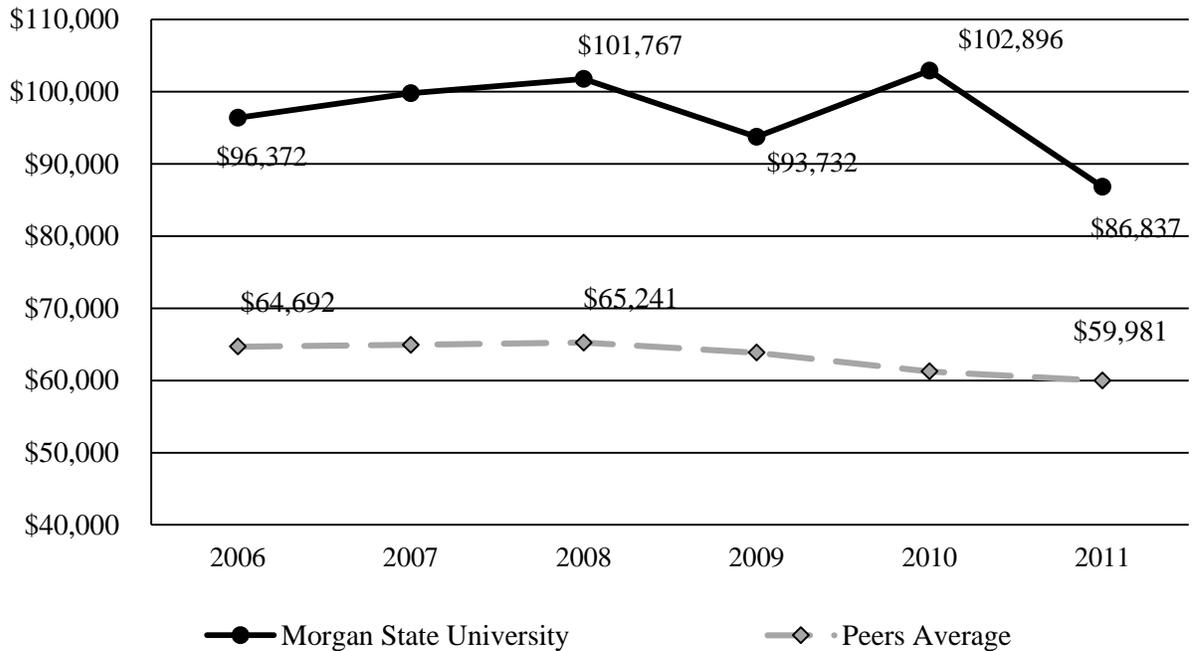


MSU: Morgan State University

Source: Integrated Postsecondary Education System; Department of Legislative Services

Education and related (E&R) expenditures per degree measures the cost of producing a degree, showing, if an institution is becoming more or less productive over time in using its resources to produce degrees. Therefore, the lower the expenditures, the more efficient an institution is in producing degrees. Since spending per degree would be similar among those institutions that have comparable spending and enrollment patterns, MSU’s E&R expenditures are compared to the mean of its funding peers. As shown in **Exhibit 6**, after reaching a high of \$102,896 in fiscal 2010, expenditures fell by \$16,059, resulting in the cost per degree dropping to \$86,837 in fiscal 2011, the lowest level in six years. However, the cost per degree at MSU still exceeds that of its peers by \$26,856.

**Exhibit 6
Education and Related Expenditures Per Degree Completed
Academic Year 2006-2011**



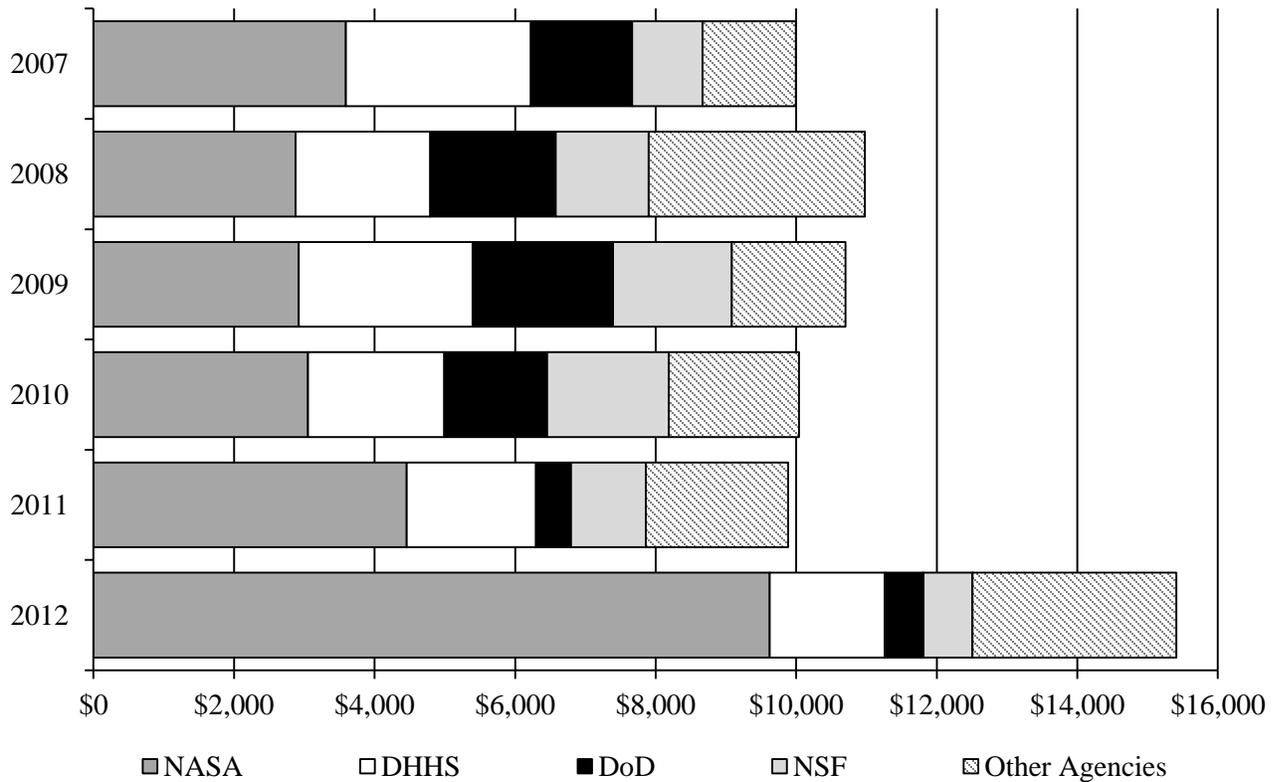
Note: Education and related expenditures includes direct spending on: instruction; student services; education share of spending on academic and institutional support; and operations and maintenance. All dollar amounts are reported in 2011 dollars (Higher Education Price Index adjusted).

Source: *Delta Project, Trends in College Spending Online*; Department of Legislative Services

4. Research Expenditures and Earned Doctorates

A goal of MSU’s strategic plan is to enhance its status as a doctoral research university with an objective of increasing grants and contract funding. This not only serves to measure productivity but the capacity to pursue research that attracts and retains faculty. In fiscal 2012, federal research and development (R&D) expenditures increased by \$5.5 million due to a \$28.5 million, five-year grant from the National Aeronautics and Space Administration, as shown in **Exhibit 7**. Overall, since fiscal 2007, federal R&D expenditures have grown from \$10.0 million to \$15.4 million. According to the National Science Foundation (NSF), MSU ranked 281 out of 649 institutions in total R&D expenditures.

Exhibit 7
Research and Development Expenditures
Fiscal 2007-2012
(\$ in Thousands)

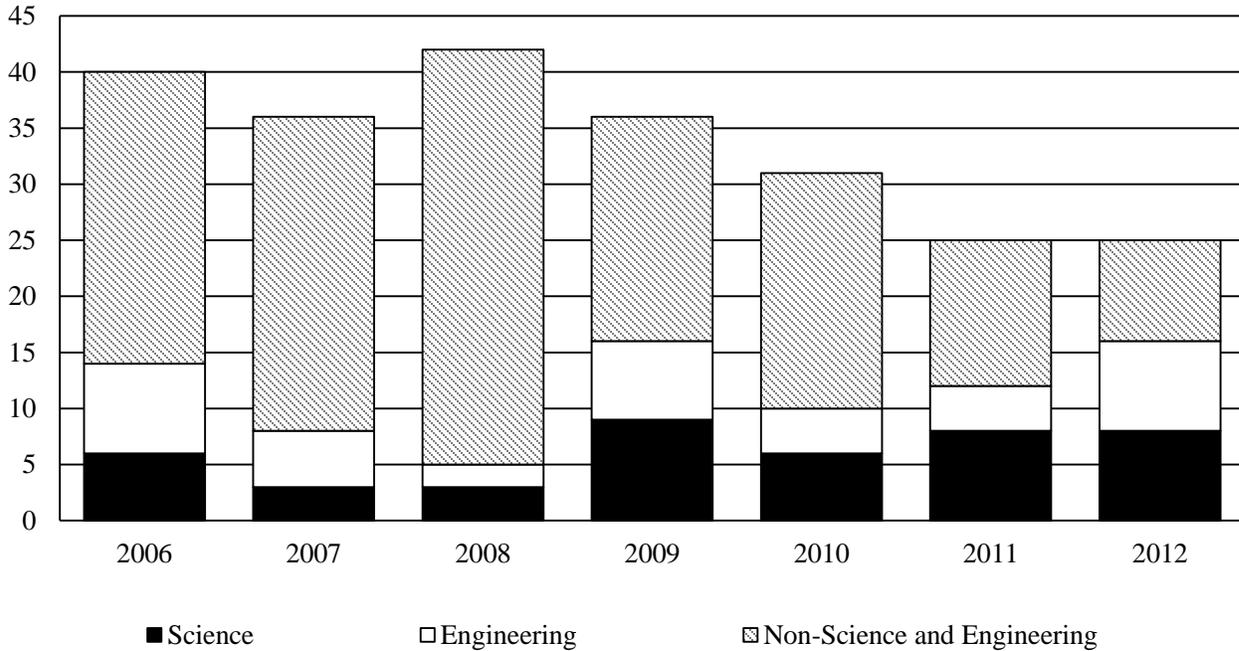


DHHS: Department of Health and Human Services (including NIH)
 DoD: Department of Defense
 NASA: National Aeronautics and Space Administration
 NSF: National Science Foundation

Source: National Science Foundation, National Center for Science and Engineering Statistics, *Higher Education R&D Survey*

Another component of MSU’s research goal is to award at least 20 research doctorates annually. Overall, the number of earned doctorates declined from a high of 42 in 2008 to 25 in 2012, as shown in **Exhibit 8**. This is primarily due to a drop in the number of nonscience degrees from 37 in 2008 to 9 in 2012, which can be attributed to the number of education doctorates falling from a high of 35 in 2008 to 2 in 2012. In fiscal 2012, according to NSF, MSU ranked 256 out of 415 institutions in the number of earned doctorates. **The President should comment on reasons for the decline in the number of education doctorates.**

**Exhibit 8
Number of Earned Doctorate Degrees
2006-2012**



Source: National Science Foundation, National Center for Science and Engineering Statistics, *Survey of Earned Doctorates*

Fiscal 2015 Actions

Cost Containment

The Board of Public Works (BPW) approved two rounds of cost containment measures resulting in a combined \$2.7 million, or 3.3%, reduction of MSU’s State appropriation. In July 2014, BPW reduced MSU’s State appropriation by 0.5%, or \$0.4 million, which included the elimination of 6 positions (administrative vacancies) and \$0.3 million in associated salary and wages; and \$0.1 million in surplus funding for telecommunications maintenance. In January 2015, BPW approved a \$2.3 million, or 2.8%, reduction of its State appropriations. MSU will meet this reduction through position reductions (\$1.4 million), equipment purchases and marketing reductions (\$0.3 million), and delay in library and faculty development enhancements (\$0.3 million). In addition, MSU will use \$0.3 million in utility savings to cover operating expenses.

Proposed Budget

As shown in **Exhibit 9**, the general fund allowance for fiscal 2016 is 0.7%, or \$0.6 million, higher than fiscal 2015 after including the fiscal 2015 cost containment actions and adjusting for across-the-board reductions in the fiscal 2016 allowance. The across-the-board reductions include a general 2.0% reduction (\$1.7 million), elimination of employee increments (\$2.0 million), and a 2.0% pay reduction (\$1.6 million). The Higher Education Investment Fund (HEIF) increases 5.2%, or \$0.2 million, over fiscal 2015. State funds totaling \$85.0 million, grow 1.0%, or \$0.8 million, over fiscal 2015. Other unrestricted funds increase 3.0%, or \$2.8 million, primarily due to tuition and fee revenue growth by 4.3%, or \$2.3 million, partly due to a planned 5.0% increase in resident undergraduate tuition.

Exhibit 9
Proposed Budget
Morgan State University
(\$ in Thousands)

	FY 14	FY 15	FY 16	FY 15-16	% Change
	<u>Actual</u>	<u>Adjusted</u>	<u>Adjusted</u>	<u>Change</u>	<u>Prior Year</u>
General Funds	\$74,388	\$82,588	\$85,831		
July 2014 BPW		-435			
January 2015 BPW		-2,264			
Across the Board			-5,352		
Total General Funds	\$74,388	\$79,890	\$80,479	\$590	0.7%
HEIF	\$4,766	\$4,308	\$4,532	\$224	5.2%
Total State Funds	\$79,154	\$84,198	\$85,011	\$814	1.0%
Other Unrestricted Funds	\$85,057	\$91,017	\$93,771	\$2,754	3.0%
Total Unrestricted Funds	\$164,211	\$175,215	\$178,783	\$3,568	2.0%
Restricted Funds	\$46,809	\$46,571	\$48,539	\$1,968	4.2%
Total Funds	\$211,020	\$221,786	\$227,322	\$5,536	2.5%

BPW: Board of Public Works

HEIF: Higher Education Investment Fund

Note: Fiscal 2016 general funds are adjusted to reflect across-the-board reductions: \$1.7 million related to a 2% reduction; \$1.6 million related to the fiscal 2015 cost-of-living adjustment; and \$2.0 million for increments.

Source: Governor's Budget Books, Fiscal 2016, Department of Legislative Services

Current Services Cost

MSU estimates its State-supported current service costs (CSC) increase \$3.8 million, as shown in **Exhibit 10**. These costs are typically funded with unrestricted revenues (*e.g.*, general funds, the HEIF, and tuition and fee revenues). However, MSU did not include increases in personnel costs such as health insurance and retirement, which typically accounts for a significant portion of the increase in CSC. The Department of Legislative Services (DLS) estimates the increases in personnel costs to be \$1.9 million resulting in CSC increasing by \$5.7 million. Additionally, financial aid was not included in CSC, implying that MSU is not planning on increasing expenditures on institutional aid, and there are no expenses related to Title IX compliance and implementing its revised sexual misconduct policy, which requires training of all faculty, staff, and students.

Exhibit 10
Morgan State University
Increase in Current Service Costs
Fiscal 2016

	<u>Amount</u>
New Facility	\$1,000,000
Network and Technology Upgrade	900,000
Facilities Renewal	500,000
Library	450,000
Physical Plant Maintenance	400,000
Lillie Carroll Jackson Museum	400,000
Statewide Enterprise Resource Planning	148,133
Total Current Services Cost	\$3,798,133

Note: Morgan State University (MSU) estimated current services cost to increase \$4.2 million. However, \$0.4 million of laboratory enhancement, better categorized as enhancements, are deducted from MSU's current services cost.

Source: Morgan State University

Total unrestricted revenues increase \$3.6 million, as previously shown in Exhibit 10, which includes \$2.8 million in other unrestricted revenues and \$0.8 million in State funds, after adjusting the general fund for across-the-board reductions. This does not provide sufficient revenues to cover the

increase in CSC; therefore, MSU will either have to reduce its base budget by at least \$2.2 million and/or find other revenue sources.

Budget changes by program area in the allowance are shown in **Exhibit 11**. This data includes unrestricted funds only, the majority of which consist of general funds, the HEIF, and tuition and fees revenue. Overall, education and general expenditures, excluding auxiliary enterprises, increase 8.2%, or \$11.2 million, after adjusting for cost containment and funds specific to Historically Black Colleges and Universities (HBCU). This is due to a growth in personnel expenditures (*e.g.*, annualization of the fiscal 2014 salary increments and cost-of-living adjustment (COLA), the fiscal 2015 COLA and salary increments). Spending on instruction also increased due to conversion of 30 faculty to regular positions. In terms of revenues, other unrestricted funds increase 280.2%, or \$3.9 million, which are attributed to other sources totaling -\$1.9 million in fiscal 2014 and \$1.9 million in fiscal 2015, which is related to the transfer of \$2.0 million to the general fund in fiscal 2014.

Overall, revenues in fiscal 2015, including those funds specific to HBCUs, total \$144.9 million, excluding auxiliary enterprises. Total educational and general expenditures total \$148.9 million (after adjusting for cost containment and funds specific to HBCUs) exceeding revenues by \$4.0 million. However, auxiliary revenues exceed expenditures by \$4.0 million which will be used to cover expenses in the academic portion of the budget.

Total expenditures, excluding auxiliary enterprise, grow 2.4%, or \$3.5 million, in fiscal 2016 after adjusting for across-the-board reductions of \$5.3 million and funds specific to HBCUs. However, since at this time it is not known how MSU will allocate the reduction across the program areas, it is difficult to compare the difference in expenditures between fiscal 2015 and 2016. MSU stated that in order to meet the 2% general reduction of \$1.7 million in fiscal 2016, it will make the reductions from the January 2015 BPW action permanent.

In fiscal 2016, educational and general expenditures exceed revenues by \$3.9 million, after adjusting for across-the-board reductions and funds specific to HBCUs; therefore, surplus revenue of \$3.9 million from auxiliary enterprises will be needed to cover the shortfall in the academic area.

Exhibit 11
MSU Budget Changes for Unrestricted Funds by Program
Fiscal 2014-2016
(\$ in Thousands)

	<u>2014</u>	<u>Adjusted Working 2015</u>	<u>% Change 2014-2015</u>	<u>Adjusted 2016</u>	<u>\$ Change 2015-2016</u>	<u>% Change 2015-2016</u>
Expenditures						
Instruction	\$47,840	\$52,796	10.4%	\$54,698	\$1,902	3.6%
Research	976	902	-7.5%	1,040	138	15.3%
Public Service	255	552	116.5%	586	34	6.2%
Academic Support	18,755	20,976	11.8%	22,239	1,262	6.0%
Student Services	6,500	6,697	3.0%	7,074	377	5.6%
Institutional Support	30,299	30,753	1.5%	33,219	2,466	8.0%
Operation and Maintenance of Plant	19,325	20,152	4.3%	20,527	374	1.9%
Scholarships and Fellowships	13,712	16,658	21.5%	16,658	0	0.0%
Cost Containment/ATB Reductions		-2,264		-5,352		
Subtotal Education and General	\$137,661	\$147,223	6.9%	\$150,689	\$3,465	2.4%
Auxiliary Enterprises	26,550	27,991	5.4%	28,094	103	0.4%
Total	\$164,211	\$175,215	6.7%	\$178,783	\$3,568	2.0%
Funds Specific to HBCUs		1,664		1,722	57	3.4%
Adjusted Total	\$164,211	\$176,879	7.7%	\$180,504	\$3,625	2.0%
Revenues						
Tuition and Fees	54,414	53,801	-1.1%	56,106	2,305	4.3%
General Funds	74,388	79,889	7.4%	80,479	590	0.7%
Higher Education Investment Fund	4,766	4,308	-9.6%	4,532	224	5.2%
Other Unrestricted Funds	1,382	5,256	280.2%	5,705	449	8.5%
Subtotal	\$134,951	\$143,255	6.2%	\$146,823	\$3,568	2.5%
Auxiliary Enterprises	30,595	31,960	4.5%	31,960	0	0.0%
Transfers (to) from Fund Balance	-1,335	0		0		
Total	\$164,211	\$175,215	6.7%	\$178,783	\$3,568	2.0%
Funds Specific to HBCUs		1,664		1,722	57	3.4%
Adjusted Total	\$164,211	\$176,879	7.7%	\$180,504	\$3,625	2.0%

ATB: across-the-board

HBCU: Historically Black Colleges and Universities

MSU: Morgan State University

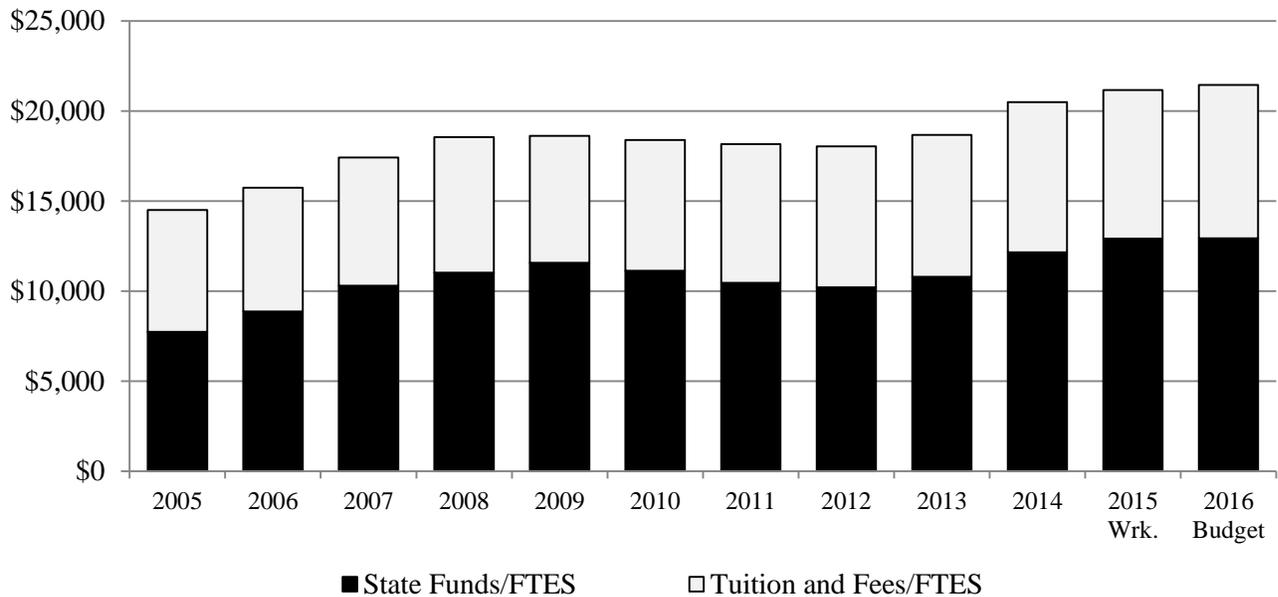
Note: Fiscal 2015 general funds reflect \$2.7 million of cost containment actions. Fiscal 2016 general funds are adjusted by \$5.4 million to reflect across-the-board reductions.

Source: Governor's Budget Books, Fiscal 2016, Department of Legislative Services

Revenues Per FTES

Since fiscal 2012, a year after the tuition freeze was lifted, State funds (general fund and the HEIF) increase 26.6% to \$12,929 per FTES in fiscal 2016, as shown in **Exhibit 12**. Tuition and fee revenues per FTES grow 8.9%, or \$699, over the same time period totaling \$8,531. Overall, from fiscal 2012 to 2016 total funds per FTES increase \$3,415 to \$21,451 while enrollment declined 8.0%, or 573 FTES.

Exhibit 12
State Funds and Tuition and Fee Revenues Per FTES
Fiscal 2005-2016



FTES: full-time equivalent students

Note: Fiscal 2015 general funds are adjusted to reflect January Board of Public Works cost containment and fiscal 2016 reflect across-the-board reductions.

Source: Governor’s Budget Books

Issues

1. Lack of Response for Information Requests

In order for legislative oversight to be effective, institutions must be forthcoming and timely in responding to information requests from DLS when reviewing their budget. Numerous requests for information were made to MSU for which DLS did not receive a response despite repeated efforts to obtain the information. **Therefore, DLS recommends the budget committee chairs request MSU to submit the following information prior to budget decisions:**

- **expenditures on institutional aid by category and expected family contribution (EFC) for fiscal 2014 and institutional aid expenditures for fiscal 2015 and 2016;**
- **an explanation of cancellation of unrestricted and restricted funds for the fiscal 2014 closeout;**
- **fund balance for the past five years broken down by State and non-State supported; and**
- **an explanation of what MSU’s attributes to the status of 30% of the FT/FT 2007 cohort being unknown according to the SAM.**

The President should comment on the lack of timeliness in submitting the requested information to DLS.

2. Title IX Investigation and Revision of Sexual Misconduct Policy

Over the past year, the issue of sexual assault of women while in college garnered much attention and discussion. This was, in part, fueled with the release of a list in May 2014 by the U.S. Department of Education’s Office for Civil Rights (OCR) of 52 institutions under investigation for possible violations of federal law regarding the handling of sexual assault and harassment complaints. In January 2015, the list expanded to 94 institutions which included MSU.

OCR is charged with administrative enforcement of Title IX. Investigations are initiated either by an individual complaint or a federal decision to examine records and policies called a “compliance review.” If a violation is found an institution is at risk of losing its federal funds, but first OCR must seek a voluntary resolution with the institution. Through this process the institution would enter into an agreement with OCR on the steps it would take to remedy the problem.

Status of the Investigation

An investigation was launched on June 26, 2014, in response to a complaint regarding a sexual assault that occurred on campus during the 2014 spring semester. Over the past months, the Director

of Diversity and Equal Employment Opportunity (EEO)/Title IX coordinator has worked closely with OCR and submitted requested documentation. OCR subsequently conducted follow-up telephone interviews with four staff members. As part of the investigation process, OCR will conduct a site visit in February 2015 to convene focus groups on campus that will include faculty, staff, and students. The coordinator is working with OCR to finalize the logistics of the visit and focus group sessions.

At the conclusion of its investigation, OCR will make a determination if there is either insufficient or a preponderance of evidence to support the conclusion that the university failed to comply with the law. The determination will be explained in a letter of findings. If OCR finds a Title IX violation, there is a risk that MSU could lose its federal funds, but OCR must first seek a voluntary resolution with the institution.

Revision of Policies

After reviewing its policies on sexual assault and sexual harassment to ensure alignment with federal requirements, it was determined to combine the policies to create a broader and more extensive policy. The new draft university policy on sexual misconduct encompasses all forms of sexual misconduct including sexual assault, dating and domestic violence, and stalking. The policy appears to address key elements identified in a checklist for what campuses should consider in their sexual misconduct policies developed by the White House Task Force to Protect Students from Sexual Assault. This includes clear definitions of key terms, reporting options, complaint and investigation process, providing on and off campus resources, steps to follow after a sexual assault, prohibiting retaliation, and education and training requirements. The policy was approved at the February Board of Regents meeting.

MSU has started or plans to start, several initiatives including training of faculty, staff, and students; development of education materials; conducting workshops; and revising the student code of conduct. Additionally, the University Police signed a memorandum of understanding with the Baltimore City Police Department in which all incidents of sexual assault are to be investigated by the Baltimore City Police.

The President should comment on the status of the OCR investigation, efforts to comply with federal requirements, and the cost of implementing the policy.

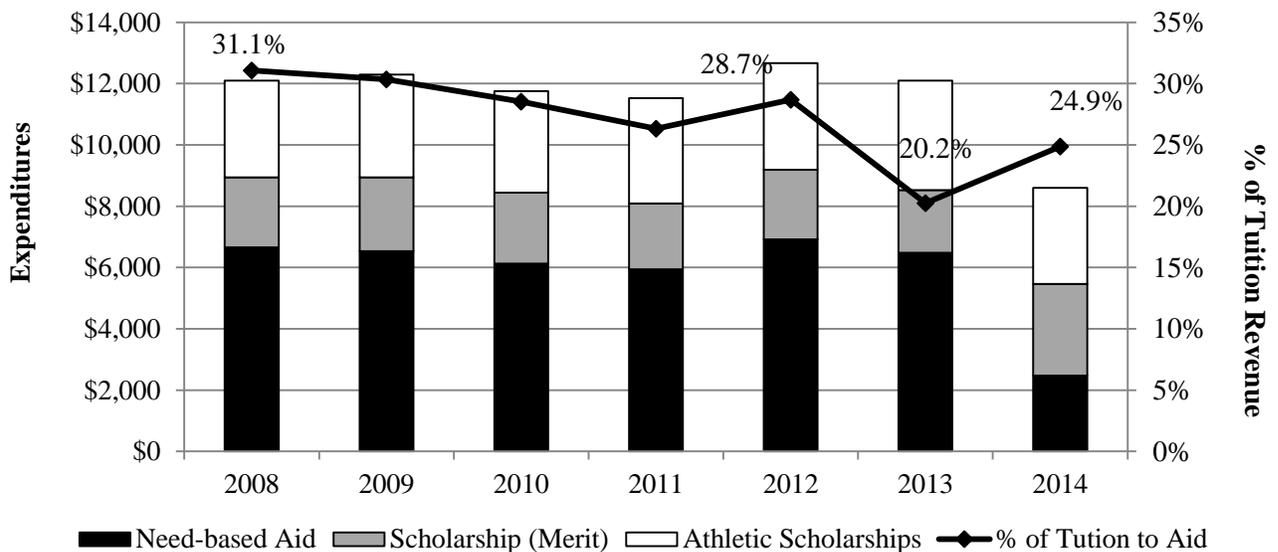
3. Meeting College Expenses

The lack of financial resources frequently contributes to a student's decision to stop or drop out of college. As the costs of a college education continue to escalate, students and families are relying more on various types of financial aid, *e.g.*, federal, State, and institutional, to effectively bring down the cost of college. According to the National Center for Education Statistics' College Navigator, the total cost for a FT/FT Maryland undergraduate student at MSU in fiscal 2013 was \$20,740 (based on tuition, mandatory fees, books and supplies, other expenses, and the weighted average of room and board). However, when accounting for the average amount of federal, State, and institutional aid, the average net price was \$13,311, a 35.8% reduction in the net cost of attendance.

In fiscal 2013, 62% of MSU’s undergraduate students received Pell awards, according to College Navigator, which are given to those who otherwise could not afford college and have an EFC of less than a specific amount, which was, \$5,081, in fiscal 2014. EFC is an indicator of the amount a family is required to contribute to pay for a student’s college education; therefore the lower EFC, the greater the financial aid.

According to data provided by MSU, spending on institutional aid declined \$3.5 million in fiscal 2014, as shown in **Exhibit 13**, with expenditures on need-based aid decreasing 61.8%, or \$4.0 million. The fiscal 2014 supplemental budget included an additional \$738,000 to increase institutional need-based financial aid above fiscal 2013 levels. Last year, MSU stated it did not specifically use the funds to increase expenditures on need-based aid but instead used the funds to increase expenditures on other aid programs targeting needy students. Furthermore, MSU also stated that due to a decline in enrollment and tuition revenues being less than budgeted, \$0.3 million of the appropriation specifically provided for need-based aid was used to cover other operating expenditures. **Since MSU did not use its fiscal 2014 appropriation as specified in the supplemental budget DLS recommends restricting \$738,000 of its general fund appropriation to be used only for institutional need-based aid awards.**

Exhibit 13
Institutional Aid and Percentage of Undergraduate Tuition Revenue
Fiscal 2008-2014
(\$ in Thousands)



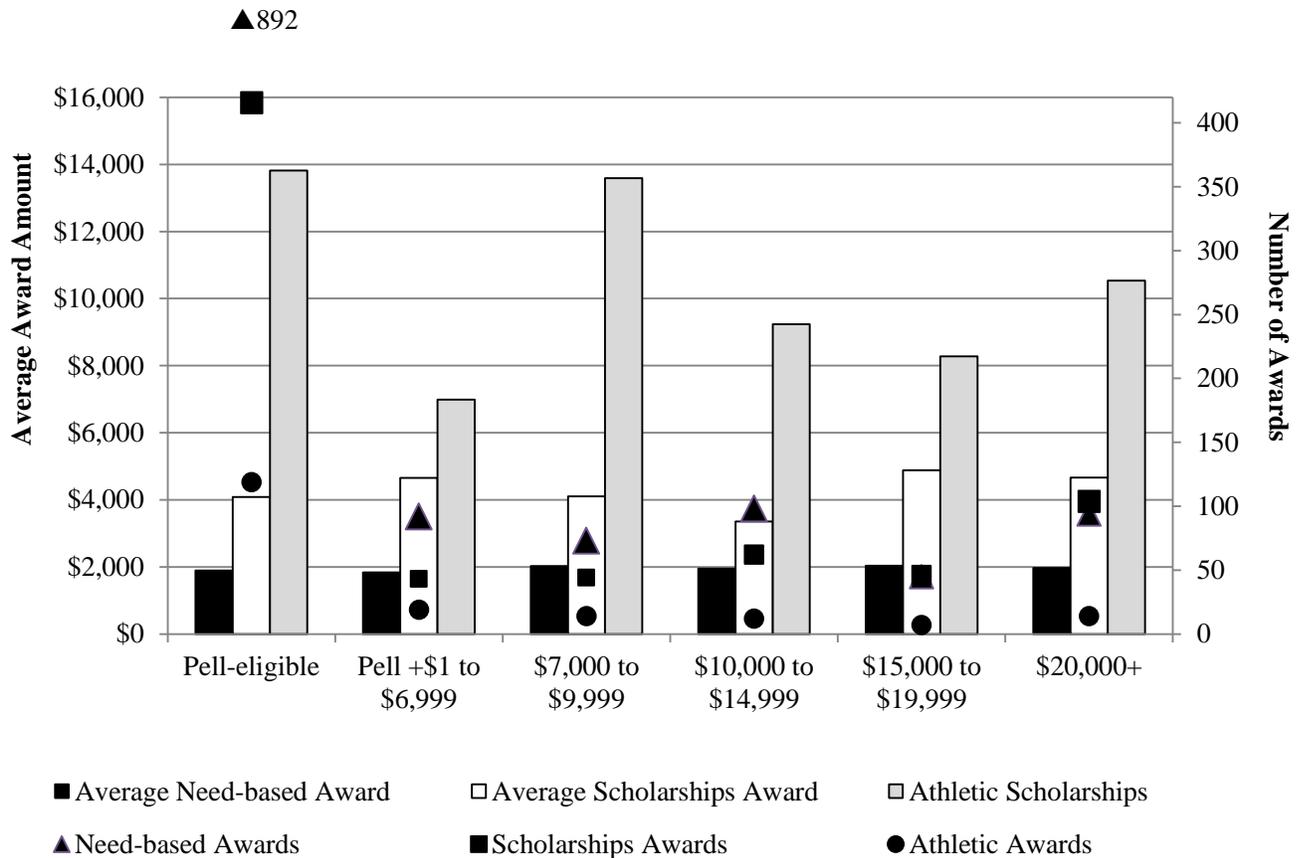
Source: Morgan State University; Department of Legislative Services

Since dropping to a low of 20.2% in fiscal 2013, institutional aid as a percentage of undergraduate tuition revenue increased to 24.9% in fiscal 2014. However, this is still below the percentages prior to fiscal 2013.

The President should comment on why institutional aid was reduced by \$3.5 million and, in particular, why spending on need-based aid was reduced by \$4.0 million and the impact on low-income students.

Exhibit 14 shows the number of institutional aid awards by EFC and the average amount of the award. In fiscal 2014, Pell-eligible students received 68.9% of the need-based aid awards and 58.2% of the scholarship awards with average awards of \$1,892 and \$4,084, respectively.

**Exhibit 14
Number and Average Amount of Institutional Aid Received Per Recipient
Fiscal 2014**

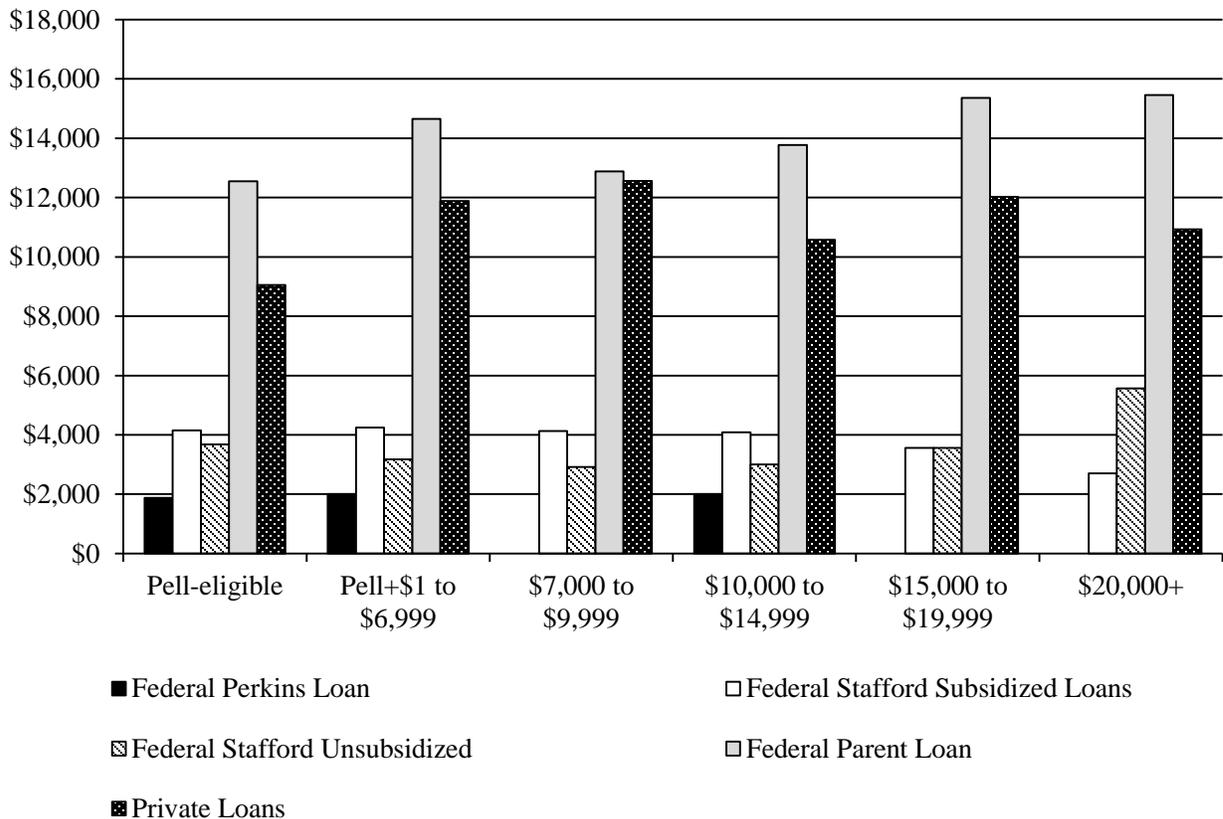


Source: Morgan State University

While the students with the greatest financial need typically receive Pell and institutional aid, it is still not enough to cover the cost of college. As shown in **Exhibit 15**, students in all EFC categories take out various types of loans to finance their education. There are three types of loans:

- federal subsidized loans based on financial need with the government paying the interest while the student is enrolled in school (Perkins and Stafford loans);
- federal unsubsidized loans generally for those who do not demonstrate financial need with the interest added to the balance of the loan while the student is enrolled in school; and
- private loans.

Exhibit 15
Mean Loan Amount by Type and Expected Family Contribution
Fiscal 2014



Source: Morgan State University

In fiscal 2014, of the 3,852 Pell-eligible students, 99.3% and 87.4% took out federal unsubsidized and subsidized loans, respectively, with loans averaging \$3,678 and \$4,145. On average, the highest loans taken out for all EFC categories were the federal plus parent loans, with an EFC of over \$20,000 taking out the highest average loan amount of \$15,456.

4. Faculty Workload

Annual language in the *Joint Chairmen's Report* (JCR) requires MSU to submit a report on the instructional workload of tenured and tenure-track faculty. While previous reports focused on tenured/tenure-track faculty, DLS requested data be included on full- and part-time nontenured/nontenure-track faculty which includes adjuncts, instructors, and lecturers, which institutions have increasingly relied on over the years. As shown in **Exhibit 16**, these faculty comprise 58.5% of the faculty. Therefore, the report provides information on the instructional workload of all types of faculty.

Exhibit 16
Instructional Faculty by Type
Fiscal 2014

	<u>Total</u>	<u>%</u>
Tenured/Tenure Track	291	41.4%
Full-time Nontenured/Nontenure Track	170	24.2%
Part-time Nontenured/Nontenure Track	241	34.3%
Total	702	

Source: Morgan State University

The average units taught by tenured faculty dropped from 7.4 to 7.0 between fiscal 2011 and 2013 due to the addition of 13 faculty members, as shown in **Exhibit 17**. However, despite the addition of two faculty members in fiscal 2014, the average course units taught increased to 7.2 units. When including all types of instructional faculty, the number of course units slightly declines to 7.19 units. As a comparison, this is slightly higher than the average of 6.9 units at University of Maryland Baltimore County (UMBC) and 5.6 units at University of Maryland, College Park.

Exhibit 17
Average Course Units Taught by Full-time Equivalent
Tenured/Tenure-track and Full-time
Nontenured/Nontenure-track Instructional Faculty
Fiscal 2011-2014

	2011	2012	2013	2014	
	<u>Tenure</u>	<u>Tenure</u>	<u>Tenure</u>	<u>Tenure</u>	<u>All</u>
Morgan State University	7.4	7.3	7.0	7.23	7.19
University of Maryland, College Park	5.9	5.6	5.5	5.5	5.6
University of Maryland Baltimore County	6.6	6.8	6.6	6.5	6.9

Note: Data on all categories of instructional faculty was not reported prior to fiscal 2013.

Source: Morgan State University; University System of Maryland

While the previous exhibit showed the average number of course units taught, **Exhibit 18** illustrates the average semester hours generated by faculty, which provides an indication of how well institutions are managing faculty and maintaining class size. When data from both tables are considered together, it provides a better picture of instructional productivity. While MSU faculty teach more course units when compared to other State public research institutions, they also produced the least number of credit hours per semester, indicating faculty teach more classes to fewer students.

Exhibit 18
Average Semester Credit Hours Generated
Fiscal 2014

	<u>Tenure</u>	<u>All</u>
Morgan State University	299	330
University of Maryland, College Park	445	547
University of Maryland Baltimore County	357	473

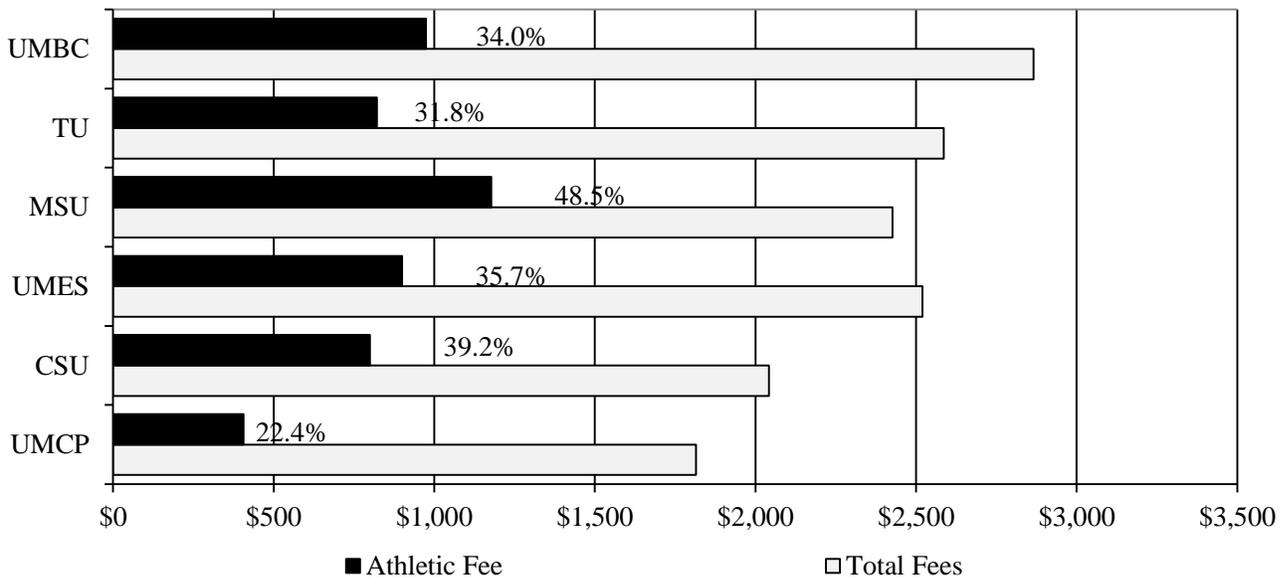
Source: Morgan State University; University System of Maryland

The President should comment if MSU is looking at ways to be more efficient without affecting quality including ways to improve faculty productivity, and consolidation or elimination of low enrollment courses and/or programs.

5. Long-term Stability of Intercollegiate Athletics

Over the past few years, increasing Intercollegiate Athletic (ICA) expenses have garnered much attention. How institutions pay for these programs receives less attention. While institutions rely to a varying extent on student athletic fees to support their ICA programs, MSU mostly depends on student fees, which account for 81.0% of the ICA budget. Of Maryland’s Division I programs, MSU continues to have one of the highest student athletic fees despite not raising the fee in fiscal 2015. In fiscal 2015, MSU’s fee of \$1,177 exceeds UMBC’s athletic fee by \$203. However, unlike MSU and other institutions, UMBC’s fee included support for club and recreational sports, which other institutions include in the student activity fee; therefore, student support of athletics at UMBC is actually lower. Overall, MSU’s athletic fees account for 48.5% of the total mandatory fees, while at the other Division I programs, the athletic fee, on average, comprises 32.9% of total fees, as illustrate in **Exhibit 19**.

Exhibit 19
Percentage of Athletic Fee to Total Mandatory Fees
Fiscal 2015



CSU: Coppin State University
 MSU: Morgan State University
 TU: Towson University

UMBC: University of Maryland Baltimore County
 UMCP: University of Maryland, College Park
 UMES: University of Maryland Eastern Shore

Due to this reliance on student fees and the impact on affordability and accessibility, language in the 2014 JCR required MSU to submit a report on plans to ensure the long-term financial sustainability of the ICA program and maintain Title IX compliance. MSU submitted a report on October 13, 2014, summarizing its plan. MSU plans to outsource sports advertising and sponsorship sales; increase fundraising efforts; evaluate athletic scholarships to include other types of institutional aid; increase merchandising through its online store; and hire a full-time marketing and development person to increase revenue and branding of the athletic program. MSU is also considering remaining a Division I program with enhanced resource development; exploring reclassification to be a Division I nonscholarship football program; exploring the advantages and disadvantages of being reclassified to Division II; and undertaking athletic-related capital improvements to pursue naming opportunities. **While the report addresses finding other revenues sources to support ICA, there was no mention of opportunities to reduce expenditures; therefore, the President should comment on whether the ICA's budget was reviewed to identify areas where spending could be reduced or opportunities to improve efficiency.**

In regard to Title IX as it relates to athletic programs, Title IX provides for the equal treatment of both sexes with regard to three aspects of sports: (1) participation opportunities; (2) athletic scholarships (allocation is in proportion to the number of male and female students participating in athletics); and (3) equal treatment of men's and women's teams in terms of overall areas (*e.g.*, locker rooms, practice and game facilities, recruitment, and academic support). Generally, participation opportunities garner the most attention in which an athletic program must show it meets one of the three tests:

- participation opportunities for male and female students are substantially proportionate to their respective undergraduate program;
- a history and continuing practice of program expansion to the developing interests and abilities of the underrepresented sex; or
- the athletic interests and abilities of the underrepresented sex have been fully and effectively accommodated.

MSU uses the substantially proportionate test and as such is not in compliance with Title IX. According to the U.S. Department of Education, of the 233 students participating in a sport, 145 were males and 88 females; however, females comprise 55% of MSU's undergraduate enrollment. In order to comply with Title IX, MSU is considering adding women's soccer and eliminating men's track and field; assessing the current state of the program; and adding cheerleading, if the National Collegiate Athletic Association elevates it to a varsity sport.

Recommended Actions

1. Add the following language to the unrestricted fund appropriation:

. provided that \$738,000 of this appropriation made for the purpose of increasing expenditures on institutional need-based financial aid above the fiscal 2015 level may only be expended for that purpose. Funds not expended for this restricted purpose may not be transferred by budget amendment or otherwise to any other purpose and shall revert to the General Fund.

Explanation: This language restricts \$0.7 million of the general fund appropriation that was provided in the fiscal 2014 supplemental budget to increase expenditures on institutional need-based financial aid, only be expended to increase need-based aid above the fiscal 2015 level.

Updates

1. Integrated Planning and Advising Services

Language in the 2014 JCR required MSU to submit a report on the implementation of the Integrated Planning and Advising Services (IPAS) technology, its integration into university practices and the effects on increasing student retention. MSU was awarded a \$100,000 grant from the Bill and Melinda Gates Foundation for the implementation of IPAS, which enhances advising and provides user-friendly tracking and monitoring systems. The goals of adopting this technology include (1) increasing faculty triggered early alerts; (2) increasing students' utilization of campus resources; (3) providing seamless, transparent, and user-friendly monitoring and tracking of students in high-risk cohorts; and (4) providing online resources where faculty, staff, and students can access feedback and action plans for student success.

The campuswide launch of Starfish in March 2014 provides MSU with a case management approach in intervening with at-risk students. At the end of the spring 2014 semester and toward the end of the fall 2014 semester, 26,719 and 26,736 flags, respectively, were raised, as shown in **Exhibit 20**. For the fall 2014 semester, additional categories were added to the system such as high-priority students (*i.e.*, students who did not pay their bills on time or pre-register for courses), referrals, and kudos. The use of Starfish has resulted in students scheduling more office hours with faculty or advisors and appointments for services.

Exhibit 20 Number and Types of Flags Raised

	<u>Spring 2014</u>	<u>Fall 2014</u>
System Raised Mid-term Grade	7,960	8,702
Final Grade	5,072	
Grade Point Average Below 2.0	1,458	
Progress Surveys	11,187	7,495
Manually by Instructors	1,042	5,826
High-priority Students		3,171
Kudos		2,224
Referrals		124

Source: Morgan State University

Current and Prior Year Budgets

Current and Prior Year Budgets

Morgan State University

(\$ in Thousands)

	<u>General</u>	<u>Special</u>	<u>Federal</u>	<u>Other</u>	<u>Total</u>	<u>Restricted</u>	<u>Total</u>
	<u>Fund</u>	<u>Fund</u>	<u>Fund</u>	<u>Unrestricted</u>	<u>Unrestricted</u>	<u>Fund</u>	<u>Fund</u>
Fiscal 2014							
Legislative Appropriation	\$75,609	\$5,611	\$0	\$98,564	\$179,785	\$56,539	\$236,324
Deficiency Appropriation	-2,283	0	0	-382	-2,665	0	-2,665
Budget Amendments	1,061	-71	0	8,128	9,118	10,669	19,787
Reversions and Cancellations	0	-\$774	0	-21,254	186,238	-20,399	165,840
Reported Expenditures	\$74,388	\$4,766	\$0	\$85,057	\$164,211	\$46,809	\$211,020
Adjusted Expenditures							
Budget Amendments				-8,128	-\$8,128	-10,669	-\$18,797
Cancellations				-\$4,997	-\$4,997		-\$4,997
Adjusted Total	\$74,388	\$4,766	\$0	\$85,057	\$164,211	\$45,869	\$210,080
Actual Expenditures	\$74,388	\$4,766	\$0	\$85,057	\$164,211	\$46,809	\$211,020
Fiscal 2015							
Legislative Appropriation	\$81,803	\$4,308	\$0	\$91,017	\$177,129	\$46,571	\$223,700
Cost Containment	-435	0	0	0	-435	0	-435
Budget Amendments	785	0	0	0	785	0	785
Working Appropriation	\$82,153	\$4,308	\$0	\$91,017	\$177,479	\$46,571	\$224,050

Fiscal 2014

For fiscal 2014, the general fund decreased \$1.2 million, which included \$2.3 million in reductions by deficiency appropriations related to health insurance, retirement, and the State Personnel System. Budget amendments added \$1.1 million related to a 3% COLA.

The special fund appropriation decreased \$71,115 related to language in the fiscal 2014 budget bill that transferred a portion of the HEIF to St. Mary's College of Maryland.

Other unrestricted funds decreased \$13.5 million including a reduction of \$0.4 million in deficiency appropriations related to retirement. A budget amendment, which should have reduced unrestricted funds by \$8.1 million due to a decline in enrollment and therefore a decrease in tuition and fee revenues, was instead reflected as an increase resulting in the cancellation of \$21.3 million. When adjusted to reflect actual expenditures the cancellation totals \$5.0 million.

Restricted funds decrease \$10.7 million through budget amendments due to a decline in enrollment resulting in a decrease in Pell grants and a decline in federal appropriations. Cancellations of restricted funds total \$20.4 million. Adjusted to reflect a budget amendment that should have reduced the restricted fund appropriation by \$10.7 million, MSU had actual expenditures of \$45.9 million. However, a reevaluation of this discrepancy is part of the additional information requested by DLS in Issue 1, because according to the Governor's budget book actual expenditures total \$46.8 million.

Fiscal 2015

For fiscal 2015, general funds for MSU increased \$0.4 million. A budget amendment adding \$0.8 million related to the fiscal 2015 2% COLA was partially offset by \$0.4 million in cost containment measures.

Audit Findings

Audit Period for Last Audit:	March 24, 2010 – June 30, 2013
Issue Date:	October 2014
Number of Findings:	7
Number of Repeat Findings:	3
% of Repeat Findings:	42.8%
Rating: (if applicable)	n/a

Finding 1: **MSU had not established adequate controls over changes to student residency status determinations.**

Finding 2: Lack of adequate review to adjustments to room and board charges.

Finding 3: **MSU had not established adequate accountability over grants received from federal, State, and private entities for research and development and outstanding grant accounts were not pursued for payment as required by the State’s Central Collection Unit’s regulation.**

Finding 4: **Insufficient controls over electronic timesheets for regular and contractual employees to ensure they were properly completed and approved.**

Finding 5: Insufficient access, monitoring, password, and account controls over student administration, human resources, and financial systems.

Finding 6: The intrusion detection prevention system was not properly protecting the network.

Finding 7: Malware protection on workstations and servers need improvement.

*Bold denotes item repeated in full or part from preceding audit report.

**Morgan State University Filled Full-time Equivalent Personnel by
Budget Program
Fiscal 2006, 2014, and 2015**

	2006		2014		2015		2006-2015
	<u>FTEs</u>	<u>% of Total FTEs</u>	<u>FTEs</u>	<u>% of Total FTEs</u>	<u>FTEs</u>	<u>% of Total FTEs</u>	<u>% Change of Share</u>
Instruction	365	37.7%	364	34.4%	368	35.0%	-2.6%
Research	59	6.1%	110	10.4%	85	8.1%	2.0%
Public Service	0	0.0%	1	0.1%	1	0.1%	0.1%
Academic Support	98	10.1%	116	11.0%	125	11.8%	1.7%
Student Services	66	6.8%	61	5.8%	61	5.8%	-1.0%
Institutional Support	218	22.5%	233	22.0%	241	22.9%	0.4%
Operations, Maintenance of Plant	94	9.7%	97	9.2%	95	9.0%	-0.7%
Auxiliary	69	7.1%	77	7.3%	76	7.2%	0.1%
Total	969		1,059		1,051		

FTE: full-time equivalent

Note: Data are for filled regular positions only. All data is self-reported and unaudited. Numbers may not sum to total due to rounding.

Source: Morgan State University

**Object/Fund Difference Report
Morgan State University**

<u>Object/Fund</u>	<u>FY 14 Actual</u>	<u>FY 15 Working Appropriation</u>	<u>FY 16 Allowance</u>	<u>FY 15 - FY 16 Amount Change</u>	<u>Percent Change</u>
Positions					
01 Regular	1,149.00	1,138.00	1,138.00	0.00	0%
02 Contractual	473.00	479.00	479.00	0.00	0%
Total Positions	1,622.00	1,617.00	1,617.00	0.00	0%
Objects					
01 Salaries and Wages	\$ 98,208,104	\$ 106,096,354	\$ 112,646,063	\$ 6,549,709	6.2%
02 Technical and Spec. Fees	27,330,464	28,350,294	28,790,026	439,732	1.6%
03 Communication	1,126,117	1,132,269	1,112,401	-19,868	-1.8%
04 Travel	3,348,791	3,661,608	3,710,524	48,916	1.3%
06 Fuel and Utilities	8,827,289	8,925,162	9,072,993	147,831	1.7%
07 Motor Vehicles	782,831	939,116	929,058	-10,058	-1.1%
08 Contractual Services	20,499,014	21,186,590	21,173,061	-13,529	-0.1%
09 Supplies and Materials	6,264,603	6,377,914	6,220,011	-157,903	-2.5%
11 Equipment – Additional	4,677,826	4,561,743	5,176,022	614,279	13.5%
12 Grants, Subsidies, and Contributions	33,075,951	35,664,860	36,658,015	993,155	2.8%
13 Fixed Charges	4,605,613	4,905,379	4,934,385	29,006	0.6%
14 Land and Structures	2,273,409	2,248,562	2,251,111	2,549	0.1%
Total Objects	\$ 211,020,012	\$ 224,049,851	\$ 232,673,670	\$ 8,623,819	3.8%
Funds					
40 Unrestricted Fund	\$ 164,210,941	\$ 177,478,605	\$ 184,134,720	\$ 6,656,115	3.8%
43 Restricted Fund	46,809,071	46,571,246	48,538,950	1,967,704	4.2%
Total Funds	\$ 211,020,012	\$ 224,049,851	\$ 232,673,670	\$ 8,623,819	3.8%

Note: The fiscal 2015 working appropriation does not include January 2015 Board of Public Works reductions and deficiencies. The fiscal 2016 allowance does not reflect contingent or across-the-board reductions.

**Fiscal Summary
Morgan State University**

<u>Program/Unit</u>	<u>FY 14 Actual</u>	<u>FY 15 Wrk Approp</u>	<u>FY 16 Allowance</u>	<u>Change</u>	<u>FY 15 - FY 16 % Change</u>
01 Instruction	\$ 47,952,297	\$ 52,924,697	\$ 54,826,739	\$ 1,902,042	3.6%
02 Research	29,919,850	30,068,930	31,142,408	1,073,478	3.6%
03 Public Service	254,991	552,070	586,343	34,273	6.2%
04 Academic Support	18,870,893	21,059,147	22,352,242	1,293,095	6.1%
05 Student Services	6,605,686	6,871,066	7,265,558	394,492	5.7%
06 Institutional Support	30,398,100	30,881,100	33,327,012	2,445,912	7.9%
07 Operation and Maintenance of Plant	19,327,601	20,173,523	20,547,723	374,200	1.9%
08 Auxiliary Enterprise	26,606,252	28,044,299	28,150,626	106,327	0.4%
17 Scholarships and Fellowships	31,084,342	33,475,019	34,475,019	1,000,000	3.0%
Total Expenditures	\$ 211,020,012	\$ 224,049,851	\$ 232,673,670	\$ 8,623,819	3.8%
Unrestricted Fund	\$ 164,210,941	\$ 177,478,605	\$ 184,134,720	\$ 6,656,115	3.8%
Restricted Fund	46,809,071	46,571,246	48,538,950	1,967,704	4.2%
Total Appropriations	\$ 211,020,012	\$ 224,049,851	\$ 232,673,670	\$ 8,623,819	3.8%

Note: The fiscal 2015 working appropriation does not include January 2015 Board of Public Works reductions and deficiencies. The fiscal 2016 allowance does not reflect contingent or across-the-board reductions.