

**Baltimore City  
Community College**

**Board of Trustees  
Open Session**

**Dr. Debra L. McCurdy**  
President

**Mr. Kurt L. Schmoke**  
Chair

MONDAY | DECEMBER 19, 2022

**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

TAB 1 | Approval of the December 19, 2022 Agenda

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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

Open Session Agenda | 4:00pm December 19, 2022 (Virtual Zoom Meeting)  
Meeting Link: <https://bccc-edu.zoom.us/j/96484948604>

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- I. Call to Order Mr. Kurt L. Schmoke, *Chair*
  - a. Adoption of Agenda **(Vote)**
    - i. Approval of the November 16, 2022 Agenda (Tab 1) Mr. Kurt L. Schmoke, *Chair*
  
- II. Board Actions/Consent Agenda **(Vote)** Mr. Kurt L. Schmoke, *Chair*
  - a. November 16, 2022 Open Session Meeting Minutes (Tab 2)
  - b. November 16, 2022 Closed Session Meeting Summary (Tab 2)
  - c. December 15, 2022 Finance/Audit Committee Meeting Minutes (Tab 2)
  - d. Student Government Association (Tab 3)
  - e. AFSCME Local #1870 at BCCC Report/Comments (Tab 4)
  - f. Faculty Senate Report (Tab 5)
  
- III. Items Removed from the Agenda (Tab 6) Mr. Kurt L. Schmoke, *Chair*
  
- IV. New Business (Tab 7) Mr. Kurt L. Schmoke, *Chair*
  - a. Finance/Audit Committee Meeting December 15, 2022 Dr. Debra McCurdy, *President*
    - i. Procurement Policies & Procedures **(Overview)** Mr. Stephen Hardy, *VP Finance*
  
    - ii. Procurement Awards over \$25,000 to \$99,999 **(Information)**
      - 1. Textbooks/Jones & Bartlett Publisher (\$25,282.56)
      - 2. Textbooks/MAV Holding Corporation (\$29,954.20)
      - 3. Textbooks/MAV Holding Corporation (\$38,286.23)
      - 4. Caulking Services/ECO Engineering, Inc. (\$34,818)
      - 5. Fuel/Greentech Fuel Management Inc (\$39,400)
      - 6. X-Ray Sensor System/Patterson Dental Supply (\$43,430)
      - 7. Textbooks/Pearson Education Inc. (\$43,975.12)
      - 8. Main Building Furniture Maryland Correctional Enterprises (\$79,580) - Revised
      - 9. Textbooks/Clinical Solutions Business Unit (\$47,829.84)
      - 10. Textbooks/Cengage Learning Inc. (\$65,289)
      - 11. 25 Live Software/CollegeNet (\$71,990.64)
      - 12. Textbooks/Morton Publishing Co. (\$73,577)
      - 13. Financial Aid Consulting Services/FA Solutions (\$12,500) – Contract Modification
  
  - iii. Approval Requests **(Vote)** Mr. Kurt L. Schmoke, *Chair*
    - 1. Refund Select (\$75,000) – Contract Modification Dr. Debra McCurdy, *President*
    - 2. IT Consultant (\$116,800) Mr. Stephen Hardy, *VP Finance*

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3. LSB Skylight Repair (\$88,850)

Mr. Michael Thomas, *VP Workforce*  
Ms. Anna Lansaw, *Director of Procurement*

V. College Policies (Tab 8)

Mr. Kurt L. Schmoke, *Chair*

a. No Policies

VI. Presentations (Tab 9)

Mr. Kurt L. Schmoke, *Chair*  
Dr. Debra McCurdy, *President*  
Mr. Stephen Hardy, *VP Finance*

a. Monthly Financial Performance Report

b. Enrollment Report

Dr. Debra McCurdy, *President*  
Dr. Jade Borne, *VP Student Affairs*

c. ERP Update

Dr. Debra McCurdy, *President*  
Mr. Peter Farrell, *Deputy CIO*

VII. President's Report (Tab 10)

Mr. Kurt L. Schmoke, *Chair*  
Dr. Debra McCurdy, *President*

VIII. Active Search Listing (Tab 11)

Mr. Kurt L. Schmoke, *Chair*

IX. Motion for Adjournment (**Vote**)

Mr. Kurt L. Schmoke, *Chair*

**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

**BOARD ACTIONS / CONSENT AGENDA**

- TAB 2 | November 16, 2022 Minutes
  - TAB 2 | November 16, 2022 Closed Session Meeting Summary
  - TAB 2 | December 15, 2022 Finance/Audit Committee Meeting Minutes
  - TAB 3 | Student Government Association Report
  - TAB 4 | AFSCME Local #1870 at BCCC Report/Comments
  - TAB 5 | Faculty Senate Report
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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

TAB 2 | November 16, 2022 Minutes

TAB 2 | November 16, 2022 Closed Session Meeting Summary

TAB 2 | December 15, 2022 Finance/Audit Committee Meeting Minutes

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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

Open Session Minutes | 4:00pm November 16, 2022 (Virtual Zoom Meeting)

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**Board Members Present:** Chair Kurt L. Schmoke, Ms. Leonor Tannhauser Blum, Mr. John Goeken, Ms. Lelia Parker, Dr. Rachel Pfeifer, and Mr. J. C. Weiss

**Absent:** Mr. Jason Perkins-Cohen

**Also Present:** President Debra L. McCurdy

- I. Call to Order
  - a. Adoption of Agenda
    - i. Approval of the November 16, 2022 Agenda

Chair Schmoke asked for a motion to adopt the November 16, 2022 Agenda. Trustee Weiss moved to adopt the Agenda and Trustee Tannhauser Blum seconded it. There were no objections and the Agenda was adopted. The Open Session began at 4:07pm.

- II. Board Actions/Consent Agenda
  - a. October 19, 2022 Open Session Meeting Minutes
  - b. October 19, 2022 Closed Session Meeting Summary
  - c. November 9, 2022 Finance/Audit Committee Meeting Minutes
  - d. AFSCME Local #1870 at BCCC Report/Comments
  - e. Faculty Senate Report

Chair Schmoke asked for a motion to approve the Consent Agenda. Trustee Tannhauser Blum moved to adopt the motion and Trustee Weiss seconded it. There were no objections, and the Consent Agenda was adopted.

Chair Schmoke approved Nena Kutniewski, President of AFSCME for BCCC, to present comments to the Board of Trustees.

Ms. Kutniewski related problematic issues related to the implementation of the new student information system.

- Records and Registration staff had to manually correct each individual student's curricula data, which could have severely affected over 800 students of receiving financial aid for the fall semester due to the Legacy system.
- Due to a lack of adequate reporting tools, an unknown number of students who do not receive aid, still have incorrect curricula data attached to their records.
- Transfer credits, exemptions, and student attribute codes remain missing. Long term, inaccurate and missing academic data is hugely problematic from an accreditation status. Presently, it creates of level of anxiety and frustration for students who have incomplete records and cannot order complete transcripts through Banner.

- Degree Works remains in the development stage. This is a huge problem with no backup plan for auditing and graduating students. The current stopgap measure was developed by a skilled service worker.
- Students have expressed their anger over the continued lack of communication and training on the new system, and regularly report the components of their academic history that they see is missing through emails and in-person conversations.
- It was mandated that BCCC go live before faculty and staff were trained, before data was properly and fully migrated and vetted, and before students were informed.
- These issues were previously brought twice to the Board. The new ERP issues impact not only the student experience, but BCCC's accreditation status.

### III. Items Removed from the Agenda

- a. None

### IV. New Business

- a. Finance/Audit Committee Meeting November 9, 2022
  - i. Procurement Policies & Procedures
    1. Obligation Bonds-Board of Public Works
      - a. South Pavilion Roof Replacement (\$436,772)
      - b. Retroactive Approval
      - c. West Pavilion Chiller Replacement (\$108,118)  
Retroactive Approval
      - d. West Pavilion Fire System & Equipment Upgrade  
(\$458,000)-Pre-Approval

Dr. McCurdy stated that the contracts were presented to Board of Public Works for retroactive approval without any comment before approval. Ms. Lansaw stated that contracts under deferred maintenance will come to the Board and then to the Board of Public Works.

For clarification, Chair Schmoke reiterated that these came back to the Board of Trustees, then were sent to the Board of Public Works, and now are signed.

- ii. Procurement Awards Over \$25,00 to \$99,999
  1. Off-Site Disaster Recovery Services (\$53,854)
  2. Fire Pump Controller Replacement (\$45,450)  
Emergency Procurement
  3. Microsoft Unified (\$51,648)
  4. Life Science Building Furniture (\$37,849)
  5. Main Building Furniture (\$47,474)
  6. 2<sup>nd</sup> and 3<sup>rd</sup> Floor Stairwells (\$32,610)

Dr. McCurdy stated that these projects are going through the procurement process and are under the \$100,000 threshold that falls within the procurement authority of the President but are being brought to the Board to keep them aware of financial activity going on at the College.



iii. Approval Requests

1. Refugee Services (\$138,712)

Vice President Michael Thomas stated that this is a contract with the Department of Labor. It provides a service to oversee the Refugee School Impact Grant Program. The contract is renewed every year.

Chair Schmoke asked for a motion to approve the Refugee Services contract. Trustee Weiss moved to adopt the motion and Trustee Parker seconded it. There were no objections, and the contract was approved.

2. RecoverySelect/TaxSelect (\$342,000)

Ms. Anna Lansaw, Director of Procurement, informed the Board that this contract provides verification and validation of student accounts information and for the issuance of 1098s at the end of each calendar year. The amount of \$342,000 is estimated for the next three years.

Chair Schmoke asked for a motion to approve the RecoverySelect/TaxSelect contract. Trustee Parker moved to adopt the motion and Trustee Tannhauser Blum seconded it. There were no objections, and the contract was approved.

V. College Policies

a. No Policies

VI. Presentations

a. Monthly Financial Performance Report

Mr. Steven Hardy, Vice President for Administration and Finance, presented the monthly financial performance report for the month ending October 31, 2022.

- There was a label change on the chart – Total Revenues.
- There were no real changes. The Net Surplus was \$15,800.26, an increase of \$1 million more.
- Real Estate Lease – Highlighted the payments for FY 2021 and 2022.
- State Appropriation – Almost \$2 million higher because the State approved the earnings increase over the year, so this recaptures the pay increases.
- WBJC Radio Station – Accounting allocations will be looked at again. The numbers are according to previous practices.
- Mr. Hardy will work with Trustee Weiss regarding the budget numbers.
- In response to Chair Schmoke’s question at the 10/19/2022 Board meeting about “forecasting”, Mr. Hardy reported that historic knowledge of forecasting BCCC’s budget was done prior to his arrival. Due to the pandemic, there is little forecasting. He needs at least six months to provide a meaningful forecast.

Chair Schmoke asked if BCCC students are benefiting from WBJC. Dr. McCurdy stated that the Radio Station has a new Director and she has had a conversation about Broadcasting programs and internships with him.

b. Enrollment Report

Dr. Jade Borne, Vice President for Student Affairs, brought back CCSSE student retention data. He began sharing information regarding recruitment and retention efforts in line with Realignment Task 5 - Strategic Enrollment & Recruitment Planning.

- Stop Outs – From spring 2021 to present, 1,994 students, who were previously enrolled at BCCC failed to return. Outreach efforts are underway to reach out to this population to encourage them to return. Communication includes email blasts, text messaging, social media postings, direct outreach by recruitment team.
- Near Completers – For spring 2023, efforts are underway to identify and reach out to former students who have completed 45 or more credits towards a degree.
- Degree Audits/College Transfer Credit Articulations - Between October 1<sup>st</sup> and 31<sup>st</sup>, 2022, Records and Registration staff conducted seven hundred first-time degree audits and 180 transfer credit articulations. Automating degree audits will help advisors and students clearly understand missing course requirements and help plan for semester course schedules.
- Banner and Degree Works - When fully implemented, will streamline the degree audit process.
- Early Advising/Registration Push – Starting November 14, 2022, Advisors will begin offering group advising/registration sessions for currently enrolled students. This initiative is designed to target current students to get them advised and registered for the winter and/or spring term before they leave for the Winter Break.
- Advising Appointments Options –To supplement virtual services, individual appointments, as well as walk-in advising services are now available for new and returning students. This will allow for more dedicated time for advisors to spend with each student. Additionally, advisors will be better prepared to advise students.
- FAFSA Workshops -The Financial Aid staff held six FAFSA Application Workshops to help students who needed assistance to apply for federal financial aid for the 2022-2023 and 2023-2024 academic years. In October, the events took place every Tuesday at 6pm and the 1<sup>st</sup> and 3<sup>rd</sup> Saturdays at noon.
- Improved Communication Capabilities – For the month of October 2022, Admissions and Recruitment continued to implement Phase II of CRM Recruit Communication. It is designed to provide improved and continuous communications between prospective students and BCCC and allow for better enrollment tracking to identify and remediate bottlenecks in the enrollment process for individual and groups of students.

Dr. Borne gave a shout out to the BCCC's Men's Basketball team playing WVU Potomac State College tonight.

Chair Schmoke revisited community outreach to Latino students as a reminder about recruitment efforts for this population. Dr. Borne will bring back to the next Board meeting the results of efforts put in place. Trustee Pfeifer also asked to include our city partnerships.

Ms. Becky Burrell, Vice President for Institutional Effectiveness. Research and Planning (“IERP”), presented information about the Community College Survey of Student Engagement (CCSSE).

- The survey is conducted every two to three years by IERP. Since 2001, it has been an external survey based at the University of Texas, Austin which is designed to build on research related to student retention by asking students several questions about their college experiences and community support. For the first time in Spring of 2022, the Community College Faculty Survey of Student Engagement (CCFSSE) was administered.
- Charts were shared with the Board containing trend information and students’ response to services available to them as being very, somewhat, or not at all satisfied. Advising services, Transfer Advising/Planning services, and Counseling services have shown to be trending upwards. Financial Aid services is seeing a flat rate but has increased in 2020 – 2022 under the leadership of Ms. Saleem Chaudhry, Director of Financial Aid. In response to the decrease in support for students, since COVID, the implementation of the ERP system assisted in bringing up those numbers.
- CCSSE’s next Steps:
  - Develop and review more trend data with 2022 Results
  - Develop data focused on “Special Populations”
  - External reporting uses
  - Annual Performance Accountability Report (PAR) for the Maryland Higher Education Commission (MHEC)
  - Annual Managing for Results (MFR) submission to the Department of Budget Management (DBM)
  - Support the 2023-24 Self-Study for the Middle States Commission on Higher Education (MSCHE)
  - Internal uses
  - Strategic Plan
  - Component Institutional Plans (e.g., Enrollment Management Plan)
  - Division and Unit-level plans
  - Benchmarking and target-setting
  - Establishing priorities
  - Awareness
  - Usage
  - Satisfaction

Chair Schmoke asked which questions on the CCSSE Survey “makes staff feel nervous about the future of BCCC”. Ms. Eileen Hawkins, Director of Institutional Research, said “the one that asks if the student will recommend BCCC to family or friends – personal recommendation shows that BCCC is on the high end of a student feeling supported”. Also, to be noted is the number of students responding that shows students not using services, which in turn indicates unawareness of services offered.

Vice President Burrell added that childcare and transportation are just some of the issues students are facing and BCCC can look at how to make these resources available to them.

Chair Schmoke asked if staff are visiting Baltimore County and Baltimore City events to promote BCCC. Ms. Hawkins stated that the percentage that it does is about 8-10%. Dr. Borne stated that BCCC has been invited to some events for specialized programs.

c. ERP Update

Mr. Michael Rading, Chief Information Officer, reported on the ERP update.

- The College maintains a GREEN status from the State's Department of Information Technology (DoIT). All core modules in Banner are live.
- The Project Team continues to meet bi-weekly with the DoIT's Oversight Project Manager for the College to provide project updates and exchange ideas
- The College also continues to provide official monthly 'Health Assessment' reports to the State which provides details on monthly project activities, including milestones, deliverables, and spending.
- The Cabinet receives regular project updates.

Chair Schmoke asked if a review of training is included. Mr. Rading answered yes and training is occurring even though the system has gone live; work will continue through December 2022.

- CRM Recruit - Comprehensive admission system that supports the entire recruiting and admissions lifecycle. It will fully integrate with Banner and allow the admissions teams to manage recruitment and enrollment functions, facilitate engagement with students, and track enrollment goals.
- Ellucian Degree Works - An academic advising and degree audit tool that provides students easy access to their academic path and helps them understand degree requirements and next steps to graduation. It allows advisors and tutors to target students in need of assistance and help them maintain progress.
  - Work performed on requirements for 2019/2020 catalog
  - Prerequisite setup in Banner
- Ellucian Experience - Personalized dashboard for students, faculty, staff, and administrators that aggregates content from multiple systems, and presents that information in a responsive web application.
  - Ellucian Experience setup and Toolkit Workshops with Marketing and IT
  - Marketing and Communications and IT worked on developing sample content within a test environment for review and discussion with Cabinet.
- Training and Planning Sessions for
  - Student Affairs
  - Workforce Development and Continuing Education
  - Academic Affairs
  - Registrar Office Training
  - Student Advisor Training
  - Credit and Non-credit Faculty Training
- Additional Work
  - New process to track/report Never Attended via Faculty/Advisor Self-Service Portal
  - Technical Setup ahead of eTranscripts engagement
- Banner Listening Sessions were held with various departments throughout the College in the months of October and November 2022. All issues are being tracked and being addressed with the vendor and BCCC leadership.

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Reviewing the information under Ellucian Degree Works, Trustee Weiss asked if it was correct that the work performed is on the requirements for the 2019/2020 catalog. Mr. Rading responded yes, going back a couple of years, putting history into the Banner system and moving information. Trustee Weiss asked when the work will be completed. Mr. Rading said early next year.

Trustee Goeken asked what is possibility of data loss, is it minimal. Mr. Rading responded that they took data in parts from the old system to new system in stages and after each one, stopped and checked for accuracy. Some history going back twenty years, had data that was not correct and has to be addressed. It is inevitable that there is a cleanup process you must go through. This is being tracked and IT is working closely with the vendor and departments where the information comes out of. Trustee Goeken further asked if the focus should be more on current student data. Mr. Rading responded yes that they are working on current student data, but also configuration so that data can go in the way it's supposed to.

President McCurdy added that it is critical to talk about data recovery too and how to make amends for this transition.

## VII. President's Report

### Middle States Commission on Higher Education (MSCHE) Liaison Visit – November 9, 2022

- The MSCHE Liaison Visit was on November 9, 2022.
- New self-study design with changes will be emailed to the Board tomorrow, Thursday, November 17, 2022.
- Slides were presented on the seven MSCHE standards and its structure.
- The Self-Study Steering Committee & Working Groups and Self-Study Design Committee have been meeting to review the draft and provide feedback. To ensure a Self-Study process that is fully transparent and collaborative, a Communication and Events Committee will be created. Updates will be provided to the entire College community. Student Engagement was added to MSCHE structure. Students do not sit on the committee, but cabinet members move forward the information from them.
- Anticipated approval by MSCHE is expected by the Week of November 28, 2022.

### Bard Building Update

Met with Downtown Partnership, Department of General Services and Secretary Churchill. Roles and responsibilities are as follows:

- Owner: Baltimore City Community College
  - Current and End User
- Demotion Manager: Department of General Services
  - Design Management
  - Procurement
  - Contract Management
  - Coordination between owner and Contractors
- Demolition Design (Prime): RK&K

A PowerPoint slide was shared regarding the history of the Bard building over the years beginning with it being built in 1977 up until the demolition in 2023-24. A demolition project schedule of design and

construction was shared with the Board. Part of the process involves the design plans for demolition at an initial cost of \$7.4 million.

Phase I: Site Restoration - following demolition of the building early ideas for that site included a grassy area with trees to serve a variety of purposes.

- Student centered space
- Green Space
- Lawn maintenance by BCCC
- Security done by BCCC

Phase II: Redevelopment

- 2020 Facilities Master Plan: Rebuilding a state-of-the art learning facility for the Harbor campus.
- Process: Develop a Facility Program and Capital Budget request for design and construction.
- Next Community meeting to be announced in the Spring.

#### Anticipated Questions

- President McCurdy shared some anticipated questions and responses related to the site's grounds, construction, safety, and security issues.
- At the Bard building meetings, attendees included BCCC representatives, Department of General Services representatives, and DPOB staff.
- The Board will receive other communications about the property.

#### BCCC Foundation – Finance Check-In and Orientation

Meeting was held on November 15, 2022, and in attendance was Brown Advisory, the Foundation and BCCC staff. Discussed was the partnership with Brown Advisory. Some of the outcomes were quarterly Investment Committee meetings to be held on the third Wednesday; an update on the spending policy – a 2017 policy is in place now; further work on the Investment Policy; work on the Corporate resolution; and establishing Foundation Board meetings.

West Pavilion upgrades and South Pavilion upgrades were already approved by Board. These were presented to the Board of Public Works and approved.

Chair Schmoke asked if Brown Advisory is handling the account pro bono. President McCurdy responded not that she knows. Mr. Hardy stated that they take their fee out of the return investment. It is a \$1.3 - \$1.4M investment. Chair Schmoke stated that this is a small amount. He also commented that he would like to see the Board of Public Works move the Bard demolition faster.

VIII. Active Search Listing  
Included in Board packet.

IX. Motion for Adjournment

Chair Schmoke asked for a motion to adjourn the Open Session. The meeting will continue in Closed Session. The motion was made by Trustee Tannhauser Blum and seconded by Trustee Pfeifer. There were no oppositions.

Chair Schmoke gave the following closing statement: "Pursuant to the General Provisions Article, Sections 3-305(b) (1) (7), (8), and (14), the meeting will now be closed so that the Board can discuss personnel matters involving specific employees, pending litigation, and the College's participation in a competitive proposal procurement process."

The Trustees adjourned at 5:51pm and reconvened in Closed Session at 5:52pm.

Respectfully submitted,

Debra L. McCurdy, PhD  
President

Next Board Meeting: December 21, 2022

**Attendance:**

Steven Hardy  
Eileen Hawkins  
Michael D. Thomas  
Lyllis M. Green  
Maria E. Rodriguez  
Michael Rading  
Laura Cripps  
Katherine Zurlage  
Charles Hall  
Jade Borne  
Anna Lansaw  
Kristin McFarlane

**BCCC Faculty/ Staff:**

Dee Simpson  
Sylvia Rochester  
Nicole L. Deutsch  
D. FitzGerald Smith  
Chavon Robinson  
Edna Street-Jones  
Cassandra Wilks  
Nena Kutniewski  
Evelyn Garcia  
Cynthia Wilson  
Brian Terrill  
Crystal Lucas  
Valerie Grays

Leslie Jackson  
Kadeirdra Thompson  
Cherrylynn Williams  
Wendy Harris  
Theresa Tunstall  
Charles N. Wilson  
Anthony Davis

Ebony McFadden  
Abdon Chica  
Karen Jones  
Brett Gelfand  
Noah Grant  
Glenn Peterson  
Aquila Evans  
Michael Berends  
Christina Carter  
Carol Taylor  
Brett King  
Sharon Stoddard  
Shawnette Shearin  
Gabi Czerwinska  
Patricia Fisher  
Darryl Rogers  
Stanley Cavouras  
Chris Jordan  
Freida Davis  
Wanda Walker  
Rebekah Kimara  
Antwan Degross

**Non-Employee(s):**

Michelle McIntosh





## **BOARD OF TRUSTEES BALTIMORE CITY COMMUNITY COLLEGE**

Closed Session Summary | November 14, 2022 (Virtual Zoom Meeting)

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**Board Members Present:** Chairman Kurt L. Schmoke, Esq.; Ms. Leonor Tannhauser Blum; Mr. John Goeken; Ms. Lelia F. Parker, Esq; and Dr. Rachel Pfeifer.

**Board Members Absent:** Mr. Jason Perkins-Cohen; and Mr. J.C. Weiss III.

**Also Present:** Dr. Debra L. McCurdy.

**Also in Attendance:** Ms. Maria E. Rodriguez, Esq.; Ms. Kristin McFarlane, Esq.; and Ms. Becky Burrell, V.P. Institutional Effectiveness and Research.

The open meeting was adjourned at 5:50 PM pursuant to a unanimous vote of Board Members. Chairman Schmoke then read a Closing Statement.

Chairman Schmoke brought the closed session meeting to order at 5:54 PM.

Upon a motion by Trustee Goeken, seconded by Trustee Tannhauser Blum, the Trustees unanimously approved the consent agenda and attached closed session materials.

There being no questions, Trustee Tannhauser Blum moved to adjourn the meeting. The motion was seconded by Trustee Parker. Upon unanimous vote, the meeting was adjourned at 5:56 PM.

Respectfully submitted,

Debra L. McCurdy

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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

Finance Committee Agenda | 8:00 AM December 15, 2022 (Virtual Zoom Meeting)

Meeting Summary

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**I. Call to Order (Vote)**

Chairman Schmoke called the meeting to order at 8:00am; attending was Trustee Weiss. President McCurdy was in attendance. Also attending were VP Hardy; VP Thomas, AVP Kate Zurlage; Procurement Director Anna Lansaw, and Deputy CIO Peter Farrell.

**II. Procurement Policies and Procedures (Overview)**

There was no discussion about the Procurement Policies and Procedures. The College is following what has been established under the BCCC Procurement protocols.

**III. Procurement Awards over \$25,000 to \$99,999 (Information)**

- a. Textbooks / Jones & Bartlett Publisher (\$25,282.56)
- b. Textbooks / MAV Holding Corporation (\$29,954.20)
- c. Textbooks / MAV Holding Corporation (\$38,286.23)
- d. Caulking Services /ECO Engineering, Inc. (\$34,818.00)
- e. Fuel / Greentech Fuel Management Inc (\$39,400.00)
- f. X-Ray Sensor System / Patterson Dental Supply (\$43,430.00)
- g. Textbooks / Pearson Education Inc. (\$43,975.12)
- h. Main Building Furniture Maryland Correctional Enterprises (\$79,580.00) - Revised
- i. Textbooks / Clinical Solutions Business Unit (\$47,829.84)
- j. Textbooks / Cengage Learning Inc. (\$65,289.00)
- k. 25 Live Software / CollegeNet (\$71,990.64)
- l. Textbooks / Morton Publishing Co. (\$73,577.00)
- m. Financial Aid Consulting Services / FA Solutions (\$12,500) – Contract Modification

Dr. McCurdy introduced the Procurement Awards that fall within the purview of the President and indicated in the future, the list would include textbook expenditures from the Bookstore. No other discussion took place about the Awards.

**IV. Approval Requests (Vote)**

- a. Refund Select (\$75,000) – Contract Modification
- b. IT Consultant (\$116,800)
- c. LSB Skylight Repair (\$88,850)

Refund Select – the College requested to modify the contract to add additional services provided by Education Computer Systems, Inc. The Board previously awarded the contract and we are now adding a module for which Touchnet is not able to perform the service. The module

involves refunds to the students. Trustee Weiss requested that the description about the service should change to bring clarity about the modification that Touchnet does not provide. Trustee Weiss made the motion to approve the modification; it was approved by the Committee.

IT consultant – The Consultant will provide some staff augmentation to respond to the increased demand for required functionality. Dr. McCurdy indicated that a number of consultant or managed services will be brought to the Board in the coming year to respond to the staff training needs. The Deputy CIO, Mr. Farrell explained that the Consultant provides baseline reports for several areas (eg. enrollment, IR, procurement, etc.) The contracted amount covers the hours the Consultant may only serve. Slight changes to the description will be provided. Trustee Weiss made the motion to approve the expenditure; the Committee approved.

LSB Skylight Repair – This repair while under the \$100,000 threshold came before the BOT, Finance Committee because the Source of Funds utilized is GO Bonds. By policy, such must come before the Board of Public Works (BPW) and have the Board of Trustees approval; the amount does not matter. The expenditure will come before the BPW in February. Trustee Weiss made the motion to approve; the Committee approved.

#### **V. Revenues and Expenditures Report**

The CFO, Mr. Hardy presented the summary about the Monthly Financial Performance Snapshot and the Year-to-Year Revenue Comparison. Chairman Schmoke and Trustee Weiss asked several questions about the expenditures and revenues and the report was ultimately accepted.

#### **VI. Motion for Adjournment (Vote)**

Chairman Schmoke called for the motion to close the meeting at 8:40am. Trustee Weiss made the motion to adjourn the meeting.

**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

TAB 3 | Student Government Association Report

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Baltimore City Community College  
CABINET UPDATE  
Board of Trustees, December **19**, 2022  
*Student Affairs*

## **STUDENT GOVERNMENT ASSOCIATION**

The SGA team is working to establish new goals, objectives and projects for the spring semester. With the elections taking place later this year in the fall, and with the need of one additional officer and family emergencies, things moved a little slower than anticipated. However, the team was very pleased to be able to start meeting with Dr. McCurdy and Dr. Borne on a regular basis.

During the month of November, information was posted to get another student club (the Environmental Science Club) up and running again. Professor Fikire has agreed to be the advisor again for this club.

### ***Activities and Events***

November 2, 2022 – I Stand With Immigrants Day of Action – The SGA supported the annual I stand with Immigrants Day of action with the office of Student Life and Engagement. The event took place in two sessions. The first session was called “Say it Loud” where students wrote out or recorded their support for immigrants. The session took place from 11:00 am – 12:00 pm in the Lower Atrium. The second session allowed members of the BCCC community to discuss how the campus could support the international and immigrant students of BCCC. This second session was held in the Lower Atrium 12:00 pm – 1:30 pm.

November 7 and November 15, 2022 – Study Abroad Interest Sessions - The Student Government Association in conjunction with the office of Student Life and Engagement was happy to support the two virtual information sessions for a possible Study Abroad Program to Trinidad and Tobago. This program is being sponsored through a grant with Morgan and is open to students in community colleges of Maryland. Students were given information about the program which included costs and length of stay. Professors Johns-Hackett and Servio-Mariano lead the information sessions.

November 10, 2022 - Mental Health Awareness Club Interest Meeting- Students interested in starting a Mental Health Awareness Club held their first information table in the student Atrium. The event was held from 12:00 – 1:00 pm. Ms. Cortney Merritt from Student Support and Wellness Services has agreed to help this club by being its club advisor.

November 15, 16 and 18, 2022 - International Education Week – The Student government Association in conjunction with the office of Admissions, Student Life and Engagement and the International Student Advisors organized the events for International Education Week. The events were a Geography Bee, an International Film Festival and Discussion of four movies and an International Student Panel.

November 17, 2022 - Monthly Meeting with Dr. McCurdy – Members of the SGA leadership team met with Dr. McCurdy and Dr. Borne for their monthly meeting. The meeting was very productive. The leadership team was very happy to have the support of Dr. McCurdy for the upcoming Kwanzaa program and received positive feedback about exploring the Study abroad program. With some of the discussion that took place during the meeting, Dr. McCurdy said she would go back and look at the budget again to possibly add additional items to be covered.



November 18, 2022 - Black Girls Vote Ball – The Vice President of the Student Government Association, Kyleen Brown was able to attend and represent Baltimore City Community College as a special guest of Comcast. The event was held at Martin’s West in Baltimore, MD starting at 7:00 pm.

**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

TAB 4 | AFSCME Local #1870 at BCCC Report/Comments

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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

TAB 5 | Faculty Senate Report

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# Monthly Report- December 2022

Faculty Senate Report  
to the  
Baltimore City Community College (BCCC) Board of Trustees

On behalf of the Academy at Baltimore City Community College, the Senate Executive Committee, and the Faculty Senate Officers (Vice President Dr. Denise P. Holland and Secretary Dr. Rochelle Lemon Howard) please find the November Report to the BCCC Board of Trustees.

## **Great News!**

Dental Hygiene Faculty report that their recent student cohort scheduled to sit for clinical exams passed and that the examiners were pleased with the outcomes.

Art Professor Tamara Payne's amazing exhibition, "The Dear Black Girl Project" continues to shine at The Nancy as a part of Baltimore City's FreeFall Events.

The School of Nursing and Health Professions (SNHP) successfully hosted a successful open house for Advisors and Counselors from the Baltimore City Public School System. Guests were excited to see the college's resources, especially the Dental Clinic and learned that it provided services to the community as part of the college's mission and vision.

On December 6, 2022 Dr. Debra L. McCurdy hosted a delightful *President's Holiday Appreciation* reception for faculty and staff. It provided the perfect opportunity to see colleagues not seen in person in over two years. Members of the Academy shared their thoughts during and after the reception. All agreed that it was beautiful, from the decorations and ambience to the great food, good music, surprise gift and extended moments to converse. The turnout was massive. BCCC staff and faculty had a moment simply be happy, catch up, laugh, eat, and celebrate together. It was a priceless moment in time.

Most of the log in/gradebook error messages reported for Banner/Canvas integrations are effectively resolving and have significantly lessened for the Academy. To be transparent, responses to error messages, after being reported, are detailed and timely. Furthermore, IT and E-Learning problem solving for resolution begins immediately once reported.

Lastly, a cohort of 14 BCCC leaders, administrators, staff, and faculty attended the Middle States Commission on Higher Education's 2022 Annual Conference in Philadelphia, PA from December the 7th through December the 9th. The conference offered 3 plenary sessions, 34 concurrent sessions, and a Review of MSCHE Standards for Accreditation & Requirements of

Affiliation. Thursday evening was particularly exciting as UMBC President Emeritus Dr. Freeman A. Hrabowski, III delivered his *Empowered University: A 60-Year Perspective on Broadening Participation in American Higher Education and Society* address and BCCC President, Dr. McCurdy hosted the cohort for dinner at Maggiano's Little Italy. Throughout the conference, the President's accessibility, generosity, and spirit of 'we can do this together' was infectious. Members of the Academy represented in the cohort felt included, informed, and encouraged to actively engage in the BCCC MSCHE Self-study process. It was an excellent experience.

### **Work in Progress for the Academy**

Faculty Handbook Revisions

Pre-100 Course Review

Faculty Seminars for 2023

Assessment Data Collection for Student Learning Outcomes Fall 2022

Student Learning Outcomes Manual

### **Meetings (selected)**

**12/2/2022**

#### **Senate Executive Committee (SEC) Meeting**

*Topics: Reporting from each department on areas of student success, faculty success, innovation in teaching and learning, impediments to teaching and learning, recommendations to remove impediments to teaching and learning, committee reports and updates, and preparing for the end of the fall semester.*

*Outcome: Each of the issues articulated by the Senators were gathered and collected to be presented at the next meeting scheduled between the Faculty Senate Officers and Dr. McCurdy.*

**12/12/2022**

#### **MSCHE Debriefing Meeting**

*Topics: This session facilitated by committee chairs Hawkins and Ross I'll forward it each member of the traveling cohort to report their favorite experiences at the conference to the members of the steering committee and working groups who did not travel.*

*Outcomes: The session was quite beneficial in that all fourteen members of the traveling cohort shared two or three beneficial insights garnered through conference attendance, compared BCCC's status in relevant areas with counterparts throughout the country based on data presented in concurrent sessions, spoke to areas where BCCC is strong and areas that need to be strengthened based on a review and assessment of data presented, case studies, and*

*institutional testimonials. Non-attending members of the steering committee and working groups remarked that they were excited to hear the report outs and look forward to being able to participate in conference attendance in the future.*

*The Academy continues to be well represented on each of the working committees and two faculty members serve on the steering committee as co-chairs.*

*Faculty Senate Officers and Dr. McCurdy Meeting*

*Topics (selected): BCCC orientation sessions for dual enrollment and P-Tech cohorts, schedule for BCPS before the winter break versus in January so faculty can prepare, Multiple Measures Placement tests/criteria, recording software/professional development hours still out on the vendors' ticket and its impact on Jan 9 deadline for faculty evaluations, extreme temperature experiences in buildings, status of the exterior doors (accessibility) to the Life Science Building, scheduling errors departmentally and on the course look up, 'One Way Driving' signage for LSB needed, access to copiers*

*Outcome (selected): New boilers in Nursing and LSB buildings are regulating/improving the temperatures in each location, resolution to conflict between start of course times and shuttle schedule to the Bio Park articulated when Dr. McCurdy directed that Shuttle Bus schedule change to accommodate class start times and dates, Main Building disability access door repaired and operational, parts for LSB exterior doors and interior bathroom (first floor) door are on back order, following assessment of the campus-wide copier usage, distribution, number, contractual status and multiple vendors Dr. McCurdy wants to streamline and coordinate contracts, vendors, greater efficiencies, etc. Additionally, the President is working on expanding and improving the BCCC Copy Center and Outsource the Bookstore to better serve the institution.*

This concludes the December 2022 Board of Trustees Report from the BCCC Academy. Happy Holidays!

Aequitas in educationi,

*Katana L. Hall*

Katana L. Hall, Ph.D.

Professor of English and Theatre

Faculty Senate President

Department of English, Humanities, Visual and Performing Arts

Baltimore City Community College

**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

TAB 6 | Items Removed from the Agenda

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- None

**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

**TAB 7 | New Business**

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- a. Finance/Audit Committee Meeting December 15, 2022
  - i. Procurement Policies & Procedures **(Overview)**
  - ii. Procurement Awards over \$25,000 to \$99,999 **(Information)**
    - 1. Textbooks / Jones & Bartlett Publisher (\$25,282.56)
    - 2. Textbooks / MAV Holding Corporation (\$29,954.20)
    - 3. Textbooks / MAV Holding Corporation (\$38,286.23)
    - 4. Caulking Services /ECO Engineering, Inc. (\$34,818.00)
    - 5. Fuel / Greentech Fuel Management Inc (\$39,400.00)
    - 6. X-Ray Sensor System / Patterson Dental Supply (\$43,430.00)
    - 7. Textbooks / Pearson Education Inc. (\$43,975.12)
    - 8. Main Building Furniture Maryland Correctional Enterprises (\$79,580.00) - Revised
    - 9. Textbooks / Clinical Solutions Business Unit (\$47,829.84)
    - 10. Textbooks / Cengage Learning Inc. (\$65,289.00)
    - 11. 25 Live Software / CollegeNet (\$71,990.64)
    - 12. Textbooks / Morton Publishing Co. (\$73,577.00)
    - 13. Financial Aid Consulting Services / FA Solutions (\$12,500) – Contract Modification
  - iii. Approval Requests **(Vote)**
    - 1. Refund Select (\$75,000) – Contract Modification
    - 2. IT Consultant (\$116,800)
    - 3. LSB Skylight Repair (\$88,850)



**PROCUREMENT AWARDS**  
**Contracts, Modifications, and Renewals Options**  
**\$25,000 to \$99,999**  
**BOT Finance Committee - December**

<b>Contract No. / Contract Title</b>	R95P3600087 Textbooks		
<b>Description/Remarks:</b>	These are textbooks being ordered for resale for upcoming Winter and Spring semester.		
<b>Procurement Method:</b>	Exempt from Procurement Process	<b>Category:</b>	Commodity / Items for Resale
<b>Awarded Contractor:</b>	Jones & Bartlett Publisher		
<b>Award Amount:</b>	\$25,282.56	<b>Contract Term:</b>	Upon Receipt
<b>No. of Bids:</b>	N/A	<b>Tax Clearance:</b>	N/A
<b>College Department:</b>	Bookstore	<b>Fund Source:</b>	08801 / 0914

<b>Contract No. / Contract Title</b>	R95P3600101 Textbooks		
<b>Description/Remarks:</b>	These are textbooks being ordered for resale for the upcoming Winter and Spring semester.		
<b>Procurement Method:</b>	Exempt from Procurement Process	<b>Category:</b>	Commodity / Items for Resale
<b>Awarded Contractor:</b>	MAV Holding Corporation		
<b>Award Amount:</b>	\$29,954.20	<b>Contract Term:</b>	Upon Receipt
<b>No. of Bids:</b>	-	<b>Tax Clearance:</b>	N/ A
<b>College Department:</b>	Bookstore	<b>Fund Source:</b>	08801/ 0914

<b>Contract No. / Contract Title</b>	R95P3600122 Textbooks		
<b>Description/Remarks:</b>	These are textbooks being ordered for resale for the upcoming Winter and Spring semester.		
<b>Procurement Method:</b>	Exempt from Procurement Process	<b>Category:</b>	Commodity / Items for Resale
<b>Awarded Contractor:</b>	MAV Holding Corporation		
<b>Award Amount:</b>	\$38,286.23	<b>Contract Term:</b>	Upon Receipt
<b>No. of Bids:</b>	-	<b>Tax Clearance:</b>	N/ A
<b>College Department:</b>	Bookstore	<b>Fund Source:</b>	08801/ 0914



**PROCUREMENT AWARDS**  
**Contracts, Modifications, and Renewals Options**  
**\$25,000 to \$99,999**  
**BOT Finance Committee - December**

<b>Contract No. / Contract Title</b>	R95P3600081 South Pavilion Window Sealing - Caulking Services.		
<b>Description/Remarks:</b>	The windows at the South Pavilion are leaking and the joints surrounding the windows on all four sides of the building. This is causing a moisture issue and damaging drywall and new finishes. The windows are being caulked to keep the building dry, to improve air quality and prevent mold. This contract is for all labor, materials, equipment, and related items required to seal all exterior windows at the South Pavilion building.		
<b>Procurement Method:</b>	Expedited	<b>Category:</b>	Maintenance
<b>Awarded Contractor:</b>	ECO Engineering, Inc.		
<b>Award Amount:</b>	\$34,818.00	<b>Contract Term:</b>	60 Calendar Days
<b>No. of Bids:</b>	3	<b>Tax Clearance:</b>	22-6008-1101
<b>College Department:</b>	Facilities	<b>Fund Source:</b>	07706 / 1442

<b>Contract No. / Contract Title</b>	R95B3600002 Fleet Management Fuel		
<b>Description/Remarks:</b>	This purchase order is for the College's fleet services to purchase fuel under the Maryland Office of State Procurement statewide contract.		
<b>Procurement Method:</b>	Statewide Contract / DGS	<b>Category:</b>	Commodity
<b>Awarded Contractor:</b>	Greentech Fuel Management Inc		
<b>Award Amount:</b>	\$39,400.00	<b>Contract Term:</b>	07/01/2022 – 06/30/2022
<b>No. of Bids:</b>	N/A	<b>Tax Clearance:</b>	N/A
<b>College Department:</b>	Fleet Services	<b>Fund Source:</b>	Various

<b>Contract No. / Contract Title</b>	R95P3600084 Digital X-Ray Sensor System		
<b>Description/Remarks:</b>	Purchase of new dental equipment to replace outdated equipment for the Dental Hygiene program under Academic Affairs. This purchase is exempt from a formal procurement process under the College's Procurement Policies and Procedures.		
<b>Procurement Method:</b>	Exempt from Procurement Process	<b>Category:</b>	Commodity
<b>Awarded Contractor:</b>	Patterson Dental Supply		
<b>Award Amount:</b>	\$43,430.00	<b>Contract Term:</b>	07/01/2022 – 06/30/2022



**PROCUREMENT AWARDS**  
**Contracts, Modifications, and Renewals Options**  
**\$25,000 to \$99,999**

**BOT Finance Committee - December**

<b>No. of Bids:</b>	N/A	<b>Tax Clearance:</b>	22-6009-1111
<b>College Department:</b>	Academic Affairs	<b>Fund Source:</b>	01131 / 1002

<b>Contract No. / Contract Title</b>	R95P3600086 Textbooks		
<b>Description/Remarks:</b>	These are textbooks being ordered for resale for the upcoming Winter and Spring semester.		
<b>Procurement Method:</b>	Exempt from Procurement Process	<b>Category:</b>	Commodity / Items for Resale
<b>Awarded Contractor:</b>	Pearson Education Inc.		
<b>Award Amount:</b>	\$43,975.12	<b>Contract Term:</b>	Upon Receipt
<b>No. of Bids:</b>	-	<b>Tax Clearance:</b>	N/ A
<b>College Department:</b>	Bookstore	<b>Fund Source:</b>	08801/ 0914

<b>Contract No. / Contract Title</b>	R95P3600117 Furniture		
<b>Description/Remarks:</b>	This for new furniture for the Main building. The contract is being provided by the state's preferred provider, Maryland Correctional Enterprises.		
<b>Procurement Method:</b>	Preferred Provider	<b>Category:</b>	Commodity
<b>Awarded Contractor:</b>	Maryland Correctional Enterprises		
<b>Award Amount:</b>	\$79,580.00	<b>Contract Term:</b>	Upon Receipt
<b>No. of Bids:</b>	-	<b>Tax Clearance:</b>	N/ A
<b>College Department:</b>	Facilities	<b>Fund Source:</b>	07719 / 1015

<b>Contract No. / Contract Title</b>	R95P3600125 Textbooks		
<b>Description/Remarks:</b>	These are textbooks being ordered for resale for the upcoming Winter and Spring semester.		
<b>Procurement Method:</b>	Exempt from Procurement Process	<b>Category:</b>	Commodity / Items for Resale
<b>Awarded Contractor:</b>	Clinical Solutions Business Unit		
<b>Award Amount:</b>	\$47,829.84	<b>Contract Term:</b>	Upon Receipt





**PROCUREMENT AWARDS**  
**Contracts, Modifications, and Renewals Options**  
**\$25,000 to \$99,999**  
**BOT Finance Committee - December**

<b>No. of Bids:</b>	-	<b>Tax Clearance:</b>	N/ A
<b>College Department:</b>	Bookstore	<b>Fund Source:</b>	08801/ 0914

<b>Contract No. / Contract Title</b>	R95P3600090 Textbooks		
<b>Description/Remarks:</b>	These are textbooks being ordered for resale for the upcoming Winter and Spring semester.		
<b>Procurement Method:</b>	Exempt from Procurement Process	<b>Category:</b>	Commodity / Items for Resale
<b>Awarded Contractor:</b>	Cengage Learning Inc		
<b>Award Amount:</b>	\$65,289.00	<b>Contract Term:</b>	Upon Receipt
<b>No. of Bids:</b>	-	<b>Tax Clearance:</b>	N/ A
<b>College Department:</b>	Bookstore	<b>Fund Source:</b>	08801/ 0914

<b>Contract No. / Contract Title</b>	R95B3600008 25 Live Software		
<b>Description/Remarks:</b>	CollegeNET is the only authorized provider of the product 25Live software. The program is used by Records and Registration and WDCE departments to schedule classrooms for classes. The contract is set up for a 3 year term.		
<b>Procurement Method:</b>	Sole Source	<b>Category:</b>	IT Software Services
<b>Awarded Contractor:</b>	CollegeNet		
<b>Award Amount:</b>	\$71,990.64	<b>Contract Term:</b>	3 year term
<b>No. of Bids:</b>	-	<b>Tax Clearance:</b>	N/ A
<b>College Department:</b>	IT Services	<b>Fund Source:</b>	08801/ 0914

<b>Contract No. / Contract Title</b>	R95P3600100 Textbooks		
<b>Description/Remarks:</b>	These are textbooks being ordered for resale for the upcoming Winter and Spring semester.		
<b>Procurement Method:</b>	Exempt from Procurement Process	<b>Category:</b>	Commodity / Items for Resale
<b>Awarded Contractor:</b>	Morton Publishing Co.		
<b>Award Amount:</b>	\$73,577.00	<b>Contract Term:</b>	Upon Receipt
<b>No. of Bids:</b>	-	<b>Tax Clearance:</b>	N/ A



**PROCUREMENT AWARDS**  
**Contracts, Modifications, and Renewals Options**  
**\$25,000 to \$99,999**  
**BOT Finance Committee - December**

<b>College Department:</b>	Bookstore	<b>Fund Source:</b>	08801/ 0914
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**PROCUREMENT AWARDS**  
**Contracts, Modifications, and Renewals Options**  
**\$25,000 to \$99,999**  
**BOT Finance Committee - December**

<b>Contract No. / Contract Title</b>	BCCC-FY22-SS-003 Financial Aid Consulting Services		
<b>Description/Remarks:</b>	This contract provides consultation services to the Office of Financial Aid and assists in verification of information. This is a contract modification adding additional funds and time to the existing contract. The original term and cost of the contract was for 3 months at a not exceed amount of \$45,000. A previous modification was done adding additional 3 months under modification no. 1. This modification extends the contract for additional 18 months.		
<b>Procurement Method:</b>	Modification	<b>Category:</b>	Services
<b>Awarded Contractor:</b>	FA Solutions, Inc.		
<b>Mod Amount:</b>	\$12,500.00	<b>Contract Term:</b>	06/08/2022 – 12/07/2023
<b>No. of Bids:</b>	-	<b>Tax Clearance:</b>	N/ A
<b>College Department:</b>	Student Affairs / Financial Aid	<b>Fund Source:</b>	

**BALTIMORE CITY COMMUNITY COLLEGE  
BOARD OF TRUSTEE – FINANCE COMMITTEE  
ACTION ITEM  
December 2022**

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**Contract ID:** BCCC-FY23-FA-001  
Modification No. 1  
Recovery Select / Tax Select Services / Refund Select

**Original Contract Description:** This contract provides verification and validation of student accounts information and issuance of 1098s at the end of each calendar year.

**Contract Modification:** Contract is being modified to add additional services for actual distribution of student refunds via ACH transfer or mailing out physical checks.

**Award:** Education Computer Systems, Inc.  
Moon Twin Peaks, PA

**Original Contract Term:** 12/01/2022 – 11/30/2025

**Modification Amount:** \$75,000

**New Contract Amount:** \$422,000

**Procurement Method:** Sole Source

**Requesting Remarks:** The College is requesting modify the contract to add additional services for the distribution of the actual refunds to the students. The originally selected vendor, TouchNet, cannot interface into the new ERP system to perform the services as requested. Education Computer Systems, Inc. (ESCI) has the capability to do so and has provided a proposal for a not-to-exceed amount of \$25,000 per year to distribute student refunds checks either electronically or mail. The contract was awarded under a sole source contract for the continuity of operations and support of the student population. There is no change in the term of the contract.

**Fund Source:** Operating

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**BOARD OF TRUSTEES ACTION**

**THIS ITEM WAS:**

**APPROVED**

**DISAPPROVED**

**DEFERRED**

**WITHDRAWN**

**WITH DISCUSSION**

**WITHOUT DISCUSSION**

**BALTIMORE CITY COMMUNITY COLLEGE  
BOARD OF TRUSTEE – FINANCE COMMITTEE  
ACTION ITEM  
December 2022**

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**Contract ID:** BCCC-FY23-ITS-005  
IT Consultant

**Contract Description:** This contract is for a part-time technical consultant to assist with technical Banner ERP-related tasks.

**Award:** Execu-Sys, Ltd  
New York, NY

**Contract Term:** 01/01/2023 – 6/30/2023

**Contract Amount:** \$116,800.00

**Procurement Method:** Sole Source

**Requesting Remarks:** To mitigate the resourcing challenges, BCCC has been exploring staff augmentation through many consulting firms: Ellucian, Campus Works, Ferrioli, and Execu-Sys, Ltd. Execu-Sys has a resource available to work immediately. As BCCC’s adoption of the Ellucian Banner ecosystem expands, there is increased demand for additional required functionality, including advanced reporting and new form templates. Due to the niche skillsets for the tools required and the ongoing challenges of finding qualified candidates to fill vacant Enterprise Applications technical positions, the consulting firm Execu-Sys was engaged. This firm has a significantly lower hourly rate than Ellucian consultants (\$146/hour vs. \$187/hour) and has experience working with BCCC and our environment.

The IT consultant will specifically assist the College in developing and creating the various reports needed to meet statutory reporting requirements by mandated by the state in the new ERP system. Also, he will assist in developing and creating various forms needed by Finance and Administration such as purchase and change order forms needed by Procurement.

**Fund Source:** Operating

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<b>BOARD OF TRUSTEES ACTION</b>		<b>THIS ITEM WAS:</b>	
<b>APPROVED</b>	<b>DISAPPROVED</b>	<b>DEFERRED</b>	<b>WITHDRAWN</b>
	<b>WITH DISCUSSION</b>	<b>WITHOUT DISCUSSION</b>	

**BALTIMORE CITY COMMUNITY COLLEGE  
BOARD OF TRUSTEE  
ACTION ITEM  
December 19, 2022**

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**Contract ID:** BCCC-FY22-LS-25

**Contract Description:** Life Science Building (LSB) Skylight Repair: Provide and install window caulking at the LSB skylight and stairwell windows.

**Contract Term:** Thirty (30) Calendar Days from Notice to Proceed (NTP)

**Contract Amount:** \$88,850

**Bid Summary:**

Capital Caulking Corp. Waldorf, MD	\$88,850
C&R Caulking, LLC Laurel, MD	\$94,550
Dynamic General Contracting, LLC Millersville, MD	\$180,000

**Small Business**

**Reserve (SBR) Designated:** Yes

**Minority Business**

**Enterprise (MBE) Goal:** 0%

**Remarks:** This contract is part of the FY23 capital deferred maintenance fund to repair long-standing facilities maintenance issues. The skylight above the stair at the Life Science Building is leaking, causing paint in the stairwell to peel. Due to the height of the skylight, scaffolding is required to make the repair. The contract includes sealing the skylight and the vertical windows along the stair walls. This solicitation was posted to eMMA designated as a Small Business Reserve on June 22, 2022. Three bids were received. Capital funds were recently transferred from DGS to the College, allowing the award of this contract. The company is a resident business and is in good standing.

Upon your approval, this contract will need to be approved by the Board of Public Works as this part of the capital maintenance funds using obligation bonds.

**Fund Source:** FY23 Capital Deferred Maintenance MCCBL #156  
BCCC Fund 212249 -C20000-7B1415-E9627

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<b>BOARD OF TRUSTEES ACTION</b>		<b>THIS ITEM WAS:</b>	
<b>APPROVED</b>	<b>DISAPPROVED</b>	<b>DEFERRED</b>	<b>WITHDRAWN</b>
<b>WITH DISCUSSION</b>		<b>WITHOUT DISCUSSION</b>	

**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

TAB 8 | College Policies

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- No Policies

**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

TAB 9 | Presentations

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- Monthly Financial Performance Report
- Enrollment Update
- ERP Update





# Monthly Financial Performance Snapshot Report

## Appropriation Year 2023

### November 30, 2022 (as of 12/2/22)

#### Year-over-Year (YoY) Revenue Comparison

Revenue Fund	Budget FY23	Monthly Budget FY23	FY23	FY22	Net Change	Percentage Change
General (Unrestricted)	62,965,791	26,235,746	26,711,560	28,219,728	(1,508,168)	-5.3%
Restricted	20,675,565	8,614,819	7,925,143	5,103,834	2,821,309	55.3%
<b>Total Revenues</b>	<b>\$83,641,356</b>	<b>\$34,850,565</b>	<b>\$34,636,703</b>	<b>\$33,323,562</b>	<b>\$1,313,141</b>	<b>3.9%</b>

#### Expense Fund

General (Unrestricted)	62,965,791	26,235,746	16,411,701	16,905,385	(493,684)	-2.9%
Restricted	20,675,565	8,614,819	4,476,922	2,324,344	2,152,577	92.6%
<b>Total Expenses</b>	<b>\$83,641,356</b>	<b>\$34,850,565</b>	<b>\$20,888,622</b>	<b>\$19,229,729</b>	<b>\$1,658,893</b>	<b>8.6%</b>

#### Net Surplus

	<b>\$0</b>	<b>\$0</b>	<b>\$13,748,081</b>	<b>\$14,093,833</b>	<b>(\$345,752)</b>	<b>-2.5%</b>
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#### Revenue Sources

Revenue Sources	Budget FY23	Monthly Budget FY23	FY23	FY22	Net Change	Percentage Change
<b>Unrestricted Revenues</b>	<b>\$62,965,791</b>	<b>\$26,235,746</b>	<b>\$26,711,560</b>	<b>\$28,219,728</b>	<b>(\$1,508,168)</b>	<b>-5.3%</b>
Board of Estimates - Unrestricted	600,000	250,000	0	0	0	0.0%
Bookstore Revenue	935,232	389,680	507,740	429,140	78,600	18.3%
Consolidated Fees	950,936	396,223	467,640	526,298	(58,658)	-11.1%
Credit Tuition	11,272,747	4,696,978	3,593,694	3,686,064	(92,370)	-2.5%
Covid Relief Funds	0	0	0	0	0	0.0%
Facilities Capital Fees	109,971	45,821	49,629	52,472	(2,843)	-5.4%
Indirect Cost Recover - Other	0	0	20,127	15,885	4,242	26.7%
Investment Income	364,047	151,686	344,831	30,411	314,420	1033.9%
Non-Credit Fee Revenue	377,357	157,232	143,310	199,770	(56,460)	-28.3%
Non-Credit Tuition	532,994	222,081	172,260	215,510	(43,250)	-20.1%
Other Fee Revenue	177,861	74,109	1,355	270	1,085	401.7%
Other Revenue (40)	117,800	49,083	(1,831,535)	600,505	(2,432,040)	-405.0%
Parking and Transportation	34,719	14,466	4,690	32	4,658	14787.3%
Real Estate Lease Income	2,331,299	971,375	877,568	1,999,205	(1,121,638)	-56.1%
Registration Fee	299,995	124,998	132,590	125,814	6,776	5.4%
State Appropriation	43,735,135	18,222,973	21,867,568	19,940,034	1,927,534	9.7%
Technology Fees	739,713	308,214	311,938	350,800	(38,862)	-11.1%
Tower Rental Income	131,092	54,622	33,891	32,222	1,669	5.2%
Transcripts	39,084	16,285	13,830	15,295	(1,465)	-9.6%
Vending Machine Commission	4,976	2,073	435	0	435	100.0%
WBJC Asset Agreement	210,833	87,847	0	0	0	0.0%
<b>Restricted Revenues</b>	<b>\$20,675,565</b>	<b>\$8,614,819</b>	<b>\$7,925,143</b>	<b>\$5,103,834</b>	<b>\$2,821,309</b>	<b>55.3%</b>
Capital Projects	0	0	2,610,261	0	2,610,261	100.0%
Covid Relief	1,321,559	550,650	1,233,270	1,042,949	190,321	18.2%
Federal Grants & Contracts	13,088,390	5,453,496	1,590,463	2,027,699	(437,236)	-21.6%
Other Revenue (43)	0	0	61,750	339	61,411	18099.2%
Private Gifts, Grants & Contracts	85,792	35,747	4,661	0	4,661	100.0%
State & Local Grants & Contracts	4,513,262	1,880,526	2,014,078	1,465,963	548,116	37.4%
WBJC Revenue	1,666,562	694,401	410,659	566,884	(156,225)	-27.6%
<b>Total Revenue</b>	<b>\$83,641,356</b>	<b>\$34,850,565</b>	<b>\$34,636,703</b>	<b>\$33,323,562</b>	<b>\$1,313,141</b>	<b>3.9%</b>

**Expenditure by Category**

Description	Object	FY23 Expenses	FY22 Expenses	Net Change	Percentage Change
Labor: PIN Salaries	1	11,352,641	11,855,659	(503,018)	-4.2%
Labor: Contractual Employees	2	2,327,128	2,249,066	78,062	3.5%
Communications	3	127,884	23,556	104,328	442.9%
Travel	4	25,853	11,160	14,693	131.7%
Utilities	6	655,574	514,750	140,824	27.4%
Motor Vehicle	7	14,339	0	14,339	100.0%
Contractual Services	8	1,203,054	1,727,824	(524,770)	-30.4%
Supplies	9	470,633	734,548	(263,915)	-35.9%
Replacement Equipment	10	328	2,273	(1,946)	-85.6%
New Equipment	11	5,761	70,073	(64,312)	-91.8%
Scholarships and Fellowships	12	3,114,900	625,675	2,489,224	397.8%
Fixed Expenses	13	1,614,437	1,374,552	239,884	17.5%
Deferred Maintenance	14	(23,909)	40,592	(64,501)	-158.9%
Clearing	96	0	0	0	0.0%
<b>Total Expenses FY23</b>		<b>\$20,888,622</b>	<b>\$19,229,729</b>	<b>\$1,658,893</b>	<b>8.6%</b>

**Current Expenses by Division**

Division	Budget FY23	FY23 Expenses	FY22 Expenses	Net Change	Percentage Change
Academic Affairs	23,092,339	7,015,122	7,317,611	(302,488)	-4.1%
Administration & Finance	16,706,159	4,053,162	4,203,841	(150,679)	-3.6%
Advancement & Strategic Partners	1,817,188	241,830	424,876	(183,046)	-43.1%
College Wide	5,143,718	1,733,977	841,127	892,849	106.1%
Information Technology	5,366,182	1,425,006	1,131,432	293,574	25.9%
Institutional Research & Strategic Priorities	1,057,836	247,815	253,935	(6,121)	-2.4%
President's Office (Executive)	1,677,484	540,724	483,063	57,661	11.9%
Student Affairs	14,666,613	3,298,266	2,344,964	953,301	40.7%
WBJC	1,714,959	359,466	442,037	(82,571)	-18.7%
WDCED	12,398,878	1,973,255	1,786,843	186,412	10.4%
<b>Total Expenses FY23</b>	<b>\$83,641,356</b>	<b>\$20,888,622</b>	<b>\$19,229,729</b>	<b>\$1,658,893</b>	<b>8.6%</b>

# **Board of Trustees Meeting**

Monday, December 19, 2022

## **Enrollment Report**

Dr. Jade Borne, Vice President for Student Affairs

# Realignment Task 5

## Strategic Enrollment & Recruitment Planning

### *Stop-Outs Near Completers Incentives*

Credits Earned (Including Transfer)	Number
31-45	996
45+	1,321

- Individualized Degree Audits
- Review of Financial Obligations/Holds
- Completion Events
- Individualized Advisor Appointments
- Financial Aid Packages Offered

# Realignment Task 5

## Strategic Enrollment & Recruitment Planning

### ***Student Email Comments***

***“I'm concerned at the timing of this email, as it seems you must be spying on my inner thoughts. I am absolutely interested in returning. I will look at the calendar for January appointments and get myself on the schedule. Thank you for this well-timed email. Happy Holidays.”- Tenisha M.***

***“Thank you so much for reaching out. I stopped taking classes at BCCC because I have moved away from Baltimore. But I really appreciate that I was a student at BCCC. I believe I will benefit from the knowledge I got from BCCC through my life. Thanks!” - Sincerely, Zhengping Zhou***

***“Yes I am very interested in being able to complete my degree and if possible be in school this spring. I will go through the resources given and any help provided is appreciated.” - Andre White***

# Realignment Task 5

## Strategic Enrollment & Recruitment Planning

### ***Student Email Comments***

***“Thank you so much Dr. Borne for your invitation. I am very eager to return to BCCC to complete my degree come spring semester. I had completed all my prerequisites and had applied for admission into Nursing program for ADN starting next spring. I am anxiously waiting for acceptance status and hope I will be accepted. Once again thank you so much for your email and encouragement it helps to remind me not to give up.” – Sincerely, Eka Ekanem***

***“Good morning, Jade, I’d just like to let you know that this message meant a lot to me this morning as I’ve been thinking about attending school again to fulfill my degree” - LaChawn B***

***“Hi yes I would love to return and transfer my credits please !” - Taya Callm***

# Realignment Task 5

## Strategic Enrollment & Recruitment Planning

### High School Events

Date	School	Event	Student
November 1, 2022	Patterson High School	FAFSA Night	45
November 3, 2022	Milford Mill Academy	College Night	65
November 4, 2022	New Era Academy	College Night	15
November 11, 2022	Benjamin Franklin	College Event	70
November 14, 2022	Digital Harbor	College Night	125
November 14, 2022	New Era Academy	College Event	165
November 15, 2022	Reginal F. Lewis	College Event	145
November 15, 2022	Patterson High	College Night	116
November 16, 2022	Carver High	College Night	122
November 16, 2022	Coppin Academy	College Event	115
November 17, 2022	Green Street Academy	College Event	160
November 18, 2022	Mergenthaler High	College Event	180
November 30, 2022	Youth Opportunity Academy	College Event	15
<b>Total</b>			<b>1,338</b>

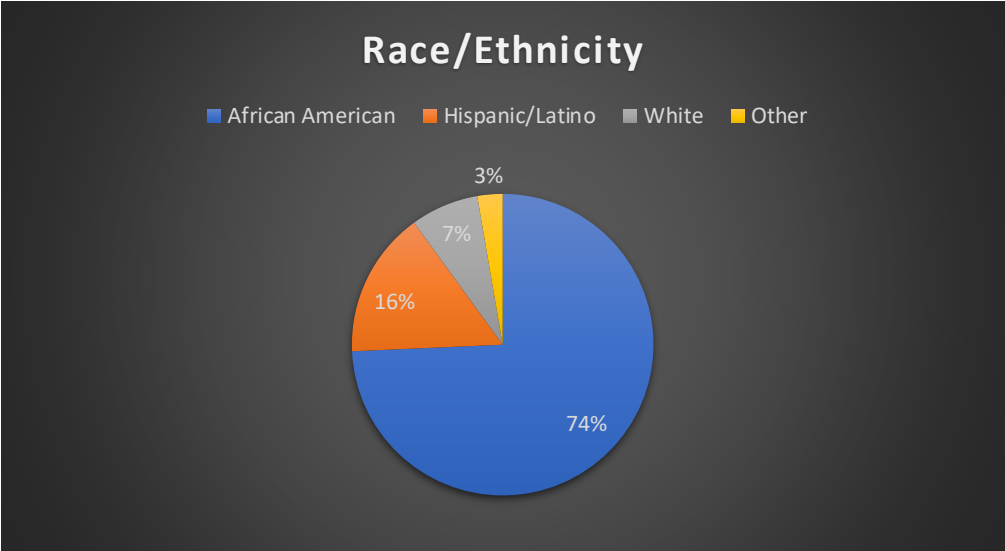
# Realignment Task 5

## Strategic Enrollment & Recruitment Planning

### ***Targeting Future Hispanic Students Baltimore Public Schools***

2021-22 Student Demographics

Sixteen percent (16%) of students in BCPS are identified as Hispanic/Latinx.





# Realignment Task 5

## Strategic Enrollment & Recruitment Planning

### ***Targeting Future Hispanic Students Baltimore Public Schools***

School	Type	Grades	Hispanic Pop
National Academy Foundation	Middle/High	6-12	52%
Patterson	High	9-12	50%
Benjamin Franklin	High	9-12	49%
New Era Academy	High	9-12	38%
Digital Harbor	High	9-12	27%
Forest Park	High	9-12	20%
Academy for College & Career Prep	Middle/High	6-12	17%
William S. Baer	Elem/Middle/High	PK-12	17%

# Realignment Task 5

## Strategic Enrollment & Recruitment Planning

### *Targeting Future Hispanic Students* *Baltimore Public Schools* Elementary/Middle Schools

School	Type	Grades	Hispanic Pop
John Ruhrah	Elementary/Middle	Pk-8	88%
Highland	Elementary/Middle	PK-8	87%
Highlandtown	Elementary/Middle	Pk-8	86%
Lakeland	Elementary/Middle	PK-8	73%
Graceland Park/O'Donnell	Elementary/Middle	Pk-8	78%
Armistead Gardens	Elementary/Middle	6-12	71%
Holabird Academy	Elementary/Middle	PK-8	60%
Fallstaff	Elementary/Middle	PK-8	59%
Maree Farring	Elementary/Middle	PK-8	37%
Patterson Park	Elementary/Middle	PK-8	44%
Hampstead Hill	Elementary/Middle	PK-8	38%
Bay-Brook	Elementary/Middle	PK-8	37%

# Realignment Task 5

## Strategic Enrollment & Recruitment Planning

### *Targeting Future Hispanic Students Organizations*

- Y2Connect.org
- CentroSol
- Latino Economic Development Center
- Nuestras Raices
- International Social Services USA
- CASA – Baltimore
- Maryland Latinos Unidos
- Maryland Hispanic Chamber of Commerce
- Baltimore Hispanic Chamber of Commerce

# Realignment Task 5

## Strategic Enrollment & Recruitment Planning

### *Targeting Future Hispanic Students*

- Hispanic Recruitment Advisory Group
- Targeted Recruitment Opportunities at Schools, Churches, Other Organizations
- Explore HSI Grant Opportunities
- Hispanic Focused Student Clubs/Organizations
- Hispanic Publications & Other Marketing Opportunities
- Expand Dual Enrollment at Targeted Schools
- Examine Curriculum Changes/Course Offerings – Hispanic/Latin Studies
- English/Spanish Recruiting Events
- Application Materials in Spanish
- Seek to Hire More Spanish Speaking Faculty/Staff
- Expand ESL Opportunities
- Spanish Speaking Parent Events

# Realignment Task 5

## Strategic Enrollment & Recruitment Planning

**Questions?**

# Enterprise Resource Planning (ERP) Project Update



Peter Farrell, Deputy CIO

Date: December 19, 2022

# Project Status

The College maintains a **GREEN** status from the State's Department of Information Technology (DoIT). All core modules in Banner are live.

The Project Team continues to meet bi-weekly with the DoIT's Oversight Project Manager for the College to provide project updates and exchange ideas

The College also continues to provide official monthly 'Health Assessment' reports to the State which provides details on monthly project activities, including milestones, deliverables and spending.

The Cabinet receives regular project updates.

*Despite adjustments to the internal module go-live dates, the project is still scheduled to be completed by December 2023 as originally scheduled.*

# Work Completed in the Past Month

- **CRM Recruit** - Comprehensive admission system that supports the entire recruiting and admissions lifecycle. It will fully integrate with Banner and allow the admissions teams to manage recruitment and enrollment functions, facilitate engagement with students, and track enrollment goals.
  - *Phase 2 of the CRM Recruit implementation is live and the system is in post go-live support with Ellucian*
  - *SparkPost is a bulk email marketing tool that will be integrated with CRM Recruit in early 2023 to allow for enhanced marketing campaigns to prospective students*
- **Web Time Entry** – The Human Resources and Payroll offices went live with the Banner Web Time Entry module on December 14 for all PIN employees. This system replaces the legacy MDTime reporting system.
  - *A comprehensive training plan is underway, including multiple weekly trainings that continue through January, and digital training materials being developed.*



# Work Completed in the Past Month

- **Finance HX Integration** – Integration between Banner Finance Module and State of Maryland FMIS finance system
  - *A defect was identified by BCCC and corrected by Ellucian. Significant effort is underway to ensure that bad data was cleaned from the system and that newly imported data is correct and validated.*
- **Grants Accounting Process** – Implement Banner processes for accounting for new grants and the integration with the student and finance systems to utilize grant funding.
  - *A cross-functional team, including members of the Finance, WDCE, and Institutional Research groups, is meeting regularly to document and plan for the implementation of this new process in Banner.*
- **Additional Work**
  - *Faculty training for new process to track/report Never Attended*
  - *Student Accounting – 1098-T processing and billing for WDCE programs*

# Celebrate Successes

- 2022 has been a period of significant and formative transformation for BCCC
  - All core Banner modules are live!
  - Complete overhaul of daily operational processes for:
    - Financial Aid
    - Records
    - Advising
    - Academic Leadership
    - Student Accounting
    - Finance
    - Human Resources
    - Payroll
    - ITS
  - Banner touches every student and every employee

# Ongoing ERP Support / Operational Challenges

- Listening sessions held in the fall provided valuable insights into the ongoing support needs as we transition from implementing to operating and maintaining the new cloud-based Banner system. While we have seen many benefits of the new system, there are also significant learning curves, particularly in the areas of:
  - Data cleanup
  - Reporting
  - Cyclical operational procedures

# ERP Challenges - Reporting

- There is a catalog of compliance and operational reports that have been identified by functional offices that require data out of Banner
- Resource constraints & learning curves
  - New data structures
  - New reporting tool
  - Many reports need to be written from baseline
- Examples:
  - Maryland Higher Education Commission (MHEC) reporting
  - Integrated Postsecondary Education Data System (IPEDS) reporting
  - Department of Budget and Management (DBM) reporting
  - Operational reports used for daily operations and informed decision making

# ERP Challenges – Data Cleanup

- Data migration from the legacy ERP took place over the last year and was validated by functional offices
- It is normal and expected for an ERP migration project of this magnitude to have data errors and inconsistencies that need to be addressed in production
  - Data is decades old
  - Legacy system did not have strict validation rules in place for many fields
  - Data fields don't match 1:1 from legacy ERP to Banner
  - Banner SaaS (software-as-a-service) does not offer customization
- Examples:
  - Race/ethnicity categories did not match categories from legacy system
  - Historical majors do not always appear sequentially

# ERP Challenges – Cyclical Operations

- Due to the cyclical nature of college operations, there are many processes that are only run annually, so implementing the new system means that offices will be running new processes for the next couple of years.
- Ellucian project team has built the foundation but will not be available beyond the initial implementation scope
- Examples:
  - End-of-year reporting in Finance
  - Degree audits and graduation clearances in Records

# Managed Services

- Managed services consulting provides ongoing operational support for the year or two post go-live after the project team is complete.
- Conversations have been started with Ellucian, CampusWorks, Ferrilli and options are being explored that will be presented to the board in early 2023.

# Other IT Projects & Initiatives

- **Data Center Refresh** – replacement of legacy data center equipment and implementation of modern backup & recovery tool. Approved by board in October 2022.
  - *All equipment has been received and project kicked off on December 2. Anticipated completion: Q1 2023.*
- **Multi-Factor Authentication (MFA)** – deployment of MFA and other security enhancements to college community
  - *3-phased project has kicked off. Phase 1, implementing MFA for employees, will be live in January 2023. The entire project will be complete with the enforcement of MFA for students in summer 2023.*
- **Role Based Security Training** – implementation of role-based security training, which targets specific security topics based on an individual's role in the institution (IT staff, executive, HIPAA, FERPA, PCI-DSS)
  - *In conjunction with DoIT, a pilot was held with the ITS staff. We will be coordinating a broader deployment to the BCCC community.*



# Questions

**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

- TAB 10 | President's Report
- A. Operational Update
  - B. Realignment Tasks Update
-

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, December 19, 2022**

*Dr. Laura Cripps, Vice President, Academic Affairs*

### **ACADEMIC AFFAIRS UPDATE**

#### **Middle States Commission on Higher Education (MSCHE)**

The final draft of BCCC's Self Study Design was submitted to MSCHE on November 16, 2022, reflecting the minimal edits discussed during the Self-Study pre-visit by Dr. Terence Peavy on November 9, 2022. The Self-Study Design was accepted by MSCHE on November 18, 2022 and complimented BCCC on the quality of writing and breadth of the work.

On December 7-9, 2022, thirteen BCCC staff and faculty attended the MSCHE annual conference in Philadelphia. This team comprised Working Group Co-Chairs and Steering Committee Members. Outcomes from the conference will be shared with the Steering Committee, Working Groups and College employees during the President's Forum, and in various sessions as part of January Professional Development.

#### **E-Learning and Faculty Development**

Two issues connected to the delivery of Ellucian Banner that impacted the functionality of Canvas were resolved in November. This work highlighted a need to provide clearer communication to faculty on how to track attendance in online, asynchronous courses, and training is scheduled for Dec 14<sup>th</sup> and the January Professional Development period. One ongoing issue is the appearance of duplicate Banner IDs, occurring late in a semester. This has only impacted one student so far, but the case highlighted a need to change the process for resolving these account issues in Banner. ITS has been notified and is working on a fix.

The E-Learning team is developing training set for the spring semester in the following areas:

- The nine events of online instruction
- Utilizing Active Learning in online classes
- Creating rubrics and outcomes
- New Quizzes, Assignments, and outcomes
- Blueprinting courses to make the application of outcomes easier

With access to Adobe Creative Suite software coming to E-Learning later in November, the team has started to build engaging self-paced Just in Time Training (JiTT) that will be hosted on YouTube and posted onto Canvas.

#### **Library**

In November, Library staff participated in meetings connected to the MSCHE Self-Study Design and Self-Study Working Group activities and served on the search committee for the Director of the Academic Achievement. To support our education, legal, and sociology students, an Affirmative Action LibGuide was produced.

Wendy Ma (Systems librarian) attended the SirsiDynix Connections 2022, an online conference held on November 15-17. Topics presented at the conference include emerging technologies including SirsiDynix products like Discovery Solutions and Partner Connect.

## Library statistics for November 2022

Circulation of Print / Media	20	119
Use of Reserve Materials	53	171
<b>Database Sessions</b>		
Database Searches	5,914	11,222
Articles Retrieved	3,705	7,604
Library Online Public Access Catalog (OPAC) Searches		
eBook downloads	217	324
Use of Group Study Rooms	202	565
Laptop Usage	7	46
Printed Pages	4,130	14,751
Gate Count	6,367	37,731
Registration of new Patrons	12	76
Registration/Update of Community patrons	0	24
<b>Information Services</b>		
Information Literacy Sessions	12	44
Information Literacy Attendance	101	493
Technology Training Sessions	5	18
Technology Training Attendance	1	5
Training Center Use by Other College Departments	0	3
<b>LibAnswers &amp; Social Media</b>		
LibAnswers	7	77
Facebook Followers	502	502
Facebook Engagement	5	250
Instagram Followers	68	68

There was a decrease in LibGuides usage in November by 484 views, with a monthly total of 2125 views by BCCC students. The most popular guides used in the month of November were MLA 9<sup>th</sup> Edition (541 views), APA Papers 7<sup>th</sup> edition (423 views), Online Databases (330 views), and Library Handouts (208 views).

### Promise Academy

The Promise Academy coordinator replacement is currently being sought. In the interim, the Associate Vice President for Academic Affairs, in conjunction with Ms. Aquila Evans, a retention specialist, are overseeing delivery of support services to Promise Academy students.

### SCHOOL OF NURSING AND HEALTH PROFESSIONS

As the semester ends, SNHP faculty and deans are heavily invested in program Review reporting and all program coordinators are working with their respective PREC Reviewers and Dean's office to complete this task.

### Dental Hygiene (DH)

The Dental Hygiene department hosted a team of examiners to proctor the dental certification exam on December 1-2, 2022. All 12 students passed the CDCA-WREB-CITA clinical examination allowing the program to continue with its 100% pass rate.

The program coordinator is expected to submit the first draft of the CODA self-study with the Dean's office in early December. The department has ordered and purchased a \$44,000.00 Dexis X-ray machine, replacing the current 20-year-old/outdated system. The Dexis dental imaging system will provide superior x-ray images for students and faculty to properly evaluate patients for treatment. Furthermore, with smaller, more comfortable sensors to use on patients, radiographic images will be more accurate and result in fewer patient retakes in the dental hygiene clinic.

During the Winter session, the dental faculty plans to assist the final dental cohort, impacted by the COVID pandemic, by providing additional practicum hours needed for graduation.

### **Emergency Medical Services (EMS)**

The EMS department continues to work on updating the curriculum per the Maryland Institute for Emergency Medical Services System (MIEMSS) directives. An AAS in Emergency Medical Services (with an embedded EMS Certificate) was proposed as a new P-TECH pathway, to the P-TECH Steering Committee on December 5, 2022.

### **Nursing**

Adequately staffing the Nursing program remains challenging due to talent shortages and competitive compensation within the nursing industry. Job adverts for Nursing faculty are posted and the team continues actively interviewing and hiring credentialed faculty and staff for full-time and adjunct positions. In November, one offer for a full-time Nursing faculty position was accepted.

The nursing faculty recently hosted three individuals from ATI Nursing Education on December 2<sup>nd</sup>. Faculty were trained on ATI's Next Generation NCLEX platform, which would add value to the Nursing Program's curriculum once it is adopted.

### **Respiratory Care**

The Respiratory program continues to adhere to all accreditation standards and remains in good standing. Dr. Mahmood presented BCCC's RSC program to prospective P-TECH students at Dunbar High School on November 10th. This presentation was done in conjunction with Johns Hopkins Hospital.

### **Physical Therapist Assistant (PTA)**

The program coordinator and faculty are working on completing the annual accreditation report to be submitted by 12/20/22 to the Commission on Accreditation in Physical Therapy Education (CAPTE).

Prof Sonya Johnson-Branch presented BCCC's PTA program to prospective P-TECH students at Dunbar High School on November 16<sup>th</sup>. She also discussed the SGT program's scope and sequence, admission requirements, and career opportunities.

## **SCHOOL OF ARTS AND SOCIAL SCIENCES**

Under the direction of the Dean, Dr. Juli Hawk (Psychology) is leading efforts to revise the College's PRE-100 "Preparation for Academic Achievement" course. This is a one-credit college orientation class required of all first-time freshmen. Dr. Hawk will facilitate a collegewide discussion on the components of this course, with an eye towards revising the learning outcomes and syllabus for Academic Year 2023-2024.

All departments in SASS have started work on transposing course outcomes data from Nuventive into Canvas.

With support from the School deans, Dr. Latonia Moss (English), and Dr. Juli Hawk (Psychology) have collaborated on an initiative to provide greater support to our adjunct faculty. These efforts include: a comprehensive Frequently Asked Questions guide and a spring adjunct orientation, as part of January Professional Development, which will be held both in-person and virtually. The orientation will include sessions for all adjunct faculty as well as breakout sessions, grouped by School.

### **Baltimore Police Department and University of Baltimore Articulation Agreements and High School Explorers Program**

The Dean of SASS and Dr. Evelyn Garcia, Program Coordinator for Criminal Justice, continue to meet every two weeks with representatives from the Baltimore Police Department and the University of Baltimore, to facilitate the pathway for Police Academy graduates to earn their associate degree in Law Enforcement from BCCC and then their bachelor's degree from the University of Baltimore. This group has begun discussing ways of reviving the BPD's Explorer's Program, a mentoring program for high school students aimed at encouraging these students to pursue a path to becoming a police officer. This initiative is a potential new dual enrollment program for BCCC that will help build enrollment.

## **SCHOOL OF BUSINESS, SCIENCE, TECHNOLOGY, ENGINEERING AND MATH**

206 students and faculty participated in the Annual STEM Symposium on November 17, 2022. The keynote speaker session was attended by over 160 students and faculty, and students presented research and informational posters. In addition, the department of Natural and Physical Sciences hosted a research presentation event on December 9, 2022, which showcased the work of three students who completed 250 hours of a mentored internship placements at the University of Maryland, Towson University and Biotech Research Lab. Students presented their internship work to faculty, students and researchers from UMB BioPark.

The Math department updated guidelines for multiple measures and math course placement, in conjunction with the English department and members from the testing center and academic advising. All departments in B-STEM have started work on transposing course outcomes data from Nuventive into Canvas.

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, December 19, 2022**

*Mr. Michael Thomas, Vice President, Workforce Development & Continuing Education*

#### **WORKFORCE DEVELOPMENT & CONTINUING EDUCATION (WDCE) DIVISION**

WDCE classes have moved to a combination of in-person and virtual instruction, with additional resources for academic support and both remote and in-person testing.

***ABE/ELS Program Improvement*** – Community ABE, ESL, and Refugee classes start each month. In addition, Citizenship classes start quarterly.

- 124 C-ESL Students were registered for the 10-week October classes
- ABE registered 132 Students for November classes
- ABE has started 12 ABE/GED classes on November 28 (2 in Person, 10 virtual)
- 6 C-ESL mini-sessions begin on December 7, helping to provide intensive instruction for students before winter break
- 11 C-ESL classes are set to run in January with half being in-person at the Harbor campus
- 23 Advanced level students took a GED Ready test; 17 scored “Likely to Pass” exam and passed; 74% passing rate
- Since July, 11 students have earned their high school diploma
- 9 ABE/GED students are currently enrolled in the IET CNA/GNA certificate program. These students only need either math or science to pass to attain their MD high school diploma. They are scheduled to take the GED Ready exam to determine their level of readiness to take the official GED exam in December
- The ABE department has reestablished partnerships with the following organizations and agencies to offer ABE/GED classes to members of the community: Department of Corrections, Thread, Clay Potts, Our Daily Bread, and HABC
- ABE met with an Early Start partner to discuss hosting classes on-site and the process of referring students

#### **English Language Institute (ELI)**

- Launched 8 Fall semester ELI classes 8/22
- Scheduled, enrolled for, launched an additional three (3) ELI 80 classes 9/7 to accommodate MSP influx
- Continue to lead ELI/Student Affairs Collaborative meetings about International Students’ eligibility for ELI enrollment
- Met with new ELI 80 instructors about syllabus modifications, behavioral challenges in class. Have a corrective action plan in place to provide more instructor and student support, focusing specifically on MSP students
- Observations of all classes were done to ensure quality instruction is being delivered while also considering if curricula need to be adapted to meet the new MSP students’ needs
- ELI schedule has been set for Spring 2023
- Working with Student Affairs and the Testing Center to streamline ELI referrals and testing procedures

### **Citizenship**

- Completed approximately 25 registrations for a total of 70 Citizenship students Fall session, including 20 new students, ordered books for 10 new students
- 7 Citizenship classes are currently taking place with over 80 students attending.
- Continue to encourage students to post-test
- Completed BCCC portion of USCIS grant Q4 report for IRC to submit, and now working on the Q5 report

### **Refugee Youth Project (RYP) and Refugee Assistance Program (RAP)**

- The ELS department, in partnership with City Schools, is successfully running programming at three (3) schools: Moravia Park Elementary School, Patterson High School, and Mt. Royal Elementary/Middle School. The afterschool programming focuses on ESL instruction, College and Career Readiness, Dance, Sports, and STEM enrichment classes
- Refugee Youth Project (RYP) began programming at Moravia Park ES and Patterson HS, serving over 120 students in total
- RYP continues its partnership with Notre Dame Prep and Bryn Mawr to bring volunteers to assist with homework help/tutoring
- RYP continues its partnership with Maryland Institute College of Art (MICA) to host an AmeriCorps member
- RYP received over 60 donated coats from current partners Notre Dame Prep and other community groups
- RYP attended a town hall at Mt. Royal Elementary/Middle school for parents and community stakeholders
- Met with ESOL teacher (former RYP staff) and social work intern at Academy for College and Career Excellence in Hampden to discuss programming
- Met with ESOL staff, social worker, and principal at Furley ES to discuss in person RAP classes and RYP at Furley
- Attended MORA grant kick-off meeting at UMBC
- Invited to speak at Loyola's Lessons and Carols holiday celebration
- Three (3) RAP mini sessions began November 28, providing newly resettled refugees and asylees the opportunity to take intensive ESL classes before winter break

***Workforce Development Program Development and Expansion*** – The Workforce Development (WD) Department continues to expand partnerships with local community and health agencies to provide opportunities for students to gain training and improve their career outlook.

### **Baltimore Alliance For Careers in Healthcare**

- Workforce is working closely with the Baltimore Alliance for Careers in Healthcare to offer healthcare training for Baltimore City Residents over the summer months. Collaborating with BACH has assisted with enrollment increases in healthcare programs. The partnership has yielded a total of fifty-seven students, including five Patient Care Technician Cohorts (44 students); one Multi-Skilled Medical Technician (4 students); and Emergency Medical Technician (9 students).



### **Center for Urban Families**

- Workforce worked closely with Center for Urban Families to enroll over seventy-five students in Certified Nursing Assistant (CNA) and Community Health Worker Programs (CHW), Diesel Mechanics, and Commercial Driving License (CDL) programs. Workforce is entering the final year of the BOOST grant partnering with Center for Urban Families (CFUF). CFUF has also received funding for an additional seventy-five students (total 150).

### **Goodwill Industries**

- Workforce Development coordinated this fall with Goodwill Industries on two training opportunities. A Certified Nursing Assistant (CNA) short of fifteen (15) students that are competing clinicals and will be licensed before year end. As well as a Pharmacy Technician cohort of sixteen (16) students that are currently working through clinicals to complete in early 2023. We have also begun looking towards 2023 and beginning a cohort each of CNA and Pharmacy Technician in January.

### **Concerted Care**

Workforce Development has worked closely with Concerted Care to provide training opportunities for Baltimore City residents that have been impacted by the opioid epidemic. Students participated in workforce training in Certified Nursing Assistant and Patient Care Technician (25 students). Concerted Care has received funding for additional students and training will continue in October.

### **Baltimore City Schools - Green Street Academy**

Workforce Development has expanded its partnership with Baltimore City Public Schools and offered a workforce training opportunity at Green Street Academy. In September 2022, a cohort of twenty-two (22) students began training for Certified Nursing Assistant that will lead to licensing. The program is located at Green Street Academy Monday – Friday.

### **LifeBridge Health**

- A Cohort of seven (7) Sinai Hospital employees began course sequence Certified Nursing Assistant (CNA) course sequence in October. The course is scheduled to be completed in February 2023 and will lead to licensing with the MD Board of Nursing (MBON).

### **University of Maryland Medical Center**

- Workforce Development is coordinating with the University of Maryland Medical Center to hold three information sessions before the end of the year to identify candidates for a Patient Care Technician (PCT) cohort. The class will begin in January and complete in June for an estimated ten students.

### **Commercial Driver's License (CDL B)**

- Workforce Development offered its first Commercial Driver's License (CDL) class this year. There has been a total of 5 cohorts offered. In the first two (2) cohorts, 90% of students received their Commercial Driver's Learners Permit. Of the eighteen (18) students that have tested, seventeen (17) have passed to receive their Commercial Driver's License, Class B. The third cohort will complete their Commercial Driver's Learners Permits and license in December. The fourth and fifth cohort began in August and will complete the CDL Permit License in November and December.

### Other Funding Opportunities

Workforce Development has also received several funding opportunities to offer workforce training to city residents:

- **Baltimore City Department of Social Services** – 4.8 million over three years to offer workforce training to Baltimore City residents and recipients of DSS benefits
- **Baltimore City Department of Social Services/SNAP** - \$255,000 to offer workforce development training for City residents and recipients of SNAP benefits
- **Department of Human Services SNAP** - \$1.2 million over three years to offer workforce training to Maryland residents and recipients of SNAP benefits.
- **Department of Social Services Sequence** - \$87,250 to offer workforce training in healthcare to City residents
- **GEERS** - \$558,000 to offer workforce training to Maryland residents

### Career Services Updates

- Career Services has conducted several Job Readiness courses for current healthcare programs, Emergency Medical Technician, Patient Care Technician, and Certified Driver License programs.
- Career Services has recruitment opportunities in Early Childcare (Kreative Minds Learning Center); Morgan State University, Penske, Blakehurst (CDLs) and University of Maryland Medical Center.
- Career Services continues to work with partners to create career placement trainings opportunities for students. This includes placing students with Kennedy Krieger to work with children and young adults with developmental disabilities in the Neurobehavioral Unit. There were approximately (9) Community Health Workers placed over the summer.
- Career Services continues to coordinate with Workforce to connect students to job opportunities directly related to their training experiences.

**Partnering with Baltimore City Schools** – Several initiatives led by WDCE support implementation of the college’s Career Pathways, increase early college access, and support for students’ transition to college.

- P-TECH Fall semester is underway for students.
  - There are a total of two hundred and twenty-two (222) P-TECH students taking fifty-three different courses this semester.
    - Eighty-one (81) students are registered from Carver Vocational High School
    - One hundred and eighteen students (118) are registered from Dunbar High School
    - Twenty-three (23) students are registered from New ERA High School
- P-Tech continues to work collaboratively with external partners BCPSS schools New ERA, Dunbar, and Carver High Schools to ensure a smooth transition into college classes for students.
- P-TECH working internally with a panel of BCCC departments, representatives from e-learning, IT, Student Support and Wellness Services, Center for Academic Achievement, BCCC Library, and Disability Support Services Center to best equip students for success.
- P-TECH has five (5) students graduating this fall semester, upon successful completion of coursework.
  - 4 students will be graduating from the general science pathway
  - 1 student will be graduating from the cyber security and assurance pathway
- P-TECH has begun to use individual student scope and sequence plans, student inquiries, and input from internal Deans, Associate Deans, and Program Coordinators to develop the P-TECH tentative spring schedules.
  - Once this stage is complete, P-TECH will collaborate with external partners BCPSS schools Carver, Dunbar, and New ERA to confirm students tentative spring schedules.
- P-TECH is currently working with Dunbar on Winter registrations and all other schools to plan out Spring course offerings and registration dates.

- The ELS department, in partnership with City Schools, has started programming at three (3) schools: Moravia Park Elementary School, Patterson High School, and Mt. Royal Elementary/Middle School. The afterschool programming will focus on ESL instruction, College and Career Readiness, Dance, Sports, and STEM enrichment classes. These classes are funded through DHS-MORA's RSIG (Refugee School Impact Grant) which was renewed for FY '23.
- BCCC/RYP received a \$750,000 ARPA Grant award from the Mayor's office. This money will be used to support Refugee Youth Project's mission of serving refugee and asylee youth, one of the most vulnerable populations in Baltimore.

## ENVIRONMENT SERVICES AND FACILITIES

*Environmental Services and Facilities* – This department provides ongoing cleaning, maintenance, and repairs for all campus facilities. This team also supports campus special events, the mailroom, and property control. In addition, the department plans and manages the 10-Year Facilities Master Plan.

- The Loop Road construction project awarded September 1, 2021 is ongoing and 75% complete. The installation of the new exit, curbs, landscaping, borings for new light poles, and pouring and staining of the new Liberty Heights stairs are complete. Currently, the contractor is drilling piles to support the new road. Due to the rock that the contractor has encountered with the piles, DGS has approved an 87-day extension bringing Substantial Completion to July 6, 2023.
- The West Pavilion Fire Alarm project was approved at the BOT and the Board of Public Works meeting on November 16<sup>th</sup>. and the Notice to Proceed was issued December 16<sup>th</sup>, with 120 days to complete the project by April 21, 2023. The project will provide an entire new fire alarm system, new fire pump and controllers for the life safety of the building occupants. This is a state-funded capital deferred maintenance project. The College continues to plan out the rest of the fiscal year's projects to include ten (10) deferred maintenance projects, the design of the Learning Commons, and the demolition of the Bard Building. The Bard Building demolition 100% Construction Documents will be completed mid-December with bidding documents posted to eMaryland Marketplace Advantage in January, and construction is expected to start in June 2022. The following projects are ongoing on campus: Life Sciences Building Fire Alarm System Replacement which will be complete February 6<sup>th</sup>, 2023, South Pavilion renovation which will be complete by the end of the year, and other short-term repairs to roofs and HVAC systems.

**Since January 2022, the following construction projects have been completed:**

- Receiving flooring project, **Start Date:** 9/10/2022 **End Date:** 9/24/2022
- Greenhouse flooring project, **Start Date:** 4/07/2022 **End Date:** 8/15/2022
- Student Center renovation, **Start Date:** 1/10/2022 **End Date:** 3/25/2022
- South Pavilion Roof Replacement, **Start Date:** 4/12/2022 **End Date:** 7/21/2022
- South Pavilion HVAC Repairs, **Start Date:** 4/07/2022 **End Date:** 8/25/2022
- South Pavilion carpet and rubber stairwells, **Start Date:** 6/27/2022 **End Date:** 8/19/2022
  
- Life Science Building Chiller Repairs, **Start Date:** 3/07/2022 **End Date:** 5/16/2022
- Life Science Building IT/Data Room HVAC Upgrades, **Start Date:** 3/15/2022 **End Date:** 4/20/2022
- Main Building/Nursing IT/Data Room HVAC Upgrades, **Start Date:** 6/01/2022 **End Date:** 7/02/2022
- Life Science Building Duct Work Cleaning, **Start Date:** 11/18/2021 **End Date:** 12/22/2021 **(This is a 2021 Project)**
- Main Building Duct Work Cleaning, **Start Date:** 7/11/2022 **End Date:** 7/22/2022
- Flagpole lighting installation, **Start Date:** 3/21/2022 **End Date:** 3/25/2022

- Bottle Filler Water Fountains Installation, **Start Date:**3/23/2022 **End Date:** 6/10/2022

- Ongoing projects include the Cameras and Access Control project, exterior Pavilion lighting repairs, and the Life Science Fire Alarm Replacement. The Life Science Building skylight repairs and the West Pavilion Fire Alarm project are ready for contract award. The College has submitted new furniture orders for student areas including the Student Center, hallways of the Main Building, hallways of the Life Science Building and the Harbor campus.

## **PUBLIC SAFETY AND SECURITY**

***Public Safety 24-hour Monitoring and Security*** -- Security for all campus locations includes camera surveillance, access control monitoring, and officers on patrol (security rounds and stations).

- Public Safety continued to support the Camera and Access Control project. Public Safety will continue to attend bi-weekly meetings and support this project for the upcoming months.
- Public Safety supported the in-person CDL, GED, and ESL programs at RPC and WDCED including weekend classes.
- Public Safety continues to support the return to on-campus activities for the college community. Public Safety members continues to enforce safety measures including mask-wearing and COVID screening procedures, especially as the volume of students has increased for the Fall 2022 term.
- Public Safety staff continued to produce and distribute identification cards for students and faculty/staff while following safety protocols including masking, social distancing, and physical barriers. An appointment system using [idcards@bccc.edu](mailto:idcards@bccc.edu) was implemented and has been utilized to enhance safety by limiting the number of people serviced at one time.
- Public Safety supported the Loop Road construction project, managing campus access and enforcing COVID related safety measures.

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, December 19, 2022**

*Dr. Jade Borne, Vice President, Student Affairs*

### **ADMISSIONS & RECRUITMENT**

**CRM Recruit – Phase II** – Implementation of Phase II CRM Recruit continues with communications management set-up meetings throughout the month of November.

#### **Weekly Information Sessions**

The recruiters host a virtual “New Student Information Session” twice a week on Tuesday’s at 10:00am (recently assigned to Tenisha) and Wednesday’s at 3:30pm (recently assigned to Caleb). The info sessions provide a convenient option for future and new students to obtain information about the admissions process and/or any other questions regarding admission into BCCC. On average we meet with about 10 students per month during these sessions. The office has also started sending Webinar reminders to registrants the day before its presentation via email.

#### **School Visitations**

The recruiters are continuing to use an Excel spreadsheet to divide 64 Baltimore City and Baltimore County Public High Schools into 3 territories. The office will adjust the territories for the Spring 2023 semester. For November, recruiters visited a total of 16 school. See visit dates and schools below.

- Nov. 1st Patterson High School (FAFSA Night)
- Nov. 3rd Milford Mill Academy
- Nov. 4th New Era Academy – 2 students (on-site admissions)
- Nov. 11th Benjamin Franklin High School – 70 students
- Nov. 14th Digital Harbor HS– 100+ students
- Nov. 14th New Era Academy – 100+ students
- Nov. 14th Benjamin Franklin HS– 100+ students
- Nov. 15th Reginald F. Lewis HS– 100+ students
- Nov. 15th National Academy Foundations – 100+ students
- Nov. 15th Patterson High School – 100+ students
- Nov. 16th Carver Vocational-Technical HS – 100+ students
- Nov. 16th Coppin Academy – 100+ students
- Nov. 16th Frederick Douglass HS–100+ students
- Nov. 17th Academy for College and Career Exploration– 100+ students
- Nov. 17th Reach! Partnership– 100+ students
- Nov. 17th Green Street Academy – 100+ students
- Nov. 18th Mergenthaler Vocational Technical HS– 100+ students
- Nov. 18th Western HS – 100+ students Nov. 22nd Career Academy- 5 students
- Nov. 30th Youth Opportunity Academy – (5 students). Interacted with over 2,000 students during the month of November.

### **Campus Tours**

Ms. Wanda Walker led a campus tour on November 10th for a current high schooler/incoming freshman student and her mother. Recruiters are currently in the process of scheduling our second group tour with Augusta Fells Savage scheduled for 11/12/22

Ms. Lorraine has been tasked with scheduling campus group tours at least 3 days in advance using the tour request form on our website. She is currently in the process of updating this form and we are trying to integrate scheduled tours within CRM Recruit.

### **Daily Outreach**

Recruiters continue to make daily contact with the schools in their territory. Recruiters are still in the process of scheduling visits with some of the schools.

### **Collaborations**

Recruiters have collaborated with the following professionals/organizations/depts. to provide the best services for our targeted audiences (high school students, incoming/new students, and current students). Recruiters collaborated with the following offices to develop future recruiting events.

#### **Student Life and Engagement**

- International
- Marketing (working on creating new prospect cards and other marketing materials)
- TRiO
- CollegeBound
- Financial Aid (started participating in FAFSA nights provided by financial aid)

#### **Training/New Business:**

- Recruiters interviewed 2 candidates thus far for the recruiter vacancies
- Tenisha is currently planning an info session with Dr. Edna Street-Jones and other members of the Dental Hygiene department regarding Dental Hygiene Admissions SOPs.
- Recruiters are actively reviewing applications to fill two Recruiter/Admissions Advisor positions on the team (Jordan Lyles' last day was October 21st)
- CRM & Banner Trainings/Implementation
- Student Ambassador Program (Tenisha has created a draft and has passed it through the
- Admissions office for editing purposes)

#### **Student Success Center/Advising**

Advising began the Winter and Spring Group Advising Sessions November 16, 2022. There were 15 sessions scheduled from 11/16 thru 11/30. Eleven seats were available for each session. Ninety students registered, but only 36 students were served during group advising sessions. Groups of students waiting in Advising were added to the group advising sessions.

## Advising Visits in November

Student Success Center	
In-Person	602
Emails	15
Phone Calls	21
VHD	418
VHD	
Advising	418
Financial Aid	250
Student Accounting	161
Admissions	156
Records & Registration	22
Testing Center	15
ITS	42
Group Advising Session	
Students participated	36



**GROUP ADVISING**

The Advising Office is offering several group advising sessions to help you register for the upcoming winter and spring semesters. Beat the long lines and closed classes and register early. See the schedule below and sign-up for a session TODAY.

**GROUP ADVISING SESSIONS**

<b>November 23</b> Session I: 11:00 am – 12:30 pm Session II: 3:00 – 4:30 pm	<b>December 1</b> Session I: 10:00 – 11:30 am Session II: 2:00 – 3:30 pm	<b>December 8</b> Session I: 9:00 – 11:30 am Session II: 2:00 – 3:30 pm
<b>November 28</b> Session I: 9:00 – 11:30 am Session II: 1:00 – 2:30 pm	<b>December 5</b> Session I: 9:00 – 11:30 am Session II: 1:00 – 2:30 pm	
<b>November 29</b> Session I: 10:00 – 11:30 am Session II: 5:30 – 7:00 pm	<b>December 6</b> Session I: 10:00 – 11:30 am Session II: 2:00 – 3:30 pm	
<b>November 30</b> Session I: 10:00 – 11:30 am Session II: 4:00 – 5:30 pm	<b>December 7</b> Session I: 11:00 am – 12:30 pm Session II: 5:00 – 6:30 pm	

To sign up, visit: [bccc.edu/advising](https://bccc.edu/advising)



## Testing Center

### Summary of Testing Appointments

During November 2022, the Baltimore City Community College (BCCC) Liberty Campus Test Center administered 109 exams to BCCC students and community members. This month's collaborations included: DSSC, Virtual Help Desk, Student Success Center, Admissions, WDCE/ELI, Academic Affairs and Baltimore City Teacher Union (ParaPro related). The below data table provides a breakdown of the testing appointments that occurred in November.

Exam Name	Exams Administered	Walk-In Appointments	Revenue
Accuplacer	54	17	
Accuplacer Retest	7	4	
BCCC Course Exams (DSSC Students)	8	1	
Biology Exemption	10	0	
Biology Exemption-Retest	2	0	
Computer Literacy Exemption	4	0	
Computer Literacy Exemption-Retest	1	0	
College Level Examination Program (CLEP)	1	0	\$33.95
ParaPro Assessment	22	0	\$509.25
<b>Total Exams Given</b>	<b>109</b>		
<b>Total Number of Walk-In Appointments</b>	<b>22</b>		

Total Revenue Generated	\$543.20		
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*Data Trends*

- BCCC Test Center administered 109 exams in-person
- Exams for community members (non-BCCC students) accounted for approximately 20% of total exams given, a 7% increase from the month of October
- Revenue Generated in October: (1) CLEP - \$33.95 and (2) ParaPro Assessment - \$509.25. **Total: \$543.20**
- Busiest Testing Days in October: Monday, Wednesday, and Friday
- Busiest Testing Times in October: 1:00pm-2:00pm; 11:00am-12:00pm; 10:00am-11:00am

*Collaborations and Efforts toward Goals*

1. The Director of Testing applied for BCCC Test Center to be reinstated as a PearsonVue Certified Testing Center and offer GED Testing to Baltimore City and Maryland Community Members. The application is currently under review by PearsonVue.
  - a. Aligns with Test Center’s Enrollment Goal #1: **Baltimore City Liberty Campus Test Center will be identified as a certified testing center and one that encourages students' success through assessments provided**
2. The Director of Testing is working with RegisterBlast to restructure the Test Center’s appointment scheduling and check-in management system.
  - a. Aligns with Test Center’s Retention Goal #2: **Improve Test Center’s branding and customer management systems**
3. The Test Center collaborated with WDCE/ELI and the Office of Admissions to discuss standardized procedures for the Liberty Campus’ Test Center to administer the ESL Accuplacer. The Directors of each area will provide Cabinet members with procedural recommendations for approval, once completed.
  - a. Aligns with Test Center’s Retention Goal #1: **Increase the number of students using the Test Center by collaborating with campus partners**

**Records & Registration**

**Banner Implementation**

During November 2022, Records and Registration staff continued 2-hour weekly training sessions on Banner with Ellucian Consultant Missie Cullum. The sessions provided extensive training on registrar-related topics and processes. In addition to training, Missie provided documents and resources on the SharePoint folder to allow the staff to reference and reinforce knowledge of Banner screens.

- **Argos Reports**  
During the month of November 2022, I worked with IT to extract data from Banner to produce ad hoc Argos reports. Reports were created to allow for critical data and information on registration activity for winter 2023 and spring 2023, and to allow reporting on students who withdrew from all classes for fall 2022, to include Pell recipients.
- **Resolved/Existing Issues**  
This office resolved data issues with change of major and lack of data migrated from HPLAN. We still experience problems with processing National Student Clearinghouse enrollment and degree



transmissions due to the Banner implementation. We are working with NSC, BCCC IT, and Missie to resolve.

### **Process Improvements**

Records and Registration has worked with Financial Aid to process all institution withdrawals that impact Pell recipients, to process all incoming transcript requests within one to two days of receipt (4 days during peak operation periods) and process all student requests from the registrar public folder within one-three days of receipt. This office keeps a daily log of all student interactions at the registrar counter.

### **Course Scheduling for Winter 2022 and Spring 2023 sessions**

Most all course schedules received from Academic Affairs were processed for winter 2022 and spring 2023 sessions. All schedules were loaded into Banner and registration began on November 14, 2022, for Veteran students and on November 16, 2022, for General populations.

### **Registration Activity and Outbound Transcripts**

Records and Registration processed approximately 400 outbound transcripts and over two hundred registrations for winter 2023 and one hundred for spring 2023.

### **Degree Audits/College Transfer Credit Articulations**

Between November 1 and 31, 2022, Records and Registration staff conducted four hundred first-time degree audits and 75 transfer credit articulations.

### **Financial Aid**

While the FA office worked hard to streamline the new Banner system tasks for the supplement data migration, they never stopped serving students. They provide services on campus and via the virtual help desk, phone, and email.

### **Students Served:**

- VHD 135
- Walk-ins 443

### **Other Reports:**

The financial aid department completed the following reports daily and weekly for Title IV compliance:

- Reviewed Verification and C- Codes Reports
- Reviewed SAP report.
- Reviewed MMR disbursement report.
- Reviewed Packaging Report
- Reviewed Fund Reports for FWS and FSEOG (Federal Supplemental Educational Opportunity Grant)
- Reviewed Inceptia Report for Verification
- Reviewed Duplicate file Report
- Reviewed Suspense file Report

### **Mayor's Scholars Program**

A new Coordinator of Special Programs was hired for the Mayors Scholars Program and starts on November 3, 2022. The VP Student Affairs reached out to all MSP students in order to have them attend the early advising sessions and enroll for the spring term. Preparations for laptop distribution continued in November for distribution in December.

## **Disability Support Services**

In the month of November 2022, the Disability Support Services Center provided 5 new intakes and conducted 1 renewal accommodations for students registered for the Fall semester. DSSC (Disability Support Services Center) is currently servicing and programming for a total of 106 students.

The DSSC staff spent an immense amount of time this month trouble shooting on behalf of DSSC students, conducting phone banking to the Center's continuing students to provide support and guidance. DSSC shared in communication and collaboration with the following offices throughout the month: Student Success, Student Life and Engagement, Admission, Student Support and Wellness, TRIO, Student Athletics, Office Financial Aid, Students Accounting, Bookstore, Marketing, Testing, Human Resources, Office of Institutional Research, Deans and Associate Deans in Humanities, Arts/Sciences as well as BSTEM. Additionally, DSSC staff created a social media marketing plan to address Recruitment/Retention priorities for the Winter and Spring 2023 terms. Likewise, MSW students assigned to both DSSC, and Upward Bound MATH/Sciences conducted a needs assessment for participants and initiated a campaign to help fulfill the identified needs of those who participated.

Lastly, a closing exercise will be held in December 2022 to distribute identified items and to properly transitioned UMAB's MSW graduate students and their individual caseloads for the term.

## **Student Life & Engagement**

During the month of November, three work study students approved for the department started working. They are Sapana Bom and Sharvette Lee and Gabrielle Spears. Because of this, the Student Center was able to be open on a regular basis for at least 5 hours a day, Monday - Friday. One additional student will be starting in December (Taron McDonald Jr.). With this new team of student workers, the Food Pantry will be able to open with limited hours. Presently, students sign up for appointments to get food items from the pantry.

Ms. Grays has been in communication with Dr. Katana Hall (Faculty Senate President) to get more donations for the Food Pantry. Ms. Grays will be providing a list of popular items that needs to be replenished. The faculty are eager to help stock the pantry and Ms. Grays is very happy for their support.

Ms. Grays has been continuing to work working closely with the SGA officers to establish additional goals and objectives and projects for the upcoming semester.

Ms. Grays continues to be an active member in her Affinity group MCADDA. She is on the Student Leadership Conference committee which will be held on March 3, 2023, 10:00 am – 3:30 pm at Prince George's Community College.

## ***Activities and Events***

November 2, 2022 – Voter Registration – The Office of Student Life an Engagement sponsored the League of Women Baltimore by having voter registration and information tables. Students, faculty and staff were able to register to vote and get information on employment opportunities for the upcoming November elections. The time of the event was 10:00 am – 1:00 pm and the event was held in both the Lower Atrium and the first floor of the Library.

November 2, 2022 – I Stand With Immigrants Day of Action – The annual “I Stand With Immigrants” Day of Action took place in November this year instead of October. This was the 7th annual I Stand With Immigrants College & University Day of Action where college and universities get an opportunity to show their support for immigrants in their communities. BCCC sponsored two events in support of the day of action.

- The first event was called “Say it Loud” Members of the BCCC community were able to stop by the information table in the Lower Atrium and write messages or make a video stating why they support or stand with immigrants. The event was held from 11:00 am – 12:00 pm.
- The second event was a Round Table Discussion with the topic being “How can we as a campus support our immigrant and international students?” This second event was held from 12:00 – 1:30 pm.

Free “I Stand with Immigrants” t-shirts were given to the first 40 participants and the signs that the students, faculty and staff made were posted in the Lower Atrium. All 40 t-shirts were given out. The programs were sponsored by the office of Student life and Engagement and the Student Government Association.

November 15, 16 and 18, 2022 International Education Week - In recognition of International Education Week, the Admissions Office, International Students Club advisers, Student Government Association, and the Office of Student Life and Engagement sponsored several events. The program details are listed below:

Tuesday 11/15 International Geography Bee 12:30 - 1:30 pm Lower Atrium, MNB Students participated in a fun interactive game learning facts about different parts of the world. Prizes were given for correct answers throughout the game.

Wednesday 11/16 International Film Festival and Discussion 10:00 a.m. – 3:30 pm, Fine Arts Theater

- Ali (Will Smith portrays Muhammad Ali during the “Rumble in the Jungle” in Zaire)
- Boys of Baraka (the story of Baltimore youth as they travel to Kenya and back)
- Buena Vista Social Club (retrospective of Afro-Cuban music- [www.buenavistasocialclub.com/](http://www.buenavistasocialclub.com/))
- Slumdog Millionaire (Mumbai youth competes on "Who Wants to be a Millionaire?" in India)

Friday 11/18 International Student Panel 12:00 – 2:30 p.m., Mini Conference Center, MNB

November 16, 2022 – BCCC Open Mic Night - The office of Student Life and Engagement was happy to bring back a crowd favorite from the past, the BCCC Open Mic. BCCC student Ronald Davis assisted in organizing the event with the SLE office. The event was held in the BCCC Café from 6:00 – 8:00pm. Students were able to sign up to perform their songs, poems or other forms of expression. Light snacks were provided for those that attended the program.

November 29 and 30, 2022 Affordable Connectivity Program with Comcast – The office of Student Life and Engagement hosted a team from Comcast and Xfinity to see if members of the BCCC community qualified for Credit of up to a \$30 federal subsidy and a \$15 state subsidy for Internet and phone services. Comcast Team members were on campus from 11:00 am - 1:00 pm on both days in the Lower Atrium, of the Main Building.

### **TRIO Student Support Services**

The TRIO Student Support Services Program offered various mandated and permissible services, such as coaching, advising, financial literacy, transfer information, and career and decision-making. Accordingly, the TRIO SSS team facilitated 55 virtual and in-person contacts in addition to regular Canvas and email correspondence.

The TRIO SSS Program sponsored various workshops to increase social engagement and expose participants to new learning opportunities. For instance, SSS hosted a Stress Management workshop which provided students with the tools to better cope with the stressors related to the competing demands of college, family life, and

work. Additionally, SSS held two group advising sessions (in person and virtually) to guide students in the new online registration process for the upcoming Winter/Spring 2023 terms.

SSS is excited to announce that the program is now authorized to award \$13,000 annually in SSS Grant Aid Scholarships to eligible Federal Pell Grant recipients to begin in Spring 2022. Grant Aid is made possible through funds from the U.S. Department of Education. Furthermore, collaborations with the Office of Financial Aid and Ellucian are underway to finalize the new Book Award Scholarship disbursement process for greater efficiency, equity, and convenience to eligible program participants.

Recruitment efforts included social media blasts, emails, and virtual and in-person classroom presentations in PRE 100 sections. Moreover, SSS Program staff screened and processed 12 program applications, granted eight approvals, and four applications are currently under review.

The Program Director attended the Council for Opportunity in Education (COE) Connect, Discuss, and Learn webinar on 11/18/22. The virtual meeting offered opportunities to connect with peers, discuss current challenges, and learn about current legislative and regulatory authority to support the success of SSS programs. Also, a SSS staff representative attended the Maryland Community College Transfer and Articulation Affinity group meeting on 11/11/22.

### **Upward Bound Math and Science Program**

The Upward Bound Math and Science program fall semester programming is coming to a close. The final session will be on December 17<sup>th</sup> and will be our fall student presentations and holiday party. During the fall semester students participated in a science lab with a BCCC professor, went to the Maryland Science Center and will participate in a Bio Lab at the UM BioPark. Spring semester programming will resume on January 28, 2023.

The UBMS completed the US Department of Education post award conference with the Department of ED Grant Specialist. The overall budget submitted was approved, however additional information and a follow-up meeting was requested.

UBMS was nominated for the Bridging the Gap Achievement Awards by the Greater Baltimore Committee (GBC). The GBC is the leading business advocacy organization in the Greater Baltimore area, representing more than 500 businesses, non-profits, foundations, and leading educational and civic institutions. The nomination was for Innovative Partnership or Strategic Alliance for the UBMS and Bithgroup Technologies. UBMS and Bithgroup were award finalists (Pics below).

## Recruitment

UBMS student recruitment is on-going. A class presentation was provided to two groups of students at the Baltimore Leadership School for Young Women on November 30<sup>th</sup>. There are still a total of fifteen students officially enrolled and participating, from Digital Harbor, Academy for College and Career Exploration, Mervo, Dunbar, Edmondson, and Baltimore Polytechnic High Schools. Recruitment will continue to be a vital component of the UBMS programming until the required number of student participation, (62) per the grant, has been reached.



## Staffing

Approval was given to hire an Academic Coordinator. Two (2) resumes were received in October. Both candidates were interviewed, and one was extended an invitation to participate in a second, on-campus interview scheduled for Friday, November 4, 2022. That candidate declined to move forward.

In November, three additional resumes were received, and initial interviews were completed. One candidate was invited to participate in an on-campus interview to be held on Monday, December 5<sup>th</sup>.

## Athletics

The basketball team has gotten off to a good start. They are currently at three wins and two losses. This is particularly notable because the entire team is new and does not have the benefit of playing last year as most of their opponents do. One student athlete on the team is leading the entire country in scoring. He has been nominated for region and national player of the month. The head coach has received calls from a number of four-year schools inquiring about that student as well as well others on the team. This kind of notice has made a difference in efforts to recruit for next season.

Past games are available for viewing on YouTube.

The Athletic Training needs of the program have been met. Two certified trainers have agreed to cover all of our home contests.

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, December 19, 2022**

##### **Client Services**

Client Services has been working on the following activities:

- **Media Services:** Provided presentation and media equipment for:
  - Stem symposium
  - International Education Week – International Student Panel
  - Union Meet & Greet
- **IT Helpdesk**
  - Continuing to clean up old tickets and improving our response times to current and new tickets
  - Worked to resolve a Panther Portal/Banner Sign-In Issue. It turns out that this is an existing and ongoing issue with Banner and a ticket has been submitted to Ellucian.
  - Working with the team to rollout new enterprise Adobe Licenses
- **CDCA-WREB-CITA ADEX Clinical Manikin Exam Event**
  - Worked with Dr. Mahmood and Team to ensure that the Examiners would have everything they needed to administer the testing on 12/1 & 12/2. Ensured that the Wi-Fi would meet their needs. Tasked a Tier II staff person to be a resource for them on those days.
- **Winter Semester IT Support: 12/22, 12/23, 12/26, 12/27, 12/28, 12/29 and 12/30**
  - To support students and faculty participating in the Winter Term, ITS will have limited staff remotely working the help desk for four hours per day, for six days over the winter break.
- **Virtual Helpdesk / Student Support Services**
  - ITS will be working with Student Affairs and other student facing offices to make improvements to the processes and systems that students use to get support. We will be focusing on streamlining the support intake process and implementing self-service support tools, like a virtual chatbot for the website.
- **Staffing**
  - Tier 1 Helpdesk interviews were conducted. Candidate references are being checked and Background check has been initiated.

##### **IT Staffing**

A new Director of Enterprise Applications, Ishwor Aryal will begin working for the College on January 3, 2023.

##### **IT Security**

The ITS team participated in a DoIT-sponsored pilot of role-based security training, which targets specific security topics based on an individual's role in the institution. Examples of these topics include IT staff, executive, HIPAA, FERPA, PCI-DSS. ITS will be partnering with DoIT to deploy these trainings to the broader BCCC employee community in 2023.

There is a project underway to enforce Multi-Factor Authentication (MFA) and other security enhancements to the BCCC computing environment. MFA will be deployed in a phased approach, with employee email/Microsoft 365 being the first system to go live in January 2023, and expanding to other systems, including Banner and student systems, in Summer 2023.

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, December 19, 2022**

*Becky L. Burrell, Vice President, Institutional Effectiveness, Research & Planning*

#### **OFFICE OF INSTITUTIONAL RESEARCH**

##### **I. State and Federal Reporting Led by the Office of Institutional Research**

The Office of Institutional Research (OIR) developed data for and oversaw the successful submission of the following State and federal reporting requirements.

##### Maryland Association of Community Colleges (MACC)

- *2023 MACC Databook – Utilizing Enrollment Information System, Degree Information System, and Employee Data System files along with Performance Accountability Report measures, compiled data to complete the Enrollment, Student Outcomes, and Personnel sections of the 2023 MACC Databook to meet the deadline of December 20, 2022.*

##### Maryland Higher Education Commission (MHEC)

- *S-6 Credit Hours of Enrollment Form – Developed credit and continuing education hours of enrollment data (based on data currently in Banner) and reviewed with Cabinet areas to meet submission deadline of November 4, 2022.*
- *Summer 2022 EIS File – In collaboration with ITS, developed data file to include credit student level demographic, enrollment characteristics, program, entry status, and other fields to meet the submission deadline of November 15, 2022.*
- *Fall 2022 EIS File - In collaboration with ITS, created new program to extract student-level data from the Banner student information system to meet the submission deadline of November 15, 2022. Led data integrity meetings to discuss challenges related to Banner implementation.*
- *FY 2022 Non-Credit Workforce Completer System File – In collaboration with ITS, led colleagues from Workforce Development and Continuing Education and Records and Registration to develop student-level data file. Developed grade data to facilitate review of students' sequence completion. Created team SharePoint folder(s) to facilitate collaboration and house all documentation. Completed the file preparation and upload process to meet the submission deadline of December 1, 2022.*
- *Fall 2022 Employee Data System File – In collaboration with ITS and Human Resources, led development of fall 2022 file with employee-level data to meet the submission deadline of December 15, 2022.*

##### Middle States Commission on Higher Education (MSCHE)

- *2023-24 Self-Study Design (SSD) – The Director served on Self-Study Design Team and prepared narrative sections to include the institutional overview as well as data tables. Served on final review and edit team to complete the submission to meet the due date of October 25, 2022. Served as one of the facilitators of the in-person launch for the Steering Committee and Workgroups held on November 4, 2022. In collaboration with the Core Team, planned and facilitated the virtual site visit with the MSCHE Liaison on November 9, 2022; the Liaison shared positive feedback on the Design.*
- *2023-24 Self-Study Steering Committee and Working Groups – The Director has been appointed to serve as Co-Chair of the Self-Study Steering Committee and the Research Analyst II has been appointed to serve as a member of the Standard VI Working Group.*

## II. College Collaborations for External Reporting or Stakeholder Needs

OIR supported other College offices to prepare data, narrative, and/or overall quality assurance related to the following initiatives.

Audit Support – Support Controller and Budget Office in developing and reviewing data to support requests from external auditors.

Department of Budget Management (DBM) - Developed draft verbiage to support the Budget Office in responding to enrollment related requests from the College's DBM Analyst.

Maryland Community College Association for Continuing Education and Training (MCCACET) and Maryland Association of Community Colleges (MACC)

- *FY 2022 Data Collection* – Developed credit enrollment data and continuing education headcount, seats, and FTE data by course intent to support WDCE's completion of the annual collection.

Maryland Higher Education Commission

- *Maryland State Approving Agency Risk-Based Survey for Veterans* – Served on team to complete submission. Developed three years of trend data for College credit enrollment, graduation rates for College and Veterans, and licensure examination pass rates. All documentation was submitted to meet the deadline of November 1, 2022.
- *FY 2022 Financial Aid Information System File* – Serve on team with ITS, Financial Aid, Student Accounting, and Controller's Offices to develop student-level data file. Created SharePoint folder to house all guidance from MHEC, in-process documentation, and reference materials from prior years' submissions (facilitated by the Director of OIR). Conducted the preliminary upload process to create error reports for review and resolution by team. Led the process to resolve errors, prepared file for submission in accordance with the record layout requirements, and uploaded the file via MHEC's secure server to meet the submission deadline of November 15, 2022.
- *AY 2021-22 Report on Credit for Prior Learning* – Serve on team with Academic Affairs and Student Affairs to complete new report. Developed data reflecting students who received credit based on exams specified in legislations (e.g., CLEP, Advanced Placement, and International Baccalaureate)
- *Summer/Fall 2022 Cyber Warrior File* – Supported WDCE in submission of the student-level data file to meet the submission deadline of December 1, 2022.

MarylandOnline.org

- *Annual Survey* - Developed credit and continuing education enrollment, course, and section data by instructional mode for completion of the annual survey by the deadline of December 16, 2022.

Maryland State Department of Education

- *Perkins Technical Skills Assessment Reporting* – As a follow up to the files submitted in October, OIR collaborated with the Academic Deans to review technical skills assessments and consider data sharing agreements with various external licensing/credentialing organizations.

External Meetings

- MSCHE Liaison
- Ellucian Consultant, Leadership Team, and Executive Team/Site Visit Meetings Maryland
- Community College Research Group (MCCRG) monthly meeting MCCRG and Maryland
- Longitudinal Data System Center workgroup meeting



### Grants

- *AmeriCorps Vista* – Developed MAT 107 grade distribution, retention, and graduation data to support the quarterly report submission due January 2023.
- *PepsiCo* – Developed updated enrollment, retention, and graduation data for students with specified characteristics to support grant administration process.

### Marketing

- *At-A-Glance* – Compiled credit, continuing education, and institutional data to support completion of annual “At-A-Glance” publication. Provided review of narrative components.
- *International Flags Replacement* – Developed data to reflect country of origins for students to support the display of various countries’ flags in the quad area of Liberty Campus.

Procurement – Provided credit and continuing education enrollment trend data.

### Program Accreditations

- *Commission on Accreditation in Physical Therapy Education American Physical Therapy Association (CAPTE/APTA) Annual Report* - Provided extensive review and notes on preliminary version of annual report. Validated enrollment and graduation data provided by Program Coordinator. The Physical Therapy Assistant program must submit the report by December 20, 2022.
- *Commission on Dental Accreditation Self-Study*– Provided summary level data and results from the Graduate and Employer Surveys. Serve on team to provide incremental and final reviews of the report. The Dental Hygiene Department must submit the Report by the deadline of January 22, 2023.

### **III. Support for Internal Priorities**

OIR developed data and/or provided other support or guidance for the following internal priorities.

Data Integrity – Collaborating with Student Affairs, Academic Affairs, and ITS to support verification of processes related to integrity of data being captured in Banner system (e.g., student characteristics, special population indicators, course placement data, and programs of study)

### Enrollment Updates

- *Continuing Education Enrollment Updates* – Develop monthly continuing education enrollment data by term and department to support WDCE leadership team through FY 2022.
- *Never-Attend Displays* – Utilizing reports provided by ITS, developed tables to organize never-attend data to facilitate process. Developed trend data by semester to reflect never-attend activity.

Enterprise Resource Planning (ERP) Implementation - Serve on planning teams for data migration and validation processes and action items related to Reporting, Academic Affairs, WDCE, and Student Affairs. Attend regular check-in meetings with VPIERP.

- Attended leadership team meetings with Ellucian and BCCC staff.
- Collaborate with ITS to develop means to extract and report student and course level data with confidence via Banner standard reports or development of queries in the new Argos reporting tool.
- Created a template to request training for Cabinet areas and key users related to Banner’s standard reports and document concerns related to data.
- Participate in sessions related to Banner student and accounts receivable areas, CRM Recruit, Elevate, and Degree Works components and integrations. Provide input and data to support efforts. Advocate for guidance related to continuing education registration and data collection processes.
- Provided review and input related to implementation of Banner self-service for students and staff.

### Professional Development

- ERP Training Sessions (CRM and DegreeWorks)
- Attended the annual MSCHE conference

### Program Review and Evaluation Committee (PREC)

- Student, faculty, and advisory board surveys launched in October 2022, in accordance with the PREC Cycle III Year 1 schedule; provided biweekly updates to Chair regarding response rates by program for three surveys; compiled results and created summary of results for each survey by program.
- PREC Data Workbook Part 1 – Developed updated discipline credit hours, degrees and certificates awarded, and compilation of employment outcomes for CTE programs to support PREC process.
- PREC Data Workbook Part 2 – Developed enrollment along with short- and long-term retention, graduation, and transfer data by program to support completion of the PREC worksheets by the Program Coordinators

### Review of Catalog/Education Plans/General Education

- Provide support to Academic Affairs and Office of Assessment in review of program and course information reflected in the College Catalog, Education Plans, and BCCC website.

### Surveys

- *Program Accreditation Surveys* – As noted above based on respective accreditation requirements.
- *Fall 2022 Program Review and Evaluation Committee Student, Faculty, and Advisory Committees*
- *Community College Survey of Student Engagement* – Updated trend data for items related to importance of and satisfaction with various student services. Prepared slides to support presentation for November Board of Trustees meeting.

### Teams/Workgroups

- *Curriculum and Instruction Committee (CIC)* - Attending meetings to support new program development needs. Developed enrollment and grade distribution data for ADC 106 to support discussion related to success by modality.
- *MSCHE Self-Study Design Team, Self-Study Steering Committee, and Working Group*
- *Program Review and Evaluation Committee (PREC) Planning Team* - Serve as member and participate in weekly meetings. Develop data and provide survey support as previously noted.
- *Search Committees*
  - Serve as a member of the search committee for the Director of Grants position.
  - Conducting a search for a Research Analyst to join the Office of Institutional Research.

## **OFFICE OF ASSESSMENT**

### **I. Academic Assessment**

#### Assessment Infrastructure

The Director of Assessment is working with the Office of E-Learning and Academy leadership to fully transition learning outcomes data collection to the College's learning management system, Canvas. This is a key step in systematizing learning outcomes assessment across the Academy and preparing for the selection and implementation of an institutional assessment software application.

### Data Analysis, Organization, and Archiving

The Director of Assessment continues to collate the data export from TracDat, the College's sunseting assessment software, with programmatic and course data provided by the academy. Data is organized by program into Excel workbooks and archived in the Office of Assessment SharePoint site.

Figure 1: Cleaned learning outcomes data export for the Dental Hygiene program.

### Education Plan Evaluation

The Director of Assessment is collaborating with an Academy Consultant, Dr. Jean Svacina, to evaluate the Academy's Education Plans for all degree and certificate programs across all College sources, including the Catalog, Education Plan Manual, and program-level documentation. The results of the evaluation are being captured in an existing Excel workbook that contains detailed information and analysis of the College's courses, programs, education plans, general education requirements, and related Academy and College procedures. This work is important to the validation of the programmatic information contained in the Student Information System, continuing work of the Curriculum and Instruction Committee, and regular assessment of Academy practices.

Figure 2: Program Audit spreadsheet, detailing the source material and Academy-requested institutional variables

Institutional Assessment

The Director of Assessment is collaborating with the Academy and Information Technology Services to pre-screen potential assessment software applications and develop a pre-implementation timeline to prepare both the Academy and non-academic units for software selection and implementation.

Category	Step	Start	End	Details
Canvas	Assignments	Nov-22	Jan-23	All assignments for existing courses exist in Canvas ("no submission" assignment is minimum expectation)
Canvas	Blueprint Assignments	Nov-22	Jan-23	All common assignments for each course exist in the Canvas course blueprint ("no submission" assignment is minimum expectation)
Canvas	Gradebook Standardization	Nov-22	Feb-23	All gradebooks for each course are organized in the same fashion within the course blueprint. Faculty entering unique assignments place those assignments at the end of the gradebook for each assignment type
Curriculum	General Education Update	Nov-22	May-23	General Education (COMAR) goals are assigned to the appropriate courses. Highly recommend the Core Competencies model is retired
Curriculum	Curriculum Mapping	Nov-22	May-23	Curriculum maps are verified and updated as needed for all degree and certificate programs
Curriculum	Education Plans	Nov-22	May-23	Education plans are verified and updated as needed for all degree and certificate programs
Curriculum	Acadog - Catalog Update	Nov-22	May-23	The Catalog is updated to reflect the General Education and Education Plan Updates as well as any course-level changes
Curriculum	Master Syllabi Updates	Nov-22	May-23	Master Syllabi are updated and approved through the CIC
SIS	Curriculum and Catalog Updates	May-23	May-23	Changes to curricula and the Catalog are reflected in the student information system
Canvas	Master Syllabi	May-23	Dec-23	Master Syllabi are added to the Syllabus section of each course blueprint (Can this be imported from a Curriculum Management System into Canvas?)
Canvas	Build Learning Outcomes	May-23	Dec-23	General education, course, and program learning outcomes are built into Canvas
Canvas	Assign Learning Outcomes	May-23	Dec-23	General education and course learning outcomes are assigned to blueprint courses
Canvas	Curriculum Mapping	May-23	Dec-23	Courses are mapped to program-level learning outcomes
Canvas	Assignment Mapping	May-23	Dec-23	Assignments are fully built with rubrics, etc. and mapped to learning outcomes
Assessment	Assessment Guide Updates	Nov-22	Jan-24	The assessment guide will need to be updated to reflect the process of gathering student-level outcomes data, via the LMS, and connecting that data with data from the SIS (demographics, etc.)
SIS	Fully Validated	Jul-22		The College is confident that the data in the student information system is accurate and ready to be connected to the chosen assessment software
	Third-Party Software			All third-party software (student advising, counseling/wellness, recruitment, admissions, etc.) is ready to be connected to the chosen assessment software

Figure 3: Draft Institutional Assessment Software Pre-Implementation Timeline

Programmatic Accreditation

The Director of Assessment serves as a quality assurance reviewer of all external reports and submissions to programmatic accreditors. The following reports are currently in review for submission: Commission on Dental Accreditation (CODA) Annual Report.

Middle States Commission on Higher Education (MSCHE) Self-Study

The Director of Assessment continues to attend regular preparatory meetings as a Working Group (Standard V) Co-Chair and member of the Steering Committee and facilitate the infrastructure of the Self-Study SharePoint site. The Director is also preparing to attend the MSCHE Annual Conference in Philadelphia, PA. The Conference shares key updates to the Self-Study process and provides Standard-specific sessions for the subject matter experts to prepare for upcoming self-studies and/or act upon the findings of a recent self-study.

Director of Grants Hiring Committee Chair

The Director of Assessment continues to Chair the ongoing search for a Director of Grants. Two applicants were received at the end of November and are under review.

Office of Grants Development Interim Oversight

The Director of Assessment continues to serve the Office of Grants Development in an interim capacity in the absence of a Director of Grants.

**Baltimore City Community College**

**CABINET UPDATE**

**Board of Trustees, December 19, 2022**

*Mr. Steven Hardy, Vice President for Finance & Administration*

**Budget Office**

**1. Highlights**

- The staff continues to work diligently with Ellucian in transferring the financial data from the State’s Accounting System (FMIS) to Banner and from Banner to FMIS. This is currently in the testing phase.
- The Budget Office is working to build a Budget Office Webpage so that all Faculty/Staff can obtain the information they need when they need it.
- The Budget Office is in the process of developing monthly agenda items to meet with each division monthly to monitor expenditures as well as address issues/concerns.

**2. Appropriation Year (AY 23) Revenue Summary as of 11/30/2022**

Revenue Fund	Revenue Amount	Notes
General (Unrestricted)	\$26,711,560	(Includes Bookstore of \$507,740)
Restricted	\$ 7,925,143	(Includes WBJC of \$410,659)
<b>Total Revenue</b>	<b>\$34,636,703</b>	

**Unrestricted Revenue:** Total unrestricted revenue through November Fiscal Year (FY) 2023 is \$1,508,168 (-5.3%) lower than the revenue earnings through the same period FY 2022.

- Tuition & Fees: overall decrease by 4%. The overall decrease in tuition and fee revenue is due to lower than anticipated enrollment for the Fall 2022 semester on the credit side and Fall tuition revenue for FY 2023 is 60% lower than FY 2022. There was a decrease in non-credit tuition and fees of \$99,710 (-48%).
- Sales, Service, Aux & Leasing: decrease by 38%. Sales, Service, Auxiliary & Leasing revenue earnings are significantly lower in FY 2023 than this same time in FY 2022, due to a 56% decrease in real estate lease income, offset by an increase in Bookstore revenue. The reduction in lease revenue is the result of deferring FY 2021 lease payments to FY 2022.
- Bookstore Revenues: increase by 18%. There is an increase of 18% in the bookstore revenue categories compared to the same period last fiscal year, as the result of being fully open for service.

**Restricted Revenue:** Total restricted revenue through November 2023 is \$2,821,309, 55% higher than the same period in FY 2022. The primary driver of the increase is in State & Local Grants & Contracts as well as an increase in COVID Relief Funding.

**Appropriation Year (AY 23) Expense Summary as of 11/30/2022**

<b>Expense Fund</b>	<b>Expense Amount</b>	<b>Notes</b>
General (Unrestricted)	\$ 16,411,701	(Includes Bookstore of \$160,642)
Restricted	\$ 4,476,922	(Includes WBJC of \$359,466)
<b>Total Expenditures</b>	<b>\$20,888,622</b>	

**Unrestricted Expenditures:** FY 2023 unrestricted expenses decreased by \$493,684 (2.9%) when compared to this same period in FY 2022, primarily due to an increase in expenses for contractual vendor services.

**Restricted Expenditures:** FY 2023 restricted expenses increased by \$2,152,577 (92.6%) when compared to this same period in FY 2022, primarily due to an increase in COVID relief spending, and State and Local Grants & Scholarship expenditures.

**Controller’s Office/General Accounting/Grants/Foundation**

**1. BCCC (Baltimore City Community College) (College Audit), BCCC Foundation Audit, WBJC, and CC-4**

- The Controller’s Office is working closely with Clifton Larson Allen (CLA) to provide the requested materials for the College and WBJC audits, and to respond to audit questions and requests. A draft of the financial statements has been provided to CLA.
- A first draft financial statement has been provided to Maryland Higher Education Commission (MHEC) for the CC-4 financial statement.
- The Controller’s Office is working with other College stakeholders to collect the information requested by the auditors.

**2. Grants**

- The Controller’s Office continues to work with the various divisions to provide support and comply with reporting requirements.

**3. Foundation**

- The Controller’s Office is working diligently to receive and record gifts and grants for the Foundation.

**Accounts Payable**

Summary	Unadjusted Totals	Contract Dispute	Total
<31	159,031.16	31,160.00	127,871.16
31-60	224,253.80	132,702.25	91,551.55
61-90	208,541.69	173,988.50	34,553.19
>90	314,267.80	118,587.25	195,680.55
<b>Grand Total</b>	<b>906,094.45</b>	<b>456,438.00</b>	<b>449,656.45</b>

Most of the total invoices relate to contract issues that Procurement is working to resolve.

**Procurement**

The procurements for November total **\$483,428.82**.

Commodity	\$214,789.29	12
Maintenance	\$107,041.97	6
IT Service	\$105,502	2
Service	\$45,487.56	8
IT Hardware	\$10,608	1

## **Baltimore City Community College**

### **CABINET UPDATE**

**Board of Trustees, December 19, 2022**

*Advancement & Strategic Partnerships*

#### **WBJC**

##### ***WBJC Staff Community Engagement***

Opportunities taken by WBJC staff to extend the BCCC brand in the community via WBJC.

Winter Solstice Concert: Hammered dulcimer player, Ken Kolodner, was interviewed about this annual performance by Jonathan Palevsky.

Baltimore Symphony Orchestra: Composers Michael Torke and Jeff Beal were interviewed in tribute to the late Baltimore composer Christopher Rouse on November 9<sup>th</sup> by Kati Harrison.

Shriver Hall Concert Series: African American bass-baritone, Devone Tines, who created the opera, *Fire Shut up in my Bones*, was interviewed about his Baltimore recital debut by Judith Krummeck.

WYPR/WEAA/WTMD: Former WBJC host Tom Hall was interviewed about the upcoming Public Radio Reunion event at the Baltimore Museum of Industry by Jonathan Palevsky.

The Future is Femal: Pianist Sarah Cahill was interviewed about her new release of a three-volume set of women composers by Kati Harrison.

Baltimore Classical Guitar Society: Guitarist Grisha Goryachev was interviewed about his performance at UMBC's Linehan Concert Hall on November 5<sup>th</sup> by Kati Harrison.

Beth El Congregation: Visual artist, John Viles, was interviewed about the art show *Concert in Color* on November 22<sup>nd</sup> by Jonathan Palevsky.

The Saint Charles Theatre: Jonathan Palevsky hosted the Cinema Sunday series for the month of November.

National Philharmonic Chorale: Artistic Director, Stan Engebretson, was interviewed about the celebration of his tenure and his conducting of Berlioz's *Requiem* on November 12<sup>th</sup> by Kati Harrison.

Johns Hopkins University: Professor Laura Mason was interviewed about her book *The Last Revolutionaries: The Conspiracy Trail of Gracchus Babeuf and the Equals* by Judith Krummeck.

Baltimore Chamber Orchestra: A pre-concert talk for their November 20<sup>th</sup> show was delivered by Jonathan Palevsky.

Osher programs of Towson and John Hopkins Universities: Lectures on *Great Symphonies* and *Music, Revolutions and Nationalism* were delivered by Jonathan Palevsky.

#### **WBJC CORPORATE SUPPORT PARTNERSHIPS**

Businesses who underwrite programs and content on WBJC

##### ***Returning Clients***

Baltimore Symphony Orchestra, The Kennedy Center, Shriver Hall in Series, Maryland Lyric Opera, Community Concerts at 2nd, Elville and Associates, Annapolis Symphony Orchestra, Baltimore Choral Arts, Eddie's of



Roland Park, Towson University, Maryland Opera, Prince Georges Philharmonic, Snug Books, Washington Bach Consort.

***New Clients***

Golden West Café, Ken Kolodner

**WBJC PROGRAM HIGHLIGHTS**

WBJC programs and content of note for the month.

***Music in Maryland***

Live performances from some of Maryland’s finest classical ensembles, made possible by a generous grant from the Maryland State Arts Council.

- 11-5-22 Marin Alsop Returns to Baltimore.
- 11-19-22 “Nothing Fancy” featuring the Baltimore Symphony, Stuart Goodyear, and Leroy Anderson.
- 11-26-22 American Music for Thanksgiving featuring the Baltimore Symphony, David Zinman, and Marin Alsop.

***Face the Music***

A panel of guests join Jonathan Palevsky to review newly released and reissued recordings. The performers’ identities remain a secret until after the guests have made their comments. This month’s guests included-

- Anthony Blake Clark (Baltimore Choral Arts)
- Jack Fishman (Baltimore Choral Arts)
- Jim Harp (Maryland Lyric Opera)
- Phil Greenfield (American Record Guide)
- Rafaella Dreisin (Hopkins University Symphony)
- Bryan Young (Poulenc Trio)
- Lisa Weiss (Goucher College)

***Book Notes***

Interview series on WBJC hosted by Judith Krummeck and devoted to the world of books — from different genres to book awards, to local and national authors.

- 11-19-22 Reviews of the following books – *Egypt’s Golden Couple: When Akhenaten and Nefertiti Were Gods on Earth* by John Coleman Darnell & Colleen Manassa Darnell, *The Queen: Her Life* by Andrew Morton, *The Light We Carry: Overcoming in Uncertain Times* by Michelle Obama, *We Are the Light* by Matthew Quick, and *Friends, Lovers, and The Big Terrible Thing* by Matthew Perry.

***BCCC Event Promotion***

BCCC campus events and initiatives that were promoted on-air during the month.

Public Service Announcements: multiple daily reads by WBJC hosts.

- Financial Aid Nights

## **Marketing & Communications**

The College developed numerous initiatives to support efforts by departments in the following areas:

### ***Website Billboards***

New website billboards were developed for Winter Break, HIT Open House, Advising, Cyber Security & Assurance, and CADD and at-home Athletics games.

### ***Winter 2022-23 Credit Schedule***

The Winter 2022-23 Credit Schedule was developed and placed on the website.

### ***Financial Aid***

A Federal Work-Study flyer was developed.

### ***Emergency Medical Services***

A Emergency Medical Services flyer was developed to support classes for the Spring 2023.

### ***Zumba***

A flyer supporting Zumba sessions was developed for Student Life & Engagement.

### ***Holiday Appreciation Invitation***

A holiday appreciation invitation was developed for the President's Office.

### ***Interest Card***

A new Recruitment Interest Card was developed for use with recruitment and is now tied to automated registration by prospective students.

### ***Campus Tours & Information Sessions***

New content was written and approved for the Admissions Campus Tours & Information Session web page, including a new automated registration form and a new automated Evaluation Form.

### ***Holiday Gift (update)***

The college has purchased and prepared holiday items for faculty and staff, including gifts, thank you card, and box presidential seal.

### ***Employee & Partnership Associates Holiday Card***

The College has developed a holiday card for mailing in December 2022.

### ***Employee Holiday Video Email (update)***

The College has developed a holiday video for faculty and staff to be sent in December 2022. The video is pending the addition of key messaging.

### ***Promotional Items (update)***

The College has researched and priced potential promotional items, which have been approved for purchase.

### ***At a Glance***

The College is updating the At a Glance brochure with current College stats.

### ***Holiday Turkey Giveaway***

The College developed a student flyer for Student Affairs supporting a turkey giveaway at Thanksgiving.

***Mission. Vision & Values Billboards and Signage***

The College is developing website billboards and additional signage supporting education about the College's Mission, Vision, and Values.

***Economic Value Reports***

The College is preparing final edits for the printing and distribution of the Economic Value Reports.

***WBJC Holiday Flyer***

The College developed a flyer for use by WBJC.

***Marketing Brand Website***

The College built new Brand Marketing web pages that outline all areas of BCCC's brand, communication pillars, design, typography, logo use, etc. The site is built to mirror the printed Style Guide and are pending further consideration and approval.

***Illustrator***

***The College has hired a third-party vendor to develop new Panther designs for use with promotional items and the Athletics logo.***

**Rebranding**

The College is working to rebrand the following:

- BCCC viewbook
- Program cards
- Economic Impact brochures

**Brand Building**

***Winter & Spring 2023 Digital Campaign***

The College has developed digital advertisements in support of Winter 2022-23 and Spring 2023 advertising campaign supporting enrollment growth. These advertisements will run through March 7 on Facebook, Instagram, and Google extended network.

Summary to-date:

The Facebook and Instagram digital campaign had a reach of 52,255, with post engagement reaching 3,213 and link clicks of 777. Paid reach has increased 100%, while impressions increased by 100% as well.

The **Google** advertising digital campaign has been live since July 28, 2022 and continues to be highly effective, reaching 113,501 prospective students in the audience. Of that number, 39,754 prospective students clicked the ads for a click through rate of 35.03%.

***AFRO Advertising Campaign***

The College has purchased a series of web advertisements, eBlast, and Facebook posts on the AFRO website and Facebook page. These advertisements have been designed to support enrollment growth.

## Social Media Analytics:

- **Facebook: 11/1/2022 – 11/30/2022**

Page Reach: 30,478 (Down 80.2%\*)  
Page Visits: 2,055 (Down 51.5%)  
New Likes & Follows: 20 (Down 23.1%)

\*Note that the Fall 2022 digital campaigns ended October 19 and the new Winter 2022,23 and Spring 2023 campaign did not begin until 11/22/2022, leaving a roughly one month down time until registration opened for Winter and Spring. Both campaigns drive engagement on social platforms and the BCCC website, explaining the decline in reach.

- **YouTube: 11/1/2022 – 11/30/2022**

Monthly views: 499  
Watch time: 14.2%  
Subscribers: 1%

- **Instagram: 11/1/2022 – 11/30/2022**

Reach: 11,470 (Up 510.10% over prior month)  
Profile Visits: 347 (Up 33.5% over prior month)  
New followers: 35 (Down 5.4% over prior month)

The department has hired a marketing major from the Work Study Department who is working with the department to gather viral video reels, photos and competitions.

- **Twitter: As-of 12/5/2022**

# Tweets: 21 (Down 16% over the prior 28 days)  
Tweet Impressions: 2,136 (Up 2.2% over the prior 28 days)  
Profile visits: 934 (Up 72.6% over the prior 28 days)  
Mentions: 5  
Followers: 1,733 (Down by 8 over the prior 28 days)

## Web page Content Updates

Webpages Content Updates (Ongoing) – Ongoing regular and special campaign content updates and page restructuring to improve the user experience. Regular updates include relevant homepage updates including updated billboards, What to Know section, website calendar and other homepage navigation and content features. These routine updates encourage user engagement and ensure content is student centered.

- **Webpages Content Updates (Ongoing)**

- Website Billboards
  - Thanksgiving
  - Veterans day
  - Election Day
  - Winter 2022-2023 & Spring 2023 Class Registration
  - Group Advising for Winter & Spring Registration

- Congrats Panthers
- Health Info. Tech. Open House
- Computer-Aided Drafting & Design
- Winter Break billboard (Sandbox)
  
- Information To Know
  - Panthers Basketball Schedule
  
- Headlines
  - BCCC Professors Tamara Payne presents Dear Black Girl Project
  - BCCC Panthers win against WVU Potomac State College
  - Men's Basketball Panther Leads the Nation in Scoring
  
- **Routine Website Maintenance and Webpage Content Updates**
  - Analytics
  - Website Calendar updates
  - Redirects created
  - Directory update as per ITS request
  - HR webpages update
  - BCCC Branding webpages (Sandbox) - awaiting approval (multiple pages)
  - Work Study webpage update (Positions update)
  - Facilities announcements webpage update
  - Facilities webpages update
  - Admissions webpage update
  - HIT webpage updated
  - Financial Aid webpage update
  - Nursing webpage update (PN Advanced Standing/Readmission Application)
  - International Applications webpage update
  - Advising webpage update
  - IRB policy posted to website
  - Campus Tour webpage update
  - Work Study brochure updated
  - Economic Impact Reports webpage updated
  - Faculty Advisor webpage update
  - BOT Open Session Books updated
  
- **Other**
  - Infosec IQ training
  - Removal of outdated PDF's
  
- **Ongoing**
  - President's staff bios (NEEDED)
  - Winter Credit Schedule 2023
  - Nomenclature project
  - BCCC Style Guide webpages
  - CRM Recruit Meetings
  - Website Refresh project
  - Blackboard Research
  - Marketing team meetings

## Website Statistics

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home and Apply web pages. Specifically, the volume of visitors to the Apply web page increased in unique pageviews by 237.56%

### *Website Homepage Overview: November 1, 2022 – November 30, 2022 vs. same period in 2021*

- Pageviews increased by 24.68% (865,220 in 2021 vs. 1,078,741 in 2022)
- Unique (new) pageviews increased by 24.79% (355,035 in 2021 vs. 443,038 in 2022)
- Average time on page increased by 19.81% (00:00:48 in 2021 vs. 00:00:58 in 2022)

### *Apply Webpage: November 1, 2022 – November 30, 2022 vs. same period in 2021*

- Pageviews increased by 157.83% (5,883 in 2021 vs. 15,168 in 2022)
- Unique (new) pageviews increased 197.88% (2,264 in 2021 vs. 6,744 in 2022)
- Average time on page decreased 31.5% (00:00:47 in 2021 vs. 00:00:32 in 2022)

### *Register Webpage: November 1, 2022 – November 30, 2022 vs. same period in 2021*

- Pageviews increased 46.87% (6,303 in 2021 vs. 9,257 in 2022)
- Unique (new) pageviews increased by 43.98% (2,567 in 2021 vs. 3,696 in 2022)
- Average time on page increased by 3.27% (00:01:23 in 2021 vs. 00:01:26 in 2022)

## Future Projects

- Name badges
- Mission/Vision/Values opportunities
- BCCC Viewbook
- College Board list purchase

## **Baltimore City Community College**

### **CABINET UPDATE**

**Board of Trustees, December 19, 2022**

*Ms. Lyllis Green, Chief Internal Auditor*

### **INTERNAL AUDITS (IA), REVIEWS, and INVESTGATIONS**

Institutional activities performed by the Internal Auditor include:

- Review and information gathering for the federal review of the Veterans Affairs Risk-based survey
- Interview panelist for executive and third tier position vacancies
- Preparation for the MiddleStates Commission on Higher Education review including the Steering Committee meetings

Focus time also included internal reviews and investigations such as:

- Annual financial Audit
- Foundation Annual Financial Statement FY2021 and Management Letter
- Follow-up Audits and Investigations
- Review of policies and procedures

### **EXTERNAL AUDITS**

#### *Annual Financial Audit*

The annual financial statements were performed by Clinton Larson Allen LLP, the firm selected and awarded the State contract to perform agency financial statements.

#### *Office Legislative Auditors (OLA)*

The data center refresh, a prerequisite to getting a new Disaster Recovery system in place, is progressing as expected. Since the request to the Board of Trustees for approval was obtained to refresh the data center, plans are underway. A kick-off meeting was held on Friday 12/02 and plans are moving forward with the refresh.

The 2022 OLA Report has eight audit findings which include two repeat findings from the prior 2016 audit. Summary information on the repeat findings, including the scheduled follow-up, is provided in the following chart:

## Status of 2016 Findings

Prior Audit Finding	Finding Description	Implementation Status	Internal Auditor Comments
Finding 5 - PII	Sensitive personally identifiable information maintained by BCCC was stored without adequate safeguards.	<b>Repeated</b> (Current Finding 6) Partially implemented	It was noted that SSNs that remained in the legacy system are now in Banner and in process of being removed.  Over the past few months, ITS staff has been reviewing the remaining values in the legacy ID field to ensure there are no remaining SSNs. PII that was not purged in Banner exists in a protected field (masked) to prevent unauthorized access.  <b>Follow-up June 30, 2023</b>
Finding 8 - Inventory	BCCC did not maintain complete and accurate equipment records, could not locate certain equipment, and could not document that it conducted physical inventories of equipment as required. In addition, 40 computers purchased several years ago were never placed into service.	<b>Repeated</b> (Current Finding 8) The 40 Computers were located and deployed in 2017. A procurement is in progress for a physical inventory.	Procurement is progressing in accordance with procurement guidelines: <ul style="list-style-type: none"> <li>• September 2022 posted on eMaryland’s Marketplace Advantage (eMMA), Maryland’s public portal.</li> <li>• Vendors were allowed two site visits</li> <li>• Procurement Director received vendor questions</li> <li>• October 2022 - Eight bids received</li> <li>• The Procurement Director evaluated the bids, and one vendor was recommended.</li> </ul> <b>Follow-up Beginning of 2023</b>

The follow-up to current findings began in May 2022 and includes the following related activities:

- Bi-weekly meetings between the Internal Auditor and Information Technology (IT) staff provide an opportunity to present evidence in support of resolving IT findings.
- Periodic (at least monthly) communication with the Procurement Director to track progress on procurement activity needed to eliminate or mitigate audit findings.
- Periodic communication with the Director and staff in the Office of Human Resources (HR) to ensure that the College’s responses to payroll-related findings remain accurate.
- Monthly follow-up of all resolved findings to ensure current compliance

The latest OLA report was issued February 9, 2022. It covered the audit period from November 30, 2016, to November 30, 2020. Results of Internal Audit’s follow-ups to the February 2022 OLA Report are provided in the chart below (*Note: the chart does not include payroll issues as these items are considered sensitive and are discussed in closed session*):



<i>Finding</i>	<i>OLA Recommendation (excerpt from February 9, 2022, Report)</i>	<i>Response</i>	<i>Internal Auditor's review as of 12/06/2022</i>
1. Student PII	“Comply with State law by having the vendor to obtain a formal control assessment report, such as a SOC 2, Type 2 report, and implement a process to obtain and review the results to ensure sensitive student information provided to the vendor is properly safeguarded.”	Agree.	The vendor did not have a SOC 2 Type 2 report, however; did provide a report showing the required compliance and internal controls. Any new contracts must have Higher Ed Comm Vendor Assessment toolkit.
2. Student Financial Aid	“...ensure that manual adjustments to financial aid awards, as well as required verification of financial application data and satisfactory academic progress by financial aid recipients is subject to independent supervisory review and approval”	Agree	BCCC hired a third party on September 9, 2021, to review the system configuration for auto packaging, reduce the manual packaging and improve the awarding process. Transitioning to the new ERP began during March 2022; however, follow-up is delayed due to transition issues in other areas.
3. Payroll	Description and details removed from report due to sensitive information		
4 Procurements and Disbursements	<p>“...ensure that:</p> <ul style="list-style-type: none"> <li>a. Contracts are awarded through a competitive procurement process as appropriate, and other documentation of the procurement be maintained;</li> <li>b. all bid solicitation and award publishing requirements are adhered to;</li> <li>c. contracts receive proper independent approval as applicable;</li> <li>d. vendor invoices are correct by verifying invoice charges to contractual billing rates; and</li> <li>e. purchases from vendors are consolidated to maximize the State’s purchasing power.</li> </ul>	Agree	<p>The recommendations are being implemented and reviewed with the Procurement Director for example:</p> <ul style="list-style-type: none"> <li>a, b, c. The processes for the contract bid, award and approval for the physical inventory are being implemented in accordance with the requirements.</li> <li>d. The work has not started for the inventory, so no vendor invoices have been received</li> <li>e. Recommendation “e” will be reviewed as soon as a consolidated procurement is executed.</li> </ul>

<i>Finding</i>	<i>OLA Recommendation (excerpt from February 9, 2022, Report)</i>	<i>Response</i>	<i>Internal Auditor's review as of 12/06/2022</i>
5. Resource Sharing Agreements (RSAs)	<ul style="list-style-type: none"> <li>a. "Establish new agreements for any expired RSAs which include consideration for higher rates"</li> <li>b. Consider widely advertising solicitations for RSAs and submit them to the appropriate authorities...</li> <li>c. Include all significant provisions in future RSAs, and modify its existing agreements to include those provisions to the extent allowed."</li> </ul>	Agree	As of 12/07/22, no new RSAs have been created since the June 2022 report. The latest agreement includes a 3% increase in the annual rent due, payable in monthly installments.
6. Information Systems	"Perform inventories of all servers, identify all PII..."	Agree	Over the past few months, ITS staff has been reviewing the remaining values in the legacy ID field to ensure there are no remaining SSNs. PII that was not purged in Banner exists in a protected field (masked) to prevent unauthorized access. The transition from HP LAN remains in progress and it is recommended that follow-up occur on or before 6/30/2023
7. Malware Protection Controls	"Ensure malware protection software is installed and maintained on all computers by regularly monitoring related software management consoles"	Agree	The malware report is being reviewed by ITS staff and copies are forwarded to Internal Audit for review. However, the finding remains on the agenda for future bi-weekly meetings to ensure that internal controls are working as intended and that there is consistency in the periodic reviews of internal controls. As of 12/06/2022 workstation security is reviewed during the ITS Workstation Review meetings and no issues were found during this period. Three reports are available dated 11/11, 11/28, & 12/05
8. Equipment – physical inventories	"Conduct timely periodic documented physical inventories of sensitive and non-sensitive equipment and reconcile	Agree	The Procurement is progressing in accordance with procurement guidelines:

<i>Finding</i>	<i>OLA Recommendation (excerpt from February 9, 2022, Report)</i>	<i>Response</i>	<i>Internal Auditor's review as of 12/06/2022</i>
	the results to the detail inventory record (repeat)"		<ul style="list-style-type: none"> <li>• September 2022 -- posted on eMaryland's Marketplace Advantage (eMMA), Maryland's public portal.</li> <li>• Vendors participated in two site visits</li> <li>• Procurement Director received vendor questions</li> <li>• October 2022 - Eight bids received</li> <li>• The Procurement Director evaluated the bids</li> <li>• A bid was recommended further action and the vendor is expected onsite beginning 2023</li> </ul>

The OLA issued the College's closeout letter on Tuesday, April 5, 2022, stating in part:

"We found the actions indicated in the response address the recommendations contained in the audit report...

We will review the actions taken with respect to the recommendations in the audit report during the next audit of BCCC."

The Legislative Auditors are expected to return to the College during or after 2024 in accordance with their scheduled review plan. BCCC's OLA Report is on OLA's website at:

<https://www.ola.state.md.us/Search/Report?keyword=&agencyId=5a8ac903cc9d721804e01114&dateFrom=&dateTo=&reportTypeId=1>

**Baltimore City Community College**  
**Realignment Tasks Update**  
**Board of Trustees, November 16, 2022**

**Realignment Task #1**

**“Review and strategically align core course offerings of BCCC, consistent with accreditation requirements, and focused on the needs of students at BCCC and the workforce of Baltimore City.”**

*Dr. Laura Cripps, Vice President, Academic Affairs*

In November, an audit of the credit curriculum was undertaken in order to prepare data needed for the Ellucian Banner Degree Works implementation. This audit focused on COMAR general education categories and institutional degree requirements. The data will also be used to engage faculty in discussions concerning program updates, with a focus on aligning programs for new workforce standards and more efficient and effective transfer into Maryland universities.

The Curriculum and Instructional Committee has also reviewed a proposal to replace BIO-102 with BIO-101 as the required pre-requisite for several SNHP programs, in order to improve course transferability.

**Realignment Task #2**

**“Make workforce development and job placement top educational priorities of BCCC.”**

*Mr. Michael Thomas, Vice President, Workforce Development & Continuing Education*

***Workforce Development Program Development and Expansion*** – Workforce continues to expand partnership with local community and health agencies to provide opportunities for students to gain training and improve their career outlook. Additional activities include:

**Baltimore Alliance For Careers in Healthcare**

- Workforce is working closely with the Baltimore Alliance for Careers in Healthcare to offer healthcare training for Baltimore City Residents over the summer months. Collaborating with BACH has assisted with enrollment increases in healthcare programs. The partnership has yielded a total of fifty-seven students, including five Patient Care Technician Cohorts (44 students); one Multi-Skilled Medical Technician (4 students); and Emergency Medical Technician (9 students).

**Center for Urban Families**

- Workforce worked closely with Center for Urban Families to enroll over seventy-five students in Certified Nursing Assistant (CNA) and Community Health Worker Programs (CHW), Diesel Mechanics, and Commercial Driving License (CDL) programs. Workforce is entering the final year of the BOOST grant partnering with Center for Urban Families (CFUF). CFUF has also received funding for an additional seventy-five students (total 150).

**Goodwill Industries**

- Workforce Development coordinated this fall with Goodwill Industries on two training opportunities. A Certified Nursing Assistant (CNA) short of fifteen (15) students that are competing clinicals and will be licensed before year end, as well as a Pharmacy Technician cohort of sixteen (16) students that are

currently working through clinicals to complete in early 2023. We have also begun looking towards 2023 and beginning a cohort each of CNA and Pharmacy Technician in January.

### **Concerted Care**

- Workforce Development has worked closely with Concerted Care to provide training opportunities for Baltimore City residents that have been impacted by the opioid epidemic. Students participated in workforce training in Certified Nursing Assistant and Patient Care Technician (25 students). Concerted Care has received funding for additional students and training will continue in October.

### **Baltimore City Schools - Green Street Academy**

- Workforce Development has expanded its partnership with Baltimore City Public Schools and offered a workforce training opportunity at Green Street Academy. In September 2022, a cohort of twenty-two (22) students began training for Certified Nursing Assistant that will lead to licensing. The program is located at Green Street Academy Monday – Friday.

### **LifeBridge Health**

- A Cohort of seven (7) Sinai Hospital employees began course sequence Certified Nursing Assistant (CNA) course sequence in October. The course is scheduled to be completed in February 2023 and will lead to licensing with the MD Board of Nursing (MBON).

### **University of Maryland Medical Center**

- Workforce Development is coordinating with the University of Maryland Medical Center to hold three information sessions before the end of the year to identify candidates for a Patient Care Technician (PCT) cohort. The class will begin in January and complete in June for an estimated ten students.

### **Commercial Driver's License (CDL B)**

- Workforce Development offered its first Commercial Driver's License (CDL) class this year. There has been a total of 5 cohorts offered. In the first two (2) cohorts, 90% of students received their Commercial Driver's Learners Permit. Of the eighteen (18) students that have tested, seventeen (17) have passed to receive their Commercial Driver's License, Class B. The third cohort will complete their Commercial Driver's Learners Permits and license in December. The fourth and fifth cohort began in August and will complete the CDL Permit License in November and December.

### **Other Funding Opportunities**

- Workforce Development has also received several funding opportunities to offer workforce training to city residents:
  - **Baltimore City Department of Social Services** – 4.8 million over three years to offer workforce training to Baltimore City residents and recipients of DSS benefits
  - **Baltimore City Department of Social Services/SNAP** - \$255,000 to offer workforce development training for City residents and recipients of SNAP benefits
  - **Department of Human Services SNAP** - \$1.2 million over three years to offer workforce training to Maryland residents and recipients of SNAP benefits.

- **Department of Social Services Sequence** - \$87,250 to offer workforce training in healthcare to City residents
- **GEERS** - \$558,000 to offer workforce training to Maryland residents

### **Career Services Updates**

- Career Services has conducted several Job Readiness courses for current healthcare programs, Emergency Medical Technician, Patient Care Technician, and Certified Driver License programs.
- Career Services has recruitment opportunities in Early Childcare (Kreative Minds Learning Center); Morgan State University, Penske, Blakehurst (CDLs) and University of Maryland Medical Center.
- Career Services continues to work with partners to create career placement trainings opportunities for students. This includes placing students with Kennedy Krieger to work with children and young adults with developmental disabilities in the Neurobehavioral Unit. There were approximately (9) Community Health Workers placed over the summer.

Career Services continues to coordinate with Workforce to connect students to job opportunities directly related to their training experiences.

### **Realignment Task #3**

**“Improve student pathways to success, including remedial education, attainment of a degree or postsecondary certificate, and transfer to four-year institutions of higher education.”**

*Dr. Laura Cripps, Vice President, Academic Affairs*

In November, staff and faculty gathered to review the placement processes for developmental education courses. The discussion added multiple measures (including Guided Self Placement), clarified exemption metrics and identified the fields and recording for this information in Banner.

Staff from Academic Affairs and Institutional Effectiveness, Research and Planning have been preparing data for two forthcoming reports, required by MHEC relating to credit for prior learning and the implementation of the Transfer with Success Act.

In addition, this November Academic Affairs participated in several collaborative meetings connected to expanding degree attainment. As part of a P-TECH Steering Committee meeting, with representatives from Johns Hopkins University, the University of Baltimore, Baltimore City Schools and industry partners, a new P-TECH pathway in Emergency Medical Services was proposed and agreed. In addition, the Academic Affairs joined several meetings relating to a new Bridges to Baccalaureate grant, in conjunction with Howard University and Prisons to Ph.D. As part of this program, BCCC will be supporting four new full-time students in the Spring. Further students will be added to the program on a semesterly basis.

### **Realignment Task #4**

**“Enter into memoranda of understanding in order to establish student pathways to success with the Baltimore City Public Schools (BCPSS), institutions of higher education, and employers.”**

*Dr. Laura Cripps, Vice President, Academic Affairs*

In November, academic affairs participated in Baltimore City CTE Local Advisory Council (LAC) Co-Chair Planning Meetings and meetings connected to the LAC for the P-TECH Distribution and Logistics pathway. BCCC will be hosting an in-person meeting of the Baltimore City LAC, with industry partners, in February 2023. In addition, BCPSS CTE counselors visited BCCC’s campus for tours of the facilities and interactive teaching demonstrations within allied health programs.

The VPAA, VPSA and academic deans have also started meeting with local high schools to identify dual enrollment courses for spring 2023.

**Realignment Task #5**

*“Align the budget of BCCC with realistic enrollment projections.”*

*Mr. Steven Hardy, Vice President, Finance & Administration*

*Ms. Becky Burrell, Vice President, Institutional Effectiveness, Research & Planning*

*Dr. Jade Borne, Vice President, Student Affairs*

The Office of Finance and Administration is finalizing two methods of projecting revenues and expenditures. The new VP for Finance and Administration will review the projections and then bring them to the President’s Cabinet to review and select the best method. Soon after approval, the initiative to develop a five-year projection model as outlined in the BCCC Alignment Task 5 will be completed.

As stated in last month’s Realignment Report, Student Affairs continues to monitor the changes in actual enrollment data for Fall 2022 to measure against the enrollment projections for Fall 2022 established by Maryland Higher Education Commission’s (MHEC) enrollment projections for Baltimore City Community College. See enrollment projections below.

**MHEC Enrollment Projections**

Maryland Higher Education Commission (MHEC) Projections BCCC	Fall 2021 Actual	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029
MHEC 2021- 2030 Projections for BCCC - Published April 2021	3,864	5,952	6,139	6,270	6,059	6,730	7,044	7,419	7,865
MHEC 2022 - 2031 Projections for BCCC - Published May 2022	3,864	4,595	4,616	4,638	4,659	4,667	4,675	4,682	4,690
<i>MHEC's New Percent Changes for Outyears</i>		<i>18.9%</i>	<i>0.5%</i>	<i>0.5%</i>	<i>0.5%</i>	<i>0.2%</i>	<i>0.2%</i>	<i>0.1%</i>	<i>0.2%</i>

To meet the Fall 2022 projections, Student Affairs continues to work on tasks designed to increase enrollment. Below are some examples.

**Tracking and Monitoring Enrollment**

**CRM Recruit Implementation Phase II** - For the month of November 2022, Admissions and Recruitment continued to implement Phase II of CRM Recruit - Communication. CRM Recruit is now BCCC’s application module for Banner. CRM Recruit Phase II is designed to provide improved communications between prospective students and BCCC.

**SparkPost Software** – In November, BCCC began investigating the software needed to make emailing students within CRM Recruit more effective. The College is investing in SparkPost software that will allow the Admissions Team to continuously email students on an ongoing contact schedule. The software will allow emails to be tailored to each individual student’s status within the enrollment funnel. More information: [www.sparkpost.com](http://www.sparkpost.com)

Recruitment staff participated in the following CRM Recruit engagements:

Date	Activity	Number of Attendees
2-Nov	End to End Testing	10
4-Nov	Consultant Facilitation #10	6
7-Nov	User Acceptance Testing	4
11-Nov	User Acceptance Testing Pt. 2	6
14-Nov	Phase II Production Review	10
15-Nov	Phase II Production Review Pt. 2	10
23-Nov	Go Live Support	8
30-Nov	Go Live Support Pt. 2	7

**Recruitment Activities**

**Weekly Information Sessions for Potential Students** - The recruiters hosted virtual “New Student Information Sessions” on Tuesday’s at 10:00am, and Wednesdays at 3:30pm. The info sessions provide a convenient option for future and new students to obtain information about the admissions process and/or any other questions regarding admission into BCCC. On average there are 10 students per month during these sessions. The Recruiters have also started sending Webinar reminders to registrants the day before its presentation via email.

**School Visitations for November 2022**

The recruiters are continuing to use an Excel spreadsheet to divide 64 Baltimore City and Baltimore County Public High Schools into 3 territories. We will be adjusting the territories for the Spring 2023 semester. For November, they visited a total of 16 school. See visit dates and schools below.

- Nov. 1st Patterson High School (FAFSA Night)
- Nov. 3rd Milford Mill Academy
- Nov. 4th New Era Academy – 2 students (on-site admissions)
- Nov. 11th Benjamin Franklin High School – 70 students
- Nov. 14th Digital Harbor HS– 100+ students
- Nov. 14th New Era Academy – 100+ students
- Nov. 14th Benjamin Franklin HS– 100+ students
- Nov. 15th Reginald F. Lewis HS– 100+ students
- Nov. 15th National Academy Foundations – 100+ students
- Nov. 15th Patterson High School – 100+ students
- Nov. 16th Carver Vocational-Technical HS – 100+ students
- Nov. 16th Coppin Academy – 100+ students
- Nov. 16th Frederick Douglass HS–100+ students
- Nov. 17th Academy for College and Career Exploration– 100+ students
- Nov. 17th Reach! Partnership– 100+ students
- Nov. 17th Green Street Academy – 100+ students
- Nov. 18th Mergenthaler Vocational Technical HS– 100+ students
- Nov. 18th Western HS – 100+ students Nov. 22nd Career Academy- 5 students
- Nov. 30th Youth Opportunity Academy – (5 students) We have interacted with over 2,000 students during the month of Nov.



**Early Advising & Registration Push** - Advising begin the Winter and Spring Group Advising Sessions November 16, 2022. There were 15 sessions scheduled from 11/16 thru 11/30. 11 seats were available for each session. 90 students registered, but only 36 students were served during group advising sessions. Groups of students waiting in Advising were added to the group advising sessions.

**Near Completers & Stop Outs - Invitation to Return Emails from VP Borne**

In November and early December, 3,884 emails were sent to students who “stopped out” of BCCC without earning a degree or certificate. The email invited them to meet with an advisor to determine how many classes they needed to complete their degree here at BCCC. See the number of emails by credits completed below.

BCCC Credits Earned & Transfer	Number
15	156
16-30	1411
31-45	996
45+	1,321
<b>Total</b>	<b>3884</b>

Advising will reach out to students who’ve completed at least 45 hours with the results of individual degree audits.

Below are some of the email responses received back from former students:

*“Thank you so much Dr. Borne for your invitation. I am very eager to return to BCCC to complete my degree come spring semester. I had completed all my prerequisites and had applied for admission into Nursing program for ADN starting next spring. I am anxiously waiting for acceptance status and hope I will be accepted. Once again thank you so much for your email and encouragement it helps to remind me not to give up.”*

*Sincerely*

*Eka Ekanem*

*“I’m concerned at the timing of this email, as it seems you must be spying on my inner thoughts. I am absolutely interested in returning. I will look at the calendar for January appointments and get myself on the schedule. Thank you for this well-timed email. Happy Holidays.”*

*Tenisha M.*

*“Thank you so much for reaching out. I stopped taking classes at BCCC because I have moved away from Baltimore. But I really appreciate that I was a student at BCCC. I believe I will benefit from the knowledge I got from BCCC through my life. Thanks!”*

*Sincerely, Zhengping Zhou*

*“Thank you so much Dr. Borne for your invitation. I am very eager to return to BCCC to complete my degree come spring semester. I had completed all my prerequisites and had applied for admission into Nursing program for ADN starting next spring. I am anxiously waiting for acceptance status and hope I will be*

*accepted. Once again thank you so much for your email and encouragement it helps to remind me not to give up.”*

*Sincerely*

*Eka Ekanem*

*“Yes I am very interested in being able to complete my degree and if possible be in school this spring. I will go through the resources given and any help provided is appreciated. “*

*Andre White*

*“Good morning Jade, I’d just like to let you know that this message meant a lot to me this morning as I’ve been thinking about attending school again to fulfill my degree”*

*LaChawn B*

*“Hi yes I would love to return and transfer my credits please !”*

*Taya Callm*

### **Realignment Task #7**

*“Establish strong relationships with key stakeholders.”*

*Advancement & Strategic Partnerships*

#### **WBJC Staff Community Engagement**

Opportunities taken by WBJC staff to extend the BCCC brand in the community via WBJC.

**Winter Solstice Concert:** Hammered dulcimer player, Ken Kolodner, was interviewed about this annual performance by Jonathan Palevsky.

**Baltimore Symphony Orchestra:** Composers Michael Torke and Jeff Beal were interviewed in tribute to the late Baltimore composer Christopher Rouse on November 9<sup>th</sup> by Kati Harrison.

**Shriver Hall Concert Series:** African American bass-baritone, Devone Tines, who created the opera, Fire Shut up in my Bones, was interviewed about his Baltimore recital debut by Judith Krummeck.

**WYPR/WEAA/WTMD:** Former WBJC host Tom Hall was interviewed about the upcoming Public Radio Reunion event at the Baltimore Museum of Industry by Jonathan Palevsky.

**The Future is Femal:** Pianist Sarah Cahill was interviewed about her new release of a three-volume set of women composers by Kati Harrison.

**Baltimore Classical Guitar Society:** Guitarist Grisha Goryachev was interviewed about his performance at UMBC’s Linehan Concert Hall on November 5<sup>th</sup> by Kati Harrison.

**Beth El Congregation:** Visual artist, John Viles, was interviewed about the art show Concert in Color on November 22<sup>nd</sup> by Jonathan Palevesky.

**The Saint Charles Theatre:** Jonathan Palevsky hosted the Cinema Sunday series for the month of November.

**National Philharmonic Chorale:** Artistic Director, Stan Engebretson, was interviewed about the celebration of his tenure and his conducting of Berlioz's *Requiem* on November 12<sup>th</sup> by Kati Harrison.

**Johns Hopkins University:** Professor Laura Mason was interviewed about her book *The Last Revolutionaries: The Conspiracy Trail of Gracchus Babeuf and the Equals* by Judith Krummeck.

**Baltimore Chamber Orchestra:** A pre-concert talk for their November 20<sup>th</sup> show was delivered by Jonathan Palevsky.

**Osher programs of Towson and John Hopkins Universities:** Lectures on *Great Symphonies and Music, Revolutions and Nationalism* were delivered by Jonathan Palevsky.

## **WBJC CORPORATE SUPPORT PARTNERSHIPS**

Businesses who underwrite programs and content on WBJC

### ***Returning Clients***

Baltimore Symphony Orchestra, The Kennedy Center, Shriver Hall in Series, Maryland Lyric Opera, Community Concerts at 2nd, Elville and Associates, Annapolis Symphony Orchestra, Baltimore Choral Arts, Eddie's of Roland Park, Towson University, Maryland Opera, Prince Georges Philharmonic, Snug Books, Washington Bach Consort.

### ***New Clients***

Golden West Café, Ken Kolodner

## **WBJC Program Highlights**

WBJC programs and content of note for the month.

### ***Music in Maryland***

Live performances from some of Maryland's finest classical ensembles, made possible by a generous grant from the Maryland State Arts Council.

- 11-5-22 Marin Alsop Returns to Baltimore.
- 11-19-22 "Nothing Fancy" featuring the Baltimore Symphony, Stuart Goodyear, and Leroy Anderson.
- 11-26-22 American Music for Thanksgiving featuring the Baltimore Symphony, David Zinman, and Marin Alsop.

### ***Face the Music***

A panel of guests join Jonathan Palevsky to review newly released and reissued recordings. The performers' identities remain a secret until after the guests have made their comments. This month's guests included-

- Anthony Blake Clark (Baltimore Choral Arts)
- Jack Fishman (Baltimore Choral Arts)
- Jim Harp (Maryland Lyric Opera)
- Phil Greenfield (American Record Guide)
- Rafaella Dreisin (Hopkins University Symphony)
- Bryan Young (Poulenc Trio)
- Lisa Weiss (Goucher College)

***Book Notes***

Interview series on WBJC hosted by Judith Krummeck and devoted to the world of books, including different genres, book awards, and local and national authors.

11-19-22 Reviews of the following books – *Egypt’s Golden Couple: When Akhenaten and Nefertiti Were Gods on Earth* by John Coleman Darnell & Colleen Manassa Darnell, *The Queen: Her Life* by Andrew Morton, *The Light We Carry: Overcoming in Uncertain Times* by Michelle Obama, *We Are the Light* by Matthew Quick, and *Friends, Lovers, and The Big Terrible Thing* by Matthew Perry.

**REALIGNMENT TASK # 8**

***“Develop and market a brand for BCCC.”***

*Advancement & Strategic Partnerships*

The College developed numerous initiatives to support efforts by departments in the following areas:

***Website Billboards***

New website billboards were developed for Winter Break, HIT Open House, Advising, Cyber Security & Assurance, and CADD and at-home Athletics games.

***Winter 2022-23 Credit Schedule***

The Winter 2022-23 Credit Schedule was developed and placed on the website.

***Financial Aid***

A Federal Work-Study flyer was developed.

***Emergency Medical Services***

A Emergency Medical Services flyer was developed to support classes for the Spring 2023.

***Zumba***

A flyer supporting Zumba sessions was developed for Student Life & Engagement.

***Holiday Appreciation Invitation***

A holiday appreciation invitation was developed for the President’s Office.

***Interest Card***

A new Recruitment Interest Card was developed for use with recruitment and is now tied to automated registration by prospective students.

***Campus Tours & Information Sessions***

New content was written and approved for the Admissions Campus Tours & Information Session web page, including a new automated registration form and a new automated Evaluation Form.

***Holiday Gift (update)***

The college has purchased and prepared holiday items for faculty and staff, including gifts, thank you card, and box presidential seal.

***Employee & Partnership Associates Holiday Card***

The College has developed a holiday card for mailing in December 2022.

***Employee Holiday Video Email (update)***

The College has developed a holiday video for faculty and staff to be sent in December 2022. The video is pending the addition of key messaging.

***Promotional Items (update)***

The College has researched and priced potential promotional items, which have been approved for purchase.

***AFRO Advertising Campaign***

The College has purchased a series of web advertisements, eBlast, and Facebook posts on the AFRO website and Facebook page. These advertisements have been designed to support enrollment growth.

***At a Glance***

The College is updating the At a Glance brochure with current College stats.

***Holiday Turkey Giveaway***

The College developed a student flyer for Student Affairs supporting a turkey giveaway at Thanksgiving.

***Mission, Vision & Values Billboards and Signage***

The College is developing website billboards and additional signage supporting education about the College's Mission, Vision, and Values.

***Economic Value Reports***

The College is preparing final edits for the printing and distribution of the Economic Value Reports.

***WBJC Holiday Flyer***

The College developed a flyer for use by WBJC.

***Marketing Brand Website***

The College built new Brand Marketing web pages that outline all areas of BCCC's brand, communication pillars, design, typography, logo use, etc. The site is built to mirror the printed Style Guide and are pending further consideration and approval.

***Illustrator***

***The College has hired a third-party vendor to develop new Panther designs for use with promotional items and the Athletics logo.***

**Rebranding**

The College is working to rebrand the following:

- BCCC viewbook
- Program cards
- Economic Impact brochures

**Brand Building**

***Winter & Spring 2023 Digital Campaign***

The College has developed digital advertisements in support of Winter 2022-23 and Spring 2023 advertising campaign supporting enrollment growth. These advertisements will run through March 7 on Facebook, Instagram, and Google extended network.

## Summary to-date:

The Facebook and Instagram digital campaign had a reach of 52,255, with post engagement reaching 3,213 and link clicks of 777. Paid reach has increased 100%, while impressions increased by 100% as well.

The **Google** advertising digital campaign has been live since July 28, 2022 and continues to be highly effective, reaching 113,501 prospective students in the audience. Of that number, 39,754 prospective students clicked the ads for a click through rate of 35.03%.

## Social Media Analytics:

- **Facebook: 11/1/2022 – 11/30/2022**

Page Reach: 30,478 (Down 80.2%\*)  
Page Visits: 2,055 (Down 51.5%)  
New Likes & Follows: 20 (Down 23.1%)

\*Note that the Fall 2022 digital campaigns ended October 19 and the new Winter 2022,23 and Spring 2023 campaign did not begin until 11/22/2022, leaving a roughly one month down time until registration opened for Winter and Spring. Both campaigns drive engagement on social platforms and the BCCC website, explaining the decline in reach.

- **YouTube: 11/1/2022 – 11/30/2022**

Monthly views: 499  
Watch time: 14.2%  
Subscribers: 1%

- **Instagram: 11/1/2022 – 11/30/2022**

Reach: 11,470 (Up 510.10% over prior month)  
Profile Visits: 347 (Up 33.5% over prior month)  
New followers: 35 (Down 5.4% over prior month)

The department has hired a marketing major from the Work Study Department who is working with the department to gather viral video reels, photos and competitions.

- **Twitter: As-of 12/5/2022**

# Tweets: 21 (Down 16% over the prior 28 days)  
Tweet Impressions: 2,136 (Up 2.2% over the prior 28 days)  
Profile visits: 934 (Up 72.6% over the prior 28 days)  
Mentions: 5  
Followers: 1,733 (Down by 8 over the prior 28 days)

## Web page Content Updates

Webpages Content Updates (Ongoing) – Ongoing regular and special campaign content updates and page restructuring to improve the user experience. Regular updates include relevant homepage updates including updated billboards, What to Know section, website calendar and other homepage navigation and content features. These routine updates encourage user engagement and ensure content is student centered.

- **Webpages Content Updates (Ongoing)**

- Website Billboards
  - Thanksgiving
  - Veterans day
  - Election Day
  - Winter 2022-2023 & Spring 2023 Class Registration
  - Group Advising for Winter & Spring Registration
  - Congrats Panthers
  - Health Info. Tech. Open House
  - Computer-Aided Drafting & Design
  - Winter Break billboard (Sandbox)
- Information To Know
  - Panthers Basketball Schedule
- Headlines
  - BCCC Professors Tamara Payne presents Dear Black Girl Project
  - BCCC Panthers win against WVU Potomac State College
  - Men's Basketball Panther Leads the Nation in Scoring

- **Routine Website Maintenance and Webpage Content Updates**

- Analytics
- Website Calendar updates
- Redirects created
- Directory update as per ITS request
- HR webpages update
- BCCC Branding webpages (Sandbox) - awaiting approval (multiple pages)
- Work Study webpage update (Positions update)
- Facilities announcements webpage update
- Facilities webpages update
- Admissions webpage update
- HIT webpage updated
- Financial Aid webpage update
- Nursing webpage update (PN Advanced Standing/Readmission Application)
- International Applications webpage update
- Advising webpage update
- IRB policy posted to website
- Campus Tour webpage update
- Work Study brochure updated
- Economic Impact Reports webpage updated
- Faculty Advisor webpage update
- BOT Open Session Books updated

- **Other**

- Infosec IQ training
- Removal of outdated PDF's

- **Ongoing**
  - President's staff bios (NEEDED)
  - Winter Credit Schedule 2023
  - Nomenclature project
  - BCCC Style Guide webpages
  - CRM Recruit Meetings
  - Website Refresh project
  - Blackboard Research
  - Marketing team meetings

## Website Statistics

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home and Apply web pages. Specifically, the volume of visitors to the Apply web page increased in unique pageviews by 237.56%

### *Website Homepage Overview: November 1, 2022 – November 30, 2022 vs. same period in 2021*

- Pageviews increased by 24.68% (865,220 in 2021 vs. 1,078,741 in 2022)
- Unique (new) pageviews increased by 24.79% (355,035 in 2021 vs. 443,038 in 2022)
- Average time on page increased by 19.81% (00:00:48 in 2021 vs. 00:00:58 in 2022)

### *Apply Webpage: November 1, 2022 – November 30, 2022 vs. same period in 2021*

- Pageviews increased by 157.83% (5,883 in 2021 vs. 15,168 in 2022)
- Unique (new) pageviews increased 197.88% (2,264 in 2021 vs. 6,744 in 2022)
- Average time on page decreased 31.5% (00:00:47 in 2021 vs. 00:00:32 in 2022)

### *Register Webpage: November 1, 2022 – November 30, 2022 vs. same period in 2021*

- Pageviews increased 46.87% (6,303 in 2021 vs. 9,257 in 2022)
- Unique (new) pageviews increased by 43.98% (2,567 in 2021 vs. 3,696 in 2022)
- Average time on page increased by 3.27% (00:01:23 in 2021 vs. 00:01:26 in 2022)

## Future Projects

- Name badges
- Mission/Vision/Values opportunities
- BCCC Viewbook
- College Board list purchase

## BCCC Event Promotion

BCCC campus events and initiatives that were promoted on-air during the month.

**Public Service Announcements:** Multiple daily reads by WBJC hosts.

- Financial Aid Nights



**REALIGNMENT TASK #9**

*“Address the information technology (IT) and infrastructure needs of BCCC, including whether oversight by the Department of Information Technology is advisable.”*

*Mr. Peter Farrell, Deputy Chief Information Officer*

**Enterprise Resource Planning (ERP) Project**

**Implementation Engagements**

BCCC will implement the new time and attendance system in Banner called Web Time Entry. This new system will enhance the process of time entry and leave balance tracking for employees as well as the approval process for supervisors with the option to enter time and leave on mobile devices.

Web Time Entry is live as of Wednesday, December 14, 2022, for all PIN faculty and staff. In preparation for this transition, the HR and Payroll offices have asked staff and supervisors to take the following steps in preparation for the full transition to Web Time Entry in 2023.

1. All employees should enter leave and time into MDTime for this pay period on Wednesday, December 7<sup>th</sup> by 9 am
2. All supervisors should approve all timesheets in MDTime for this pay period on Wednesday, December 7<sup>th</sup> by 10 am
3. All PIN faculty, and staff should enter their leave and time in both MDTime and Web Time Entry on Monday, December 19<sup>th</sup> by 9 am.
4. Supervisors will be required to review and approve time in MDTime and Web Time Entry
5. All staff to print out their leave balance information from MDTime prior to leaving for winter break

To support staff during the transition HR and Payroll offices have created a training schedule for staff and supervisors to receive hands-on, in-person training starting between December 8, 2022 and January 13, 2023. The training schedule is in the table below. In addition to training sessions, HR will have office hours every day starting the week of December 12<sup>th</sup> to answer Web Time Entry questions and assist with ensuring staff and supervisors are informed and feel comfortable with the transition.

**HR and Payroll Web Time Entry Training Schedule**

Dates	Time and Location
Thursday, December 8 <sup>th</sup>	2 pm in Main Building: Room 224
Friday, December 9 <sup>th</sup>	10 am in Main Building: Room 224
Monday, December 12 <sup>th</sup>	10 am in Main Building: Room 224
Tuesday, December 13 <sup>th</sup>	2PM Main Building: Room 224 HR Office Hours (all day) Q&A Session @ noon (virtual)
Wednesday, December 14 <sup>th</sup>	10 am in Main Building: Room 224
Thursday, December 15 <sup>th</sup>	2 pm Main Building: Room 224
Friday, December 16 <sup>th</sup>	10 am Main Building: Room 224
Wednesday, January 4 <sup>th</sup>	10 am Main Building: Room 224
Thursday, January 5 <sup>th</sup>	2 pm Main Building: Room 224
Friday, January 6 <sup>th</sup>	10 am Main Building: Room 224
Monday, January 9 <sup>th</sup>	10am & 2pm in Main Building: Room 224
Tuesday, January 10 <sup>th</sup>	10am & 2pm in Main Building: Room 224
Wednesday, January 11 <sup>th</sup>	10am & 2pm in Main Building: Room 224
Thursday, January 12 <sup>th</sup>	10am & 2pm in Main Building: Room 224
Friday, January 13 <sup>th</sup>	10am & 2pm in Main Building: Room 224

Key activities being done to prepare for the use of the new Web Time Entry system include:

- Employee leave information has been migrated from the legacy system MDTime into Banner on December 8. This migrated data has been validated by Payroll staff before it is used in Banner.

- Reports for the Payroll team have been developed in Argos the reporting system in Banner to support day-to-day operations.

Student facing offices continue using Banner for day-to-day operations since July 2022. Work continues with Degree Works, CRM Recruit, and Ellucian Experience. Banner Communication Manager and SparkPost are smaller components that will be implemented in early 2023 – these tools are email marketing tools that will allow for student facing offices like Admission to perform bulk communication to prospects and students. Additional student work includes:

- Faculty training for the new process for reporting on students who have never attended through the Faculty/Advisor Self-Service Portal.
- Additional work on pre-requisites and curriculum in Banner. This will also help inform the Degree Works implementation in 2023.

The defect in the finance Banner module that was discussed in last month's update has been corrected by Ellucian. The Finance team has been working with ITS and Ellucian to validate the corrected interface and data. By the start of the new year, the finance team anticipates being current in Banner with the transactions coming over from the state's FMIS system.

The Grants Accounting process is being implemented in Banner. A cross-functional team, including members of the Finance, WDCE, and Institutional Research groups, is meeting regularly to document and plan for the implementation of this new process in Banner.

Student Accounting has been live on Banner since July 2022. Additional work is underway to implement:

- Billing for WDCE programs
- 1098-T processing
- Student refunds

During the listening sessions held in the fall, we gained valuable insights into the ongoing support needs as we transition from implementing to operating and maintaining the new cloud-based Banner system. While we have seen many benefits of the new system, we have also identified significant learning curves, particularly in the areas of data cleanup, reporting, and cyclical operational procedures. These themes will be important to address as BCCC continues to optimize the use of the system.

- **Data cleanup** - During the implementation of Banner, data migration was completed and validated by functional offices. However, as expected with a transition of this magnitude from a legacy system, there have been some data errors and inconsistencies that have surfaced in production. These issues are being addressed with input from functional offices to ensure the data in the system is accurate and up to date.
- **Reporting** - BCCC's ability to deliver institutional and compliance reporting has been challenged by the learning curve of using a new data structure and reporting tool, as well as resource constraints.
- **Cyclical operational procedures** - Finally, the cyclical nature of college operations has presented challenges in implementing new processes for the next few years, particularly in regard to annual tasks such as year-end reporting for finance.

Managed services consulting provides ongoing operational support for the year or two post go-live when the project team is complete, and is designed to assist with the types of questions and issues that were discussed above. Conversations have been started with Ellucian, CampusWorks, Ferrilli and options are being explored that will be presented to the board in early 2023.

### *Data Center Refresh Project*

**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

TAB 11 | Active Search Listing

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**HR Active Search List As of December 8, 2022**

Baltimore City Community College						
	Div	PIN #	Position	Oversight	Date posted	Status 12/8/2022
1	AA	66682	Assistant Professor of Nursing-Mental Health	Dr. Courtney Ross/ Dr. Laura Cripps	11/10/2020	Resumes forwarded for Review
2	AA	81697	Assistant Professor of Nursing-Adult Medical/Surgical	Dr. Courtney Ross/ Dr. Laura Cripps	3/12/2021	Resumes forwarded for Review
3	AA	67006	Director of the Academic Success Center	Dr. Laura Cripps/ Dr. Jade Borne	12/8/2021	Resumes forwarded to Vice President
4	AA	66902	Dean of Natural and Physical Sciences, Business, Technology, Engineering & Math	Dr. Laura Cripps	5/16/2022	Resumes forwarded to Vice President
5	AA	66760	Director of Library & Learning Commons	Dr. Laura Cripps	8/8/2022	Resumes forwarded to Vice President
6	AA	66821	Assistant Professor of Cyber Security	Dr. Laura Cripps	8/10/2022	Resumes forwarded to Vice President
7	AA	66777	Assistant Professor of Fashion Design	Dr. Laura Cripps	8/10/2022	Resumes forwarded to Vice President
8	AA	TBD	Administrative Assistant to the VP of Academic Affairs	Dr. Laura Cripps	10/27/2022	Resumes forwarded to Vice President
9	SA	66689	Coordinator of Veteran Services	Dr. Jade Borne	11/1/2021	Resumes forwarded to Vice President
10	SA	74211	Academic Coordinator, TRIO Student Support Services Program	Dr. Jade Borne / Dr. Leslie Jackson	1/19/2022	Resumes forwarded to Vice President
11	SA	66831	Financial Aid Coordinator	Dr. Jade Borne/ Saleem Chaudhry	9/14/2022	Resumes forwarded to Vice President
12	SA	66613	Financial Aid Specialist	Dr. Jade Borne / Saleem Chaudhry	8/1/2022	Resumes forwarded to Vice President
13	SA	66844	Federal Work Study Specialist	Dr. Jade Borne / Saleem Chaudhry	8/11/2022	Resumes forwarded to Vice President
14	SA	TBD	Director of Dual Enrollment	Dr. Jade Borne	8/26/2022	Resumes forwarded to Vice President
15	SA	TBD	Director of Enrollment Management	Dr. Jade Borne	9/7/2022	Resumes forwarded to Vice President
16	SA	66925	Assistant Director of Financial Aid	Dr. Jade Borne / Saleem Chaudhry	9/7/2022	Resumes forwarded to Vice President
17	SA	66828	Director of Student Life & Engagement	Dr. Jade Borne	9/15/2022	Resumes forwarded to Vice President
18	SA	76573	Student Support & Wellness Coordinator/Counselor	Dr. Jade Borne	9/30/2022	Resumes forwarded to Vice President
19	SA	78502	Admissions & Recruiter Advisor	Dr. Jade Borne	10/17/2022	Resumes forwarded to Vice President
20	SA	TBD	Office Specialist- Student Life & Engagement	Dr. Jade Borne/ Valerie Gray	11/9/2022	Resumes forwarded to Vice President
21	SA	66657	Special Populations Admissions Advisor	Dr. Jade Borne	11/28/2022	Resumes forwarded to Vice President
22	SA	TBD	Special Programs Advisor	Dr. Jade Borne	11/28/2022	Resumes forwarded to Vice President

23	ASP	66686	Vice President of Advancement	Dr. Debra McCurdy	7/23/2021	Resumes forwarded to President
24	ASP	76586	Content Manager	Michael Berends	2/4/2022	Resumes forwarded to Oversight
25	WDCE	66861	Maintenance Supervisor	Michael Thomas / Kate Zurlage	4/21/2021	Resumes forwarded to Vice President
26	WDCE	66769	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President
27	WDCE	76566	Director of Division Operations & Services	Michael Thomas	1/26/2022	Resumes forwarded to Vice President
28	WDCE	66967	Assistant Director of Capital Projects	Michael Thomas / Kate Zurlage	3/7/2022	Resumes forwarded to Vice President
29	WDCE	TBD	Materials Management Technician	Michael Thomas	8/17/2022	Resumes forwarded to Vice President
30	WDCE	86278	Police Officer III	Michael Thomas	8/24/2022	Resumes forwarded to Vice President
31	WDCE	66830	Contract Technician	Michael Thomas	9/7/2022	Resumes forwarded to Vice President
32	WDCE	66853	Property Control Specialist	Michael Thomas	9/15/2022	Resumes forwarded to Vice President
33	WDCE	66968	Career Development Specialist	Michael Thomas	9/26/2022	Resumes forwarded to Vice President
34	WDCE	66672	Administrative Assistant	Michael Thomas	9/29/2022	Resumes forwarded to Vice President
35	WDCE	TBD	Operations Technician	Michael Thomas	10/27/2022	Resumes forwarded to Vice President
36	A&F	82345	Human Resources Generalist	Charles Hall	8/22/2022	Resumes forwarded to AVP
37	A&F	66973	Assistant Bursar/ Assistant Director of Student Accounting	Steven Hardy / Patricia Raines	9/26/2022	Resumes forwarded to Vice President
38	A&F	TBD	Assistant Vice President of Finance & Administration	Steven Hardy	12/5/2022	Search is Open
39	IERP	66640	Director of Grants	Becky Burrell / Nicole Deutsch / Eileen Hawkins	2/1/2022	Resumes forwarded to Vice President
40	IERP	88494	Research Associate	Becky Burrell	7/6/2022	Resumes forwarded to Vice President
41	OP	66855	Director of Government Relations/Special Assistant to the President	Dr. Debra McCurdy	1/18/2022	Resumes forwarded to President
42	OP	66987	Programmer/Analyst	Michael Rading	5/10/2021	Resumes forwarded to CIO
43	OP	66963	Executive Administrative Assistant to the President	Dr. Debra McCurdy	10/13/2021	Resumes forwarded to President