



Board of Trustees

Open Session

Wednesday,

October 18, 2017

4 P.M.

Liberty Campus

Mini Conference Center



**BALTIMORE CITY COMMUNITY COLLEGE**

**Board of Trustees**

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TAB 1



BALTIMORE CITY COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
UNAPPROVED OPEN SESSION AGENDA  
October 18, 2017 4 p.m.  
Liberty Campus  
Mini Conference Center

- I. CALL TO ORDER (Kurt L. Schmoke, Esq., Chair)
  
- II. ADOPTION OF AGENDA  
Approval of the October 18, 2017 Agenda.....[TAB 1](#)
  
- III. NEW BUSINESS.....[TAB 2](#)
  - A. Realignment Tasks Update (Bryan Perry, Esq.) (INFORMATION)
  - B. Realignment Task #1 Update (Dr. Tonja Ringgold)
  
- IV. BOARD ACTIONS / CONSENT AGENDA (All actions requiring a vote)
  - A. Approval of the September 20, 2017 Minutes .....[TAB 3](#)
  - B. College Contracts.....[TAB 4](#)
  - C. Student Government Association (Mr. Kingsley Anokwuru).....[TAB 5](#)
  - D. AFSCME Local # 1870 at BCCC (Ms. Charlene Gray, President).....[TAB 6](#)
  - E. Faculty Senate (Professor Edward Ennels, President).....[TAB 7](#)

Action: Move to approve the Board Actions/Consent Agenda

- V. PUBLIC PRESENTATIONS.....[TAB 8](#)
  - A. SB & Co. Financial Audit of the College (SB & Co.) (ACTION)
  - B. Clifton Larson Allen Audit of the BCCC Foundation (INFORMATION)
  - C. BCCC Foundation, Inc. Update (Ms. Sonja Wells, BCCCF Board Chair) (INFORMATION)
  
- VI. COLLEGE POLICIES.....[TAB 9](#)
  
- VII. PRESIDENT’S REPORT (Dr. Gordon F. May, President).....[TAB 10](#)
  - A. Enrollment Report (Dr. Marguerite Weber) (INFORMATION)
  
  - B. Active Search Listing.....[TAB 11](#)

VIII. MOTION FOR ADJOURNMENT  
THE CLOSED SESSION OF THE BOARD OF TRUSTEES IS DESIGNED TO DISCUSS PERSONNEL ISSUES; PENDING PURCHASE OF PROPERTY FOR THE FUTURE NEEDS OF THE COLLEGE; AND TO OBTAIN LEGAL ADVICE.

IX. NEXT MEETING: Wednesday, November 15, 2017, Mini Conference Center

# TAB 2

## NEW BUSINESS

**A. Realignment Tasks Update**

**B. Realignment Task # 1**



## **REALIGNMENT TASKS UNDER HB1595**

### **Realignment Task Number 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.

#### **Update:**

Dr. Ringgold will present an update to the Board on realignment tasks numbers 1 and 3.

### **Realignment Task Number 2**

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

#### **Update:**

VP Thomas will provide a detailed update to the Board in closed session. Since starting on September 25<sup>th</sup>, VP Thomas has completed the following:

- Reviewed and reorganized staffing of the workforce development and continuing education division, including the elimination of one position, and the hiring of an executive director for workforce development.
- VP Thomas is working with the VP Weber to relocate the BCCC Career Center from student affairs to the division of workforce and continuing education, as well as creating metrics around the success of career focused initiatives at BCCC. The announcement and rollout of the career center move will be completed before the end of October.

### **Realignment Task Number 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.

#### **Update:**

Dr. Ringgold will present on realignment tasks numbers 1 and 3.

### **Realignment Task Number 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.

#### **Update:**

The academic affairs division is currently working on the following new or revised Memoranda of Understanding with BCPSS and other higher education institutions:

- Springfield College BS in Human Services
- BCPS-Frederick Douglass High School Law & Justice and Law & Leadership
- BCPS- Dual Enrollment
- Silver Oak Academy Rite of Passage



- Woodstock Job Corps.
- ABC Construction Participating Construction Apprenticeship
- Coppin State University
- UMES Richard A. Henson Honors Program
- University of Maryland School of Nursing Agreement for Dual Admission
- Year Up (revising)
- Maryland National Guard (amendment)
- University of Cincinnati (revising/renewal)

Once completed, BCCC will have 53 active articulation agreements, including 18 articulation agreements and memoranda of understanding with BCPSS, and other state colleges and universities.

**Realignment Task Number 5**

Align the budget of BCCC with realistic enrollment projections.

**Update:**

This task has been completed, and BCCC’s budget is aligned with current enrollment projections.

**Realignment Task Number 6**

Engage in a comprehensive review of all positions, faculty, and staff at BCCC.

**Update:**

- The office of human resources continues to update job descriptions for employees.
- The director of human resources has also submitted a contractual conversion policy to president’s staff, to govern the future hiring and conversion of employees from contractual status to permanent employee status.

**Realignment Task Number 7**

Establish strong relationships with key stakeholders.

**Update:**

Please see attached strategic partnership report

**Realignment Task Number 8**

Develop and market a brand for BCCC.

**Update:**

- The office of marketing and communications are issuing a rebranding/marketing RFP for an external marketing/ pr firm. The following steps in the RFP process have been completed:
  - Conducted preliminary information meetings/ conversations with 6 marketing and public relations companies



- Wrote qualifications, need and completed Scope of Work (SOW) for the RFP.
- Placed RFP solicitation on eMaryland Marketplace August 23, 2017
- Identified internal review committee
- Will hold bidders conference later this month. (Date to be confirmed)

Concurrently, the division has been focusing on brand unification. This consists primarily of redesigning our collateral materials which lacked a cohesive design or theme, focusing on all signage and communications, i.e. messaging our success. Highlights include:

### **Collateral Marketing Materials**

- Redesigned course schedule (August 2017)
- Redesigned all Workforce Development Division materials including catalog, folder packet, program cards, postcards
- Created press kit (September 2017)
- Redesigned Fact Sheet (August and September 2017)
- Working on dual enrollment promotion campaign that will include billboard, posters, radio ads, brochures, etc (Target completion date October 2017)
- In process of designing promotional, display materials (Target completion date November 2017)
- Extended terms of the contract graphic designers, and have requested that the positions be made permanent.

### **Street Banners**

- Hung on Liberty (August 21, 2017)
- Hanging more on campus within next two weeks (October 2017)

### **Signage**

- Designed Campus Internal and External Identification Signs including usage of design to spruce up the Main Bldg ground floor using vinyl art to "wrap" the walls and break up and brighten the long dark hallway
- Designed Campus Internal Directional Signs
- Working with Facilities Department to get all signage ordered and erected (October/November 2017)

### **Website Redesign**

- Received sign off on Blackboard contract (mid August 2017)
- Refreshed homepage imagery
- Finalizing programming for new website design
- Site migration date set for late November 2017

### **eCatalog**

- Procured eCatalog tool, ACALOG, to ensure student-friendly experience
- Student handbook will be a component of ACALOG





### **Realignment Task Number 9**

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

#### **Update:**

BCCC is meeting with Coppin State University on October 11, 2017 to discuss Coppin taking over a large part of BCCC's IT operations, including an ERP system. Additional information can be provided to the Board of Trustees at the conclusion of the meeting with Coppin.

### **Realignment Task Number 10**

Develop or *sell* all unused or underutilized real estate, including the Inner Harbor site.

#### **Update:**

- BCCC is close to making a recommendation to the Board of Trustees on the Bard proposal.
- Provided that the Department of General Services can conclude negotiations, a lease for a tenant to occupy BCCC's North pavilion is likely going to the Board of Public Works in November.
- BCCC is close to finalizing a lease of space for its "Best Buy" site at Lockwood. The lease would start once the current lease for BCCC's Lombard Street location terminates in 2018.
- BCCC has secured a lease for additional student parking at the palladium.
- The BCCC administration building is on schedule to reopen in December 2017.
- On October 2<sup>nd</sup>, BCCC launched the business incubator, located in the unoccupied space of the West Pavilion.

### **Realignment Task Number 11**

Identify barriers in State or local laws or regulations that impede the ability of BCCC to operate efficiently and effectively, including procurement and capital construction projects.

#### **Update:**

- Internally, BCCC is realigning staff to make sure the College has the necessary organizational structure and personnel to handle having expanded procurement authority. Also, reviewing recent procurements to find examples of how the current procurement law hurts BCCC operations. (To be completed by October 13<sup>th</sup>)
- Next steps: Submit a draft of the proposed personnel reorganization and revised procurement authority to the president. (To be completed by the end of October)
- Resources/collaborations needed: A legislative partner will be needed to introduce a bill that would change BCCC's procurement authority.



## Realignment Task Number 12

The Board of Trustees shall review, and if necessary, revise the BCCC strategic plan.

### Update:

## FY 2018-2022 Strategic Plan Development July 2017

Over the past year, Baltimore City Community College's (BCCC) Strategic Planning (SPC) and College-wide Assessment (CWAC) Councils have engaged the college community in a Strategic Plan development process:

- Review of mission and vision statements (June - November 2016)
- Development of:
  - Strategic goals and objectives (March 2017 - present)
  - Key performance indicators (KPIs; Fall 2017)
  - Implementation Plan (including resource allocation; Fall 2017)

In fall 2016, the Board of Trustees approved the revised statements that will go into effect in FY 2018 with the new Strategic Plan:

#### Mission Statement:

*Baltimore City Community College provides quality, affordable, and accessible education meeting the professional and personal goals of a diverse population, changing lives, and building communities.*

#### Vision Statement:

*Baltimore City Community College is an innovator in providing quality career pathways and educational opportunities for a diverse population of learners to exceed the challenges of an ever-changing competitive workforce and environment.*

In spring 2017, the Executive Committee of the SPC, led by Dr. Gordon F. May, utilized the revised statements, the Schaefer Center report findings and recommendations, and other internal and external data to guide the development of the FY 2018-2022 Strategic Plan, beginning with the drafting of strategic directions. The strategic directions went to the full SPC, comprised of members from across the College, and CWAC for feedback and were intended to be used to draft goals and objectives. However, the full SPC and CWAC recommended to the Executive Committee that the process would benefit from a more comprehensive approach, underscoring the value of shared governance and community engagement in the strategic planning process. Upon approval from the President, members of the SPC drafted a new timeline with this approach in mind which was shared, along with the strategic directions, with the college community for feedback from May 8-15. The updated timeline is below:

- ✓ May 5 – Met with Faculty Senate Executive Committee to shared updated process



- ✓ May 8-18 – Sent electronic survey out to faculty, staff, and Board of Trustees to obtain their input for the proposed Strategic Directions and timeline.
- ✓ May 18-19 – Feedback results processed and shared with SPC and CWAC
- ✓ May 19 – Met with Faculty Senate Executive Committee to share feedback results
- ✓ May 23 – Shared progress and process with Board of Trustees
- ✓ May 22-May 31 – SPC and CWAC reviewed feedback and formulated draft goals and objectives
- ✓ June 1-6 – Engaged college community in feedback sessions on draft goals and objectives and administered electronic survey
- ✓ June – SPC and CWAC reviewed feedback on draft goals and objectives
- August (Community Forum and Faculty Academy) – Faculty and staff provide feedback on draft goals and objectives
- October – Students provide feedback on draft goals and objectives; Strategic Plan goals and objectives to Board of Trustees
- Fall 2017– Engage external college community in providing feedback
  
- Fall 2017 – SPC and CWAC to finalize implementation plan and key performance indicators

DRAFT Strategic Plan Goals and Objectives (revised 6/29/2017)

Goal 1: Student success – Foster a learning environment that supports a diverse population of learners and enhances resources to promote student **persistence in goal attainment**.

- 1.1 – Align, support and deliver course and program offerings to ensure progression, **transferability, and employability**.
- 1.2 – Foster the use of 21<sup>st</sup> century instructional methods.
- 1.3 – Enhance the student experience by increasing engagement with College activities and resources.
- 1.4 – **Focus on student job/career preparation, placement, and success in the workforce.**
- 1.5 – Increase the number of students who successfully **persist and reach their goals**.

Goal 2: Community engagement – Strengthen partnerships with business and industry; government agencies; community associations; educational institutions; and alumni to engage them more fully in the mission of the College.

- 2.1 – Create and implement a comprehensive approach to engage all current and potential partners.
- 2.2 – Strengthen partnerships to promote student learning opportunities, collaborative planning, and resource sharing.



Goal 3: Institutional sustainability – Optimize resources to effectively and efficiently support existing and emerging initiatives.

- 3.1 – Ensure facilities, technology, and instructional resources support a quality learning and working environment.
- 3.2 – Promote an environment of professionalism and civility.
- 3.3 – Invest resources to attract, grow and retain a highly-qualified and diverse faculty and staff.
- 3.4 – Improve the College's financial sustainability.

**REALIGNMENT TASK # 1**  
**DR. TONJA RINGGOLD**



**New Business –Realignment Task #1 Update  
ACADEMIC PROGRAM, CERTIFICATE & COURSE UPDATES**

Dr. Tonja L. Ringgold  
Vice President for Academic Affairs

Task #1 of the Baltimore City Community College Realignment Bill, now Chapters 847/848 of Maryland Law, asks that the College review and strategically align core course offerings consistent with accreditation requirements and focused on the needs of students at Baltimore City Community College and the workforce in Baltimore City, Maryland. Following is an update on the progress of Realignment Task #1.

**Academic and Program Alignment**

Baltimore City Community College (BCCC) presently offers 16 Lower Division Certificates and 29 Associate Degree programs (3-AA, 3-AS, 1-AAT, 1-ASE, and 21-AAS). The majority of these programs are designed for students who intend to enter the workforce immediately following graduation from their program. In keeping with the goals of the Maryland Postsecondary Plan for Higher Education (Maryland Ready), BCCC is supporting the completion agenda through its program delivery. The College is helping to move the “completion needle” by offering career programs that respond to the needs of the Baltimore City and Maryland workforce (see Table 1). Meeting this demand is critical in light of the fact that Maryland’s goal of credentialing 55% of residents ages 25 – 64 will have some form of academic credential (Associate or higher) by 2020 is motivated by the realization that in 2025 approximately 66% of all jobs and new employment opportunities in the state will require some form of postsecondary training beyond high school (*Georgetown University Center on Education and the Workforce, 2012*).

Table 1.  
**BCCC AAS Program Comparison to  
Baltimore Workforce Investment Board  
Projected Occupational Openings (2010-2020)**

<b>BCCC AAS Program</b>	<b>BCCC Career Pathway</b>	<b>* Tier</b>	<b>BWIB Occupation Projected Openings</b>
Dental Hygiene	<b>Pre-Health Professions Pathway (7)</b>	Tier 1	Dental Hygienist – 295 Dental Assistants – 450 <i>(Moderate-term on-the-job training)</i>
Health Information Technology		Tier 1	Medical Records and Health Information Technicians - 450
Nursing		Tier 1	Registered Nurses – 8,890
Physical Therapist Assistant		Tier 2	Physical Therapist Assistants – 155 Physical Therapist Aides - 115
Paramedicine		Tier 1	Emergency Medical Technicians and Paramedics - 195
Surgical Technologist		Tier 1	Surgical Technologist – 400 <i>(Moderate-term on-the-job training)</i>
Respiratory Care		Tier 2	Respiratory Therapist - 340

BCCC AAS Program	BCCC Career Pathway	* Tier	BWIB Occupation Projected Openings
Accounting	<b>Business Pathway (8)</b>	Tier 1	Tax Preparers – 30 <i>(Moderate-term on-the-job training)</i>
Business		Tier 2	Claims Adjusters, Examiners, and Investigators – 1,190 <i>(Long-term on-the-job training)</i>
Computer Aided Drafting and Design		Tier 1	Computer Specialist – 1,285
Computer Information Systems		Tier 1	Computer Support Specialist -1,205
Construction Supervision		Tier 1	Construction Supervisors, can lead to work in Construction Management – 1,400
Cyber Security and Assurance		Tier 1	Computer Specialist -1,285
Fashion Design		Tier 1	Interior Design – 275 Merchandise Displayers and Window Trimmers – 35 <i>(Long-term on-the-job training)</i>
Office Administration		Tier 2	Exec Secretaries and Adm Assistants – 1,825
Biotechnology	<b>STEM Pathway (2)</b>	Tier 1	Chemical Technicians – 150 Life, Physical, and Social Science Techs - 160
Electrical Engineering		Tier 1	Electrical-Mechanical Technicians - 205
Allied Human Services	<b>Behavioral and Social Science Pathway (3)</b>		Social and Human Services Assistants – 625 <i>(Moderate-term on-the-job training)</i>
Law Enforcement and Correctional Administration			Legal Support Workers – 70 <i>(Moderate-term on-the-job training)</i>
Legal Assistant			Paralegals and Legal Assistants - 715

\* Tier 1 – Strong Demand, Modest Educational Requirements for Career Entry

\* Tier 2 – Strong Demand, Higher Educational Requirements for Career Entry

*Tier Definitions Source: Abell Foundation, “The Path to Baltimore’s “Best Prospect” Jobs without a College Degree: Career Credentialing Programs at Baltimore’s Community Colleges, March 2015.*

### **Program Alignment with the College and Career Readiness and College Completion Act of 2013**

In the spring of 2014 the Maryland Chief Academic Officers (M4CAO) affinity group coordinated efforts among Maryland’s community colleges for the purpose of coming to consensus on what exceptions to the College and Career Readiness and College Completion Act (CCRCCA) of 2013 60-credit limit rule would be warranted. Faculty from colleges with common programs exceeding 60 credits came together to discuss their curriculum and reasons for possible exceptions. All Maryland community colleges were represented and approximately 200 faculty from across the state participated in discussions.

Requests for exceptions to the 60-credit limit rule were based on any one or any combination of five rationales:

1. **Accredited program:** The program accrediting body requires specific outcomes, competencies, or curricular content that cannot reasonably be taught to mastery level in fewer credits and/or clinical contact hours.

2. **Advisory board:** Industry representatives have recommended specific outcomes, competencies, or curriculum content that cannot reasonably be taught to mastery level in fewer credits and/or clinical contact hours.
3. **Transfer or articulation:** Requirements of in-state, public universities or other bachelor's degree granting institutions would put graduating community college students at a disadvantage for competitive entry programs.
4. **Professional license or credential:** This program results in a graduating student being assessed by an external body through boards or tests. Student success and outcomes (pass rates) on these nationally recognized exams will be at risk because the required knowledge, skills, or abilities could not reasonably be met in fewer credits (including clinical hours).
5. **Significant prerequisite coursework:** Due to the highly technical nature of the content or curriculum in certain STEM disciplines, Students must complete a higher level of competency before beginning the core curriculum needed to master a specialized discipline.

The aforementioned rationales were determined by MHEC to be in concert with the spirit of the exception criteria delineated in CCRCCA, §15-116: Credits for an Associate Degree = 60 credit hours (Implementation: fall 2015). BCCC has eight programs that fit this criteria (see Table 2.).

Table 2.  
**BCCC Programs Requiring Exception to CCRCCA 60 Credit Hour Mandate**

Program	Credit range	Rationale(s)
1. Dental Hygiene	68-70	Accredited Program; Professional License or Credential; Significant Prerequisite Coursework
2. Engineering Transfer	63-65	Transfer or Articulation; Significant Prerequisite Coursework
3. Health Information Management/Technology	62-67	Accredited Program; Professional License or Credential
4. Nursing	68-70	Professional License or Credential; Transfer or Articulation
5. Paramedic	61-64	Accredited Program; Transfer or Articulation; Professional License or Credential
6. Physical Therapy	67-68	Accredited Program; Transfer or Articulation; Professional License or Credential
7. Respiratory Therapy	64-67	Accredited Program; Professional License or Credential; Significant Prerequisite Coursework
8. Surgical Technology	64-67	Accredited Program; Advisory Board; Professional License or Credential; Transfer or Articulation; Significant Prerequisite Coursework

Table 3 reflects BCCC programs by degree, total program credit hours, and secondary accreditor. Programs with an asterisk (\*) denote those with a stackable Certificate. All programs and educational plans for programs have been updated as of fall 2015 in accordance with CCRCCA.



Table 3.  
**BCCC Compliance with Program Reduction in Credits**  
*(CCRCCA Requirement)*

<b>Program Name</b>	<b>Degree</b>	<b>Hours</b>	<b>Secondary Accreditor</b>
Arts & Science Transfer-Psychology & Theatre (AOC)	AA	60	
General Studies	AA	60	
Teacher Education Transfer	AA	60	
Arts & Science Transfer – Art & Music (AOC)	AS	60	
Business Administration Transfer	AS	60	ACBSP
*Nursing	AS	70**	NLNAC
Electrical Engineering Transfer	ASE	64**	
*Accounting	AAS	60	ACBSP
*Allied Human Services	AAS	60	CSWE
*Biotechnology	AAS	60	
Business	AAS	60	ACBSP
Business Administration	AAS	60	
Computer Aided Drafting & Design	AAS	60	ACBSP
*Computer Info Systems	AAS	60	ACBSP
*Construction Supervision	AAS	60	
Law Enforcement and Correctional Administration	AAS	60	
*Cyber Security and Assurance	AAS	60	
Dental Hygiene	AAS	70**	ADA
*Early Childhood Education	AAS	60	NCATE/CES
*Fashion Design	AAS	60	
*Health Information Technology	AAS	61**	CAAHEP
Legal Assistant	AAS	60	
Office Administration	AAS	60	
*Paramedicine	AAS	61**	
Physical Therapist Asst.	AAS	67-68**	CAPTE/APTA
Respiratory Care	AAS	67**	CoARC
Robotics/Mechatronics Technology	AAS	60	
Surgical Technology	AAS	64-65**	ARC/STSA

\*Programs that have a “Stackable Certificate” associated with the program.

\*\* Programs that have been granted a MHEC exception to the CCRCCA mandate of 60 credits.

### **Update on BCCC Academic Partnerships**

BCCC is committed to establishing and strengthening partnerships connected with all our program areas. In particular, there is a focus on workforce development partnerships. One such partnership is with FutureCare. This partnership will provide facilities for student clinical rotations and career exposure. This long term rehabilitative healthcare entity, desires to provide not only clinical space but also opportunities for BCCC graduates in nursing, respiratory care, physical therapy, and health information technology when they obtain their licensure for practice. The School of Nursing and Health Professions is also working on increasing articulation and dual enrollment opportunities with four-year institutions.

The School of Arts and Social Sciences (SASS) has recently negotiated a MOU with the historic Frederick Douglass High School to establish a law and criminal justice pathway for Douglass high school students. This MOU will permit Frederick Douglass students to enroll in the school's college law/study hall (corporate mentoring) class and spend 3 days a week in a college law class taught by a college instructor and the remaining week days in a study hall session with a high school law teacher. Students not only learn college level law, but they are coached on how to succeed academically in college. This BCCC relationship will create the only college law/study hall program in the Baltimore City Public School System. The criminal justice pathway will start in fall 2018 while the law pathway will begin spring 2018.

The School of Business Science Technology Engineering Mathematics (BSTEM) and the School of Nursing and Health Professions (SNHP) are engaged with Baltimore's two P-TECH (Pathways in Technology Early College High School) High Schools. P-TECH Carver has a STEM focus with majors in Cyber Security and Information Systems, while P-TECH Dunbar has a health professions focus on Health Information Technology, Nursing, Physical Therapy, and Respiratory Care. P-TECH Carver and Dunbar are now in their 2<sup>nd</sup> cohort with 9<sup>th</sup> and 10<sup>th</sup> graders.

YearUP, a longtime partner with BCCC is a one-year program that provides 6 months of professional training in IT, Financial Operations, Sales & Customer Support, Business Operations, or Software Development, 6 months of corporate internship with a respected Baltimore company, coursework eligible for BCCC college credit, weekly educational stipend throughout the program, guidance and support from a YearUP staff advisor and professional mentor. This partnership that originally developed through the Business and Technology department of BSTEM, remains a national model. Program offerings with this partner have expanded to include Cyber Security and Assurance, Computer Information Systems, Information Technology, Cybersecurity Certificate and Business Administration and Marketing.

Also within the School of BSTEM, Robotics/Mechatronics Technology has seen an increase in the workforce demand for graduates of this program. Robotics graduates are currently employed with Juxtopia LLC, Lockheed Martin, Northrop Grumman, Black & Decker, DC Metro and Local Food Companies.

Still within the School of BSTEM, the Natural and Physical Sciences department is collaborating with a local non-profit organization SYF (Stand for Youth) following a BCCC approved MOA for a summer enrichment program. Forty students participated in college prep classes. This initiative will continue throughout the academic year to help identify, prepare youth and high school students to take placement tests. Next steps include career counselling, guiding students to BCCC offerings in workforce development certificate and degree programs.

Listed below are current BCCC articulation agreements and MOUs with external partners. This list includes relationships with industry partners, City Schools, and senior academic institutions.

### **BCCC Articulation and MOU's**

#### **Articulation Agreements**

Ashford University

CTE-Career & Technology Pathway

Capitol Technology University

- AS in electrical Engineering to BS in Electrical Engineering
- Robotics/Mechatronics Technology to Electronics Engineering Technology Programs

Excelsior College-Academic Partnership

- Transfer Credits Associate Degree to Baccalaureate Degree
- Financial Consortium Agreement-dual enrolled students

Frostburg State University

Johns Hopkins Hospital Employees

MHEC-ITT State Orchestrated Agreement

Morgan State University

- AAS Engineering to BS in Electrical or Industrial Engineering

## **Articulation Agreements**

- AA Psychology to BS in Psychology
- AS Mathematics to BS in Actuarial Science
- AS in Allied Human Services to BS in Social Work

Salem International University

Stevenson University

University of Cincinnati

University of MD School of Medicine Department of Medical Research

University of Phoenix Transfer

University of Maryland University College

Virginia State University

## **Memorandum of Understanding**

BCPS-Dual Enrollment

REACH! Partnership School

Bais Yaakov High School for Girls

Bellevue University

Career Academy

Center for Creative Life and Learning

ENIWARE LLC for use of BIOPARK Lab Equipment

Excelsior College-**Academic Partnership**

- Transfer Credits Associate Degree to Baccalaureate Degree
- Financial Consortium Agreement-dual enrolled students

Family & Children's Services

Goucher College Honors Program

Maryland Family Network

Maryland National Guard

- Innovation Village

Morgan State University

- ASCEND Program
- Notre Dame University of Maryland Nursing

Stand For Youth

St. Frances Academy

Talmudical Academy

Towson University

University of Baltimore Langsdale Library

University of Baltimore BeeLine

University of Maryland Baltimore County (TSA)

University of Maryland Cure Scholars Program-

University of Phoenix Transfer

Year UP

## **Developmental Education Update**

For the past five years, BCCC has worked diligently to re-design its developmental courses and pathway. Specifically, academic departments have reduced the developmental pathway from three levels to two. A synopsis of the work with Development English/Reading and Mathematics are below.

### **Developmental English/Reading**

1. BCCC will be reducing the levels in their sequence for developmental English/Reading from **RENG 90/91/92** to **RENG 91/92**. Initially, there were six levels of developmental courses that were reduced to three (90/91/92). The department of English Humanities Visual and

Performing Arts (EHVPA) is in the process of piloting two new developmental course sequences. RENG 90 will merge into RENG 91, which will focus on sentence skills, paragraphing, reading comprehension, etc.

2. The English Humanities Visual and Performing Arts department created a writing diagnostic exam that will be given to students who score three points under the cut-off score for credit-level courses on the Placement Exam (ACCUPLACER). *For example, if a student scores an 87-89 on the ACCUPLACER for Sentence Skills, the student will take the Departmental Diagnostic Writing Exam (a well-developed essay, following the conventions of standard written English) to demonstrate proficiency in the skills needed to be successful in ENG 101 (The placement score for ENG 101 on the ACCUPLACER is 90).*
3. There is continued review of the developmental English curriculum. Faculty Assessment Teams (FAT) periodically review the current curriculum to make modifications deemed necessary to improve the facilitation of instruction and promote retention, persistence, and completion.
4. Developmental English has infused technology to offer a variety of modes of instruction that cater to our student's needs and life challenges. As such, traditional, hybrid, and on-line courses are offered to reflect the changing needs of the students.
5. Open Educational Resources (OER) have been used to reduce the cost of books for students. Many RENG sessions have moved away from the use of textbooks. If a textbook is used, it for supplemental purposes only.
6. Through the College's Professional Development initiatives, faculty are given numerous opportunities to participate in discipline and/or content specific workshops that will enhance their performance in the classroom and interaction with the students.
7. The EHVPA's lowest level of Developmental English (RENG 90) utilizes embedded tutors. The embedded tutors are assigned to s courses and will assist the instructor. Many times, the tutor will work individually with the student(s) to provide reinforcement and review of the lessons/assignments. The embedded tutor stays with the course the entire semester.
8. The ACCUPLACER scores were modified to focus on Sentence Level Skills. The EHVPA department moved from using both reading and writing scores on the ACCUPLACER Exam to the writing (Sentence Level Skills) score only.
9. In spring 2017, BCCC piloted the **Weekend Institute** to offer courses on Friday, Saturday, and Sunday. The schedule allows students to complete the highest level of developmental writing and credit-level English in one semester on the weekend.

## Developmental Math

Spring 2017 marked the 4<sup>th</sup> semester of offering the MAT86 course. MAT 80, the first level of developmental math is no longer be offered. This is significant as it reduces the levels of developmental mathematics from three to no more than 2.

1. Open Educational Resources (OER), are used for all developmental math courses except MAT 87M.
2. During summer all Developmental Math courses except Mat 87M use OER material. OER is integrated with Canvas giving students a single sign-in to access their math assignments thereby eliminating the need to go to additional web sites that have additional passwords.

3. Since 2016, the assignment of developmental courses has been given to full-time professors giving students more access to their professors during their office hours. Full-time professors are also teaching developmental courses in the evening and on weekends.
4. Spring 2017, software called ALEKS (Assessment and LEarning in Knowledge Spaces) was piloted for Mat 87M classes. ALEKS is adaptive, cutting edge software that will lead to better outcomes and more importantly, more retention of knowledge as students progress to the next math course. Five sections are piloting this software. Thus far, both faculty and staff are receiving positive feedback.

### **Continued Practices in Developmental Math**

1. **2<sup>nd</sup> Chance Program.** This program is designed for students whose final average was in class was in the “D” range. They are afforded a “2<sup>nd</sup>” chance, about 2-3 weeks after the end of their semester, to bring their scores into a “C” range or better so that they can move on to the next sequence math course.
2. All math faculty donate at least one hour of serving student in the math labs.
3. Student Learning Outcomes Assessment data continues to be collected from all courses and faculty meet to discuss ways to improve teaching and learning.
4. Math Awareness Week events are held yearly.
5. Faculty and students participate in STEM Community Day which provides students a better understanding of the applications of Math.
6. Program Coordinators and faculty continue to promote programs in the department to generate interest in the study of Math.

### **Promise Academy**

The Promise Academy (PA) was established summer 2011 as a new initiative developed to provide Baltimore City Community College students with the necessary tools for success in their 1<sup>st</sup> level of developmental courses and to offer various support services central to student achievement. The pilot program began with MAT 80 as the only subject offered with the following support:

- Foundations for Success Course (Math 80)
- Embedded Tutoring – Promise Academy tutors were assigned to specific classes and attended each Foundations for Success course while offering tutoring assistance before and after each class meeting
- Intrusive Advising – Participants in the Academy were assigned academic advisors who helped to develop Individual Education Plans
- Scholarship Award – Students were awarded a one-time Promise Scholarship which covered the cost of tuition, fees and course materials
- Faculty Institute – Faculty and tutors who serve students in the Academy participated in a 20-hour Institute designed to introduce best practices and student development theories.

Students in the Promise Academy receive a one-time scholarship that pays for MAT 80, RENG 90 and course materials. Mandatory attendance at the Promise Academy Student Orientation/Information Session are necessary to maintain participation in the Academy.

Support Services that include:

- **Comprehensive Learning Communities** (continued communication between embedded tutor, professor, coordinator and support staff until student has completed developmental education)

- **Embedded Tutoring** (tutor is in class during the course hours to assist professor and offers tutoring services for a duration of 2 hours after class)
- **Academic advising** (intrusive model student life participation student mid semester interview, students are encouraged to be advised by PA staff until he/she has completed has completed their developmental sequence)
- **Academic accountability** (intrusive advisement, commitment forms, mandatory tutoring [tutoring log], and student life participation)
- **Faculty and Staff Accountability** (student mid semester interview, intrusive advisement, end of the semester tutor evaluation) completed by students, faculty and staff workshops.

**Retention Rates (Fall2012-Fall 2016)**

- RENG90      86%
- MAT80      75%

**Pass Rate (Fall2012-Fall2016)**

- RENG90      65%
- MAT80      63%

# TAB 3

**UNAPPROVED  
MINUTES  
SEPTEMBER 20, 2017**



**BALTIMORE CITY COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
UNAPPROVED OPEN SESSION MINUTES  
September 20, 2017  
4 p.m.  
Liberty Campus  
Mini-Conference Center**

**Board Members Present:** Kurt L. Schmoke, Esq. (Chair); Dr. Rosemary Gillett-Karam, (Vice Chair) via conference call; Ms. Maria Tildon; Mr. Jason Perkins-Cohen; Mr. Robert Wallace; Mr. J. C. Weiss, III; Mr. Tom Geddes; Dr. Rachel Y. Pfeiffer; and Mr. Ferdinand Anokwuru, Student Trustee.

**Board Members Absent:**  
None

- I. The Board unanimously voted and approved the September 20, 2017 agenda.

**II. NEW BUSINESS**

Realignment Task Updates were given by Bryan Perry, Esq., Chief of Staff and General Counsel.

Mr. Perry presented 11 of the 12 tasks as related to HB1595 and the progress to date of each task. In Mr. Perry's presentation, he also presented BCCC's Implementation Plan.

The 12<sup>th</sup> task, that was not listed, as it is in progress, is to identify any barriers in State or Local regulations that impeded the ability of the college to operate efficiently and effectively, including procurement and capital construction projects.

**DISCUSSION:**

- ❖ The Board inquired as to who is monitoring to ensure the implementation plan is on track. Dr. May responded that he assigned Mr. Perry to lead this project with his oversight. Dr. May stated that Mr. Perry and he meet regularly to discuss the progress of the implementation plan.
- ❖ The Board inquired as to if before and after baselines of what college is achieving is in place in order to have metrics to measure against and to ensure there is no duplication of work. Mr. Perry responded that the format is fluid and can be changed.



- ❖ Chair Schmoke requested that the record should reflect July 19, 2017, informal "Meet and Greet" held in the Mini Conference Center where the Board interacted with the college community that attended.

*\*Mr. Perry's presentation is on file in the President's Office or in the September 20, 2017, Open Session Book.*

### **III. BOARD ACTIONS/CONSENT AGENDA (All Actions requiring a vote.)**

- A. Approval of the May 23, 2017, Minutes
- B. College Contracts
- C. Student Government Association (SGA) (Mr. Kingsley Anokwuru, President)
- D. AFSCME Local # 1870 at BCCC (Ms. Charlene Gray, President)
- E. Faculty Senate (Professor Edward Ennels)

**Action: The Board unanimously voted and approved Board Actions/Consent Agenda.**

### **IV. PRESIDENT'S REPORT**

- Dr. May stated that his report would stand as submitted, but requested to add additional items.
  - ❖ Dr. May introduced Ms. Dawn Kirstaetter as the new Vice President of Advancement and Strategic Partnerships.
  - ❖ Dr. May introduced Mr. Michael Thomas as the new Vice President of Workforce Development and Continuing Education, formerly, Business and Continuing Education Division (BCED).
  - ❖ The week of October 15 – 22, 2017, BCCC will host three institutes, Presidents' Round Table (PRT) Dr. Carolyn Grubbs-Williams, Dr. Thomas Lakin Institute on Mentored Leadership, and Leadership Development Institute (LDI of the National Conference on Black American Affairs), in downtown Baltimore. Lakin and LDI will hold workshops on the Liberty Campus on October 18, 2017. Mayor Catherine Pugh will be the guest speaker to kick off the Presidents' Round Table Business meeting on October 19, 2017.

#### **A. ENROLLMENT REPORT**

- Dr. Marguerite Weber, Vice President of Student Affairs reported that enrollment is down by seven percent which she attributes to the incomplete registration process; however, 38 students re-enrolled for the fall 2017 semester.

Dr. Weber also reported that Student Affairs engaged a secret shopper to test the customer servicing of the college employees and reported that the customer service skills of some employees were not good.

Dr. Weber suggested engaging a Marketing Firm to develop a college-wide customer service program that would be uniform throughout the college.

The Board inquired as to what the formula was for FTE's. Ms. Eileen Hawkins, Director of Research, responded that the formula that is used is the number of seats times course hours and divided by 20 will calculate the number of eligible FTE's and that is the number that is reported to the Maryland Higher Education Commission (MHEC). The Board inquired as to were there any strategies tested against the headcounts from previous years to see what strategies work or not work for the college. Dr. Weber did not have a response to this inquiry but stated that she would follow up with a response. The Board also inquired as to the number of students that went elsewhere. Dr. Weber responded that number would not be available until after the census.

## **B. Performance Accountability Report (PAR)**

- Ms. Eileen Hawkins, Director of Research defined the Performance Accountability Report (PAR) as an annual requirement of the Maryland Higher Education Commission (MHEC) for all Maryland public colleges and universities.

The PAR operates on a five-year cycle and 2016 marked the beginning of a new cycle. At the beginning of each cycle, institutions must establish five-year benchmarks for a series of indicators established by MHEC. The benchmarks are based on four years of trend data that is provided by the institutions primarily with a few provided by MHEC.

MHEC requires that each institution's governing board approve their PAR. The 2017 PAR must be submitted to MHEC by October 2, 2017.

### **Discussion**

The Board inquired as to who has input in the deciding of the benchmarks. Ms. Hawkins responded that deciding the benchmarks is a college-wide task, e.g. faculty, staff, and community.

The Board inquired as to benchmark #29 regarding, enrollment in continuing education workforce development, if the proposed projection for unduplicated annual headcount (2,800) and annual course enrollments (3,600) for FY20 reasonable. Mr. Vincent Whitmore responded that due to the various continuing education courses, e.g. cybersecurity and allied health, as well as other various offerings he believes that the proposed projects are accurate. Ms. Ida Sass, Assoc. Dir. Community Education Services responded that by offering stackable credentialing and the engagement of more employers the percentage of more jobs would be available.

***The Board unanimously approved the Performance Accountability Report (PAR).***

***\*The full PAR report can be found in the September 20, 2017, Open Session Book.***

**V. CLOSING COMMENTS**

Chair Schmoke introduced Dr. Rachel Y. Pfeiffer as the new incoming Trustee, Trustees Tom Geddes and Robert Wallace as well.

**VI. MOTION FOR ADJOURNMENT** Meeting adjourned at 5:05 p.m.

**IX. NEXT MEETING** Wednesday, October 18, 2017

**ATTENDANCE:**

Dr. Gordon F. May, President  
Bryan Perry, Esq., Chief of Staff/General Counsel  
Dr. Tonja Ringgold, VP of Academic Affairs  
Dr. Marguerite Weber, VP of Student Affairs  
Mr. Calvin Harris, Jr., VP of Business & Finance  
Ms. Dawn Kirstaetter, VP of Advancement & Strategic Partnerships  
Mr. Michael Thomas, VP of Workforce Development & Continuing Education  
Ms. Lyllis Green, Chief Internal Auditor  
Dr. Ray Barghi, Chief Information Officer

**BCCC Staff Present:** \_

Tope Aje, Nicole Becketts, Terri Bell Vanessa Bell, Linda Benjamin, Elena Berrocal, Vera Brooks, Leslie Brown, Lorraine Brown, Hsin-Yuan Chen, Quintin Davis, Angela Donn, Patricia Edwards, Jean Ellis, Edward Ennels, Christopher Falkenhagen, Charlene Gray, Valerie Grays, Nana Gyesie, Eileen Hawkins, Jean Henry, Marie Hinton Kenneth Hopkins, Maurice Howell, Joseph M. Hutchins, Dr. Bob Iweha, Daniel Izume, Michele Jackson, David Xudong Jin, , Chris Jordon, Lynette Little, Jim Lynch, Brian O'Connell, Scott Olden, Dr. Anil Malaki, Betsy Mackey, Karen McClaskey, Valerie Leverette, Tina Mosley, Shaunta Rao, Kadijat Richmond, Sylvia Rochester, Mitchell Rossi, Ida Sass, Scott Saunders, Daviedra Sauldsberry, Benita Scott, Shawnette Shearin, Charae Thorpe, Dr. Daphne Snowden, Chima Ugah, JáHon Vance, Eileen Waitsman, Dr. Dennis Weeks, Douglas Weimer, Jeff White, Vincent Whitmore, Brenda Wiley, Juanita Wingo, Andre Williams, Darlene Williams, Jill Yesko, Diana Zilberman,

**Others Present:**

Kathy Styles – Retiree  
Debra Vines, Bellvue University  
Richard Harrison, Ellucian  
Garret Halbach – DLS  
Kingsley Anokwuru – SGA President  
Thashanna Lyle, SGA Vice President  
Alicia Archanme, SGA Secretary  
Aderoucola Kayode, SGA Treasurer  
Olayeni Popoola, Student

**CLOSED SESSION**

The Board voted unanimously, under the Open Meeting Act, State Government Article, and Section 10-508, to convene in Closed Session on September 20, 2017, in the Information Technology (IT) Conference Room to discuss real estate, personnel and to obtain legal advice.

**\*Full report on file in the President's Office**

Respectfully submitted,

Gordon F. May, PhD  
President/CEO

TAB 4



BOARD AGENDA  
TAB 4 - INFORMATION  
OCTOBER 18, 2017

# NO COLLEGE CONTRACTS

# **TAB 5**

## **SGA REPORT**



**Student Government Association  
Board Report October 2017**

**September 8<sup>th</sup> SGA Meeting** - the Student Government Association kicked off its first SGA meeting. Guest Presenter was Brittany Peterson, Chris Jordan and Edward Ennels. We had brief introduction of club members and guest. Edward Ennels who is the faculty senate President spoke about student expectation for the faculty.

**September 11<sup>th</sup> - 9/11 Commemorative Event** - The Office of Student Life and Engagement and the SGA held its annual event in the Student Affairs Atrium which marked the 16<sup>th</sup> year of the 9/11 attacks. The program included moment of silence for personal reflections on the tragic day, a timeline of events read by students of the tragic events and time for personal reflections where the audience shared. Dr. May gave a brief introduction on the impact of 9/11 attack. As the program drew to a close Ms. Kristy Kendell led the audience in a poem “We Shall Never Forget” and we all sang “God Bless America”. Other guests include: Dr. Weber- Vice President of Student Affairs, Mr. Jeff White- Director of Student Life Engagement and Kingsley C. Anokwuru- SGA President.

**September 13<sup>th</sup> Convocation** – SGA president Kingsley C. Anokwuru brought greetings to the college community at the annual BCCC Convocation. Student representatives from 14 clubs and organizations also participated in the processional of the Convocation. At the end of the meeting refreshment was served to the entire student who was present.

**September 15<sup>th</sup> Faculty Senate Meeting-** the SGA was invited to the faculty senate meeting by Prof. Edward Ennels. We discussed about our expectations for the faculty and staffs for the academic year. We also discussed on ways we can get the school better and student friendly. The SGA President always suggested that the flags be hanged back since it makes the students feel more welcomed.

**September 18<sup>th</sup> Constitution Day** - The Office of Student Life and Engagement and the History Club hosted Constitution Day with guest Speaker Mitchell Keiffer who is the special advisor to Gov. Hogan. Constitution Day is a federally mandated day which recognizes the U.S. Constitution and those who have become U.S. Citizens. Mr. Keiffer spoke on the importance of the constitution, and why we should always carry it with us. A gift was presented to the guest speaker at the end of the occasion. The students, staff and faculty all received pocket size U.S. Constitutions, pens and had lite refreshments. There were 200 guests in attendance at the program.



**September 29<sup>th</sup> SGA Meeting** - the Student Government Association held its second SGA meeting. It was held at the Gaare auditorium. The meeting was about club and organizations expectations for 2017/2018 academic year. We all discussed the club sanctioning processes. We also made plans for MCAADA conference which in October 6<sup>th</sup>, and the reopening of the club and org room.

# TAB 6



**AFSCME Local 1870 Presentation to the BCCC Board of Trustees  
Wednesday, October 18, 2017**

**1. Uniforms Update for Bargaining Unit Employees in the Public Safety and Facilities**

**Departments:** At the recent **Labor Management Committee** we were told that new uniforms with the correct color of uniform shirts for Facilities area staff would be ordered and delivered before the December 2017 holiday started. These uniform shirts would be ordered with the new BCCC logo. We were also assured that Public Safety building guards and Sworn Police officers will be getting their new uniforms around the same time that Facilities department staff will receive their uniforms.

- 2. Equity Study Needed for Bargaining Unit Employee Positions:** The on-going issue of salary inequity still needs to be addressed. The fact is that especially in the past year or so almost all bargaining unit positions advertised by the College (e.g., Sworn Police Officers, Building Guards, Retention Specialist; Advisors; Administrative Assistants; Coordinators; Budget Specialists; etc.) seem to have resulted in the new hires getting classification and pay grades that are substantially higher than those held by current employees, many of whom have been working for 10 or 15 years at the College. A similar pattern seems to emerge when union representatives look at the internal process used to perform desk-audit and re-classification for current employees at the College. It is the Union’s position that there should be a well-designed classification system with “points” & that job descriptions should match classification scales also in terms of required credentials, job experience, etc.

In the one meeting between HR representatives and Union we were told a) that HR has been concentrating on making sure that job descriptions are updated and on file. Union reminded that when changes to job description are made it is a negotiable issue since it must match the classification and pay grade b) that HR does not have salaries associated with job descriptions since the salary is determined by funding for the position in that particular area. Union voiced concern at this situation since it appears that no classification ‘specs’ for all bargaining unit positions exist and if it needs to be created or updated, it should be done in conjunction with Union. Certainly, it appears to be the most systematic way in which the College can address the issue of internal salary

inequity. While HR's desk audit process is "adjusting" classification and salary on a case-by-case basis, every effort should be made to create a fair and just classification & compensation scale; as in the past, union representatives are willing to work with HR on such a project. It is the Union's position that this situation of salary inequity warrants serious attention.

3. **Anonymous Supervisor Evaluation (ASE):** By the end of October, the online ASE will be rolled out. This has been a joint **Labor Management Committee** project. Union leadership has worked closely with HR to ensure that the online ASE can be launched. Only Bargaining Unit employees will be completing this brief online survey so that data can be collected and presented to Dr. May, who will then share the information with the President's staff. The ASE is a useful tool to obtain feedback about morale and dynamics of the workplace so that various college constituents can work together to make improvements in taking the college forward.
4. **Contractual Environmental Services Staff Working Hours Cut Back (by 10 Hours/Week):** This is an area where less than 50% of the staff is full-time PIN. By cutting back contractual staff work hours to 30 per week (from 40 per week) it has been difficult to maintain quality cleanliness at the main campus as well as at other BCCC locations. Union supports the efforts of PIN and also contractual staff in the environmental services area. In meetings with management we have been told that the College is unable to increase contractual work hours or to add additional housekeeping staff this fiscal year, but might consider making this change in July 2018, funding permitting.
5. **Seniority List in Public Safety:** At the October 2017 LMC meeting the Union requested, for the second time, a copy of the seniority list in that department. In the past, there have been problems in assigning staff to holiday duty and the fairest way to ensure coverage during the holiday break is to make sure we work with seniority lists in making the assignments (per the MOU). We acknowledged that Public Safety is a 24-hour operation and that all PIN employees (building guards as well as non-supervisory SPOs) are covered under collective bargaining.
6. **SPO's being equipped with weapons to protect the Campus:** At the October 2017 LMC there was discussion about jointly creating a draft policy & procedure document for the College's Sworn Police Officers to carry weapons on campus property. Union suggests that if there is already a document on the issue it would be appropriate for management to work collaboratively with Union representatives since SPOs are covered by collective bargaining. Going forward it is our hope that we can work jointly on such a policy for the Board of Trustee's consideration and approval.

**TAB 7**



**BALTIMORE CITY COMMUNITY COLLEGE  
Faculty Senate President's Report to Board of Trustees  
Prepared by Prof. Edward Ennels, President**

**October 18, 2017**

**Faculty Accomplishments for the Month of September**

Our very own Criminal Justice Professor and retired police officer **Professor Edward Jackson** hosted a live show at Baltimore City Community College on Thursday, September 28, 2017 at 1:00 pm in the Mini Conference Center. The theme was "Redefining and Strengthening the American Community." Students, staff, and faculty attended the event. Dr. May was present and said that Prof. Jackson did an outstanding job!

**Professor Jà Hon Vance** facilitated workshop presentation on Thursday, September 7, 2017 at the University of The District of Columbia Community College to a core group of faculty and deans on "Realigning Developmental Education and Teaching and Learning: Using Technology as the Tool of Innovation."

On September 3, 2017, the Baltimore Sun highlighted BCCC's Biotech and Lab animal Certificate Programs among other colleges' programs in an article entitled "Answering the Call: New Undergraduate Programs Addressing Workforce Needs." The article featured our very own **Amrita Madabushi Ph.D.**, Associate Professor for Biotechnology and Coordinator for the Lab Animal and Biotechnology Lab Certificates. See link below to access the full article. <http://marketplace.baltimoresun.com/baltimore-md-features/special-section/Education/09-03-2017/Page-2#.WbG5oJweVtA.email>

Math Club Advisor, **Professor Sofya Kerzhner**, hosted the first Math Club meeting in September. The students are being prepared to participate in a Math Competitions.

The Passport Leadership/Entrepreneurship program attracted 120 students to its first school year meeting. The program is a partnership between the Business and Technology Department and The Office of Student Life and Engagement. The coordinator is **Professor Cortez V. Walker**, B & T Department.

**Baltimore City Community College Realignment in Response to House Bill 1595**

The work has already begun on the implementation of the mandatory state requirements of House Bill 1595: Baltimore City Community College Realignment. This bill was passed and became law this past July 2017. Change is coming to the institution and we all should not only be informed but involved in the implementation process.

I sent an email out to the full faculty senate on Monday, October 2, 2017, with an update on the College's Implementation Plan in response to House Bill 1595 "BCCC Realignment." Attached to the email was a template that Dr. Ringgold sent out on Thursday, September 28, 2017, to all Deans and Associate Deans to complete with

faculty within their departments. **It is very important that "ALL FACULTY" give input on this document as it will guide the work of the institution moving forward. Input is strongly encouraged on Task 1,2,3,4 and 7 as these relate specially to Academic Affairs.** I also attached to the email the Board of Trustees Open Session Booklet, which included an update on the progress the college is making so far on the College's Realignment. This comprehensive update was presented to the Board on Wednesday, September 20, 2017, by Mr. Perry, Chief of Staff & General Counsel (See pages 1-44 in the Board of Trustees Open Session Booklet).

**I invited Mr. Bryan Perry and Dr. Ringgold to our SEC Meeting Friday, October 6, 2017 to address any faculty questions regarding the realignment and the implementation plan.** This gave faculty an opportunity to get understanding and be a part of the change that is coming to the institution.

### **Expanding Degree and Stackable Certificates in the 2017-2018 Academic Year**

Expanding degree and certificates options to meet current market demands needs to be a top institutional priority this fiscal year. Only two new certificates were present over the last two years. There has been now new programs proposed within the last two year. \$50,000 was requested in the FY '18 Budget for Program Development. According to the JCR, BCCC is only capturing 75% of the current market with its degree and certificate offerings. The remaining 25% of the market that we are not capturing gives our competition an opportunity to recruit students for their programs. We've known for some time that CCBC is capturing a larger percentage of Baltimore City residents for their programs than BCCC. It's very alarming that city residents are willing to travel farther and pay more in tuition to attend CCBC when BCCC is right in their back yard. We need to reverse this trend.

In December of 2016, a Faculty Senate adhoc committee on new certificates and degree programs submitted is final report to the SEC with suggestions for stackable certificates and degree programs that meet the current market demands. I shared this report with Dr. Ringgold and the Dr. May. Deans and associate deans were supposed to follow up with faculty within their department on the recommendations. It has now been a year later. I am asking Dr. Kathy Berlyn, the new chair for the Curriculum and Instruction Committee, to follow up with deans on the recommendations of the adhoc committee on new certificates and degree programs and report back to the SEC.

*The Need for Faculty Program Development Training:* I had an informal meeting with Dr. Zilberman, the new Associate Dean for Academic Operation, on Tuesday, October 3, 2017, to discuss plans for organizing a series of workshops on Program Development. This training will include how to assess the current job market for caps where BCCC can help fill the void; working with industry leaders to identify the skills needed to meet career demands; developing courses around those skills in either a stackable certificate or new degree program; recruiting highly qualified instructors, effective marketing of programs, the role of a program advisory board, data tracking and reporting, etc.. A proposal on this new initiative will be presented to the SEC during the October 20<sup>th</sup> SEC Meeting for input.

### **Faculty Senate President Meeting with Dr. Ringgold, VP for Academic Affairs**

Faculty Senate Vice President Fred Paraskevoudaki and I meet with Dr. Ringgold on the fourth Thursday of each month. I met with Dr. Ringgold on Thursday, September 28, 2017, from 11am to 12:30pm. We spent a great deal of time reviewing the faculty senate's suggested priorities, expectation of leadership, concerns regarding the college, and questions regarding the college as a whole. :

*Faculty Mentoring Program* that will include training on the role of a faculty mentor, a checklist on what a new faculty member should know, and a timeline for essential tasks. Every new faculty should have a personal mentor who is a full-time seasoned faculty member. This senior faculty will serve as an ongoing mentor and go-to person whenever there is an issue of concern.

*New and Improved College Website* the College will be launching a new BCCC website in January. Mrs. Daviedra Sauldsberry, Director for Marketing & Communications, and Publication has been soliciting input from department on how to make the website more user friendly and easier to navigate. The website will consolidate related topic under one link to reduce multiple clicks to find resources. I passed on the suggestion from faculty to include a more comprehensive profile on faculty and showcase department accomplishment in a more visible way.

*Faculty Promotions* Dr. Ringgold stated that faculty promotion will occur this academic year; however, she will only consider faculty whose cut score on the evaluation rubric is a 200 or above. The SEC will need to revisit the procedures for promotions and put forth recommendations to the faculty senate that will make the process easier for faculty to understand. Reflections from faculty who went through the promotion process last year only with feedback from the Promotion Committee Chair and members will be considered in the revised procedures, which will be discussed in our next SEC meeting on October 20 and subsequently shared with the entire faculty body for input before approved.

*Program Budgets* were cut this fiscal year to address the short fall in state funding for this fiscal year's budget. Fortunately, grant funding has increased and department now have access to up to \$240,000 in Perkins funds for equipment needs. Dr. Ringgold recognizes the need to update the equipment for the Fashion Design Program and in the Theater Program.

Issues regarding software and IT support for evening and weekends courses are still being addressed.

We also discussed the P-Tech initiative with the possibility of a new high school coming on Board (New Era Academy) along with Achieving the Dream initiatives and the BCCC restructuring bill implementation plan.



### **Faculty Senate President Meeting with Dr. May, College President**

Faculty Senate Vice President Fred Paraskevoudaki and I are scheduled to meet with Dr. May on the fourth Thursday of each month. I use this meeting to update the President on the progress of the faculty senate. I share highlights of the faculty senate committee work from monthly reports and also any faculty accomplishments. The President provides an update on the progress the college is making in key areas. During our September 28<sup>th</sup> meeting, Dr. May reported:

The legislative audit for the College is complete. This audit happens every 3 years. He does not anticipate any serious issues with the audit.

Mr. Robert Wallace has recused himself from serving on the Board of Trustees due to a potential conflict of interest. Notice has been submitted to the Governor Larry Hogan who will have to appoint a new member to serve on the board.

On Oct 13, 2017, Mayor Catherine Pugh and other city administrators along with city school leader's representatives from BCCC and Coppin will meet to discuss the criteria for the community college free tuition initiative.

I also shared with Dr. May the highlights above from my meeting with Dr. Ringgold.

### **Achieving the Dream Team Meeting**

On Tuesday, October 3, 2017, Dr. Ringgold held a meeting to discuss where we are with Achieving the Dream. Ms. Eileen Hawkins provided the following information to the group: The Institutional Capacity Assessment Tool (ICAT) will be launch on Wednesday, October 4, 2017. Every employee of the college community will need to complete the assessment. The assessment can be completed online or paper pencil. The online link will be active from October 4, 2017 through October 18, 2017. Anyone who would like to complete the survey using paper pencil will need to submit the completed document to Mr. Saverio Coletta, Professional Development Coordinator. The survey is 75 open-ended questions and will require about an hour to complete. Upon the completion of the survey, participates will be able to print out a certificate of completion in pdf form that will need to be submitted to Mr. Coletta. One hour of professional development will be awarded. Participation in Achieving the Dream's (ATD) Institutional Capacity Assessment Tool (ICAT) will ensure that we have a comprehensive picture about our college from all areas. We need input from all full- and part-time faculty and staff. Our responses will help support College initiatives related to strategic planning, reporting to the Middle States Commission on Higher Education, and realignment tasks under Maryland law Chapter 847 (formerly House Bill 1595).

Respectfully Submitted,

Prof. Edward Ennels  
President of the Faculty Senate

# TAB 8

## **PUBLIC PRESENTATIONS**

**A. SB & CO**

**B. CLIFTON LARSON ALLEN**

**C. BCCC FOUNDATION , INC. UPDATE**



**BALTIMORE CITY  
COMMUNITY COLLEGE  
FOUNDATION**

## **Overview**

**October 18, 2017**

**Presented by: Sonja S. Wells, Chair**

# Mission

The Baltimore City Community College Foundation advances the mission of the Baltimore City Community College by strengthening philanthropic giving to the College. The Foundation supports students with scholarships so they can build their careers, strengthening families and communities; the Foundation works to advance the College as a vital part of Baltimore City's economy and community.

# Vision

Baltimore City Community College Foundation enables the College to be a trend-setting institution that benefits from strong partnerships with the business and philanthropic communities of Baltimore who contribute to the successes of the College's remarkable students and programs.

# Day to Day Operations and Responsibilities: What We Do

## **FINANCIAL OVERSIGHT and MANAGEMENT**

- Oversee grant management for Foundation grants and pass-through grants.
- Administer scholarship recruitment, application and award process
- Budget administration
- Audit preparation and compliance

## **SCHOLARSHIP ADMINISTRATION**

- Manage 38 non-endowed and endowed scholarship funds valued over \$1,004,000 M
- Create and implement Academic Awards software system
- Manage scholarship application and award process for 140 students

# Day to Day Operations and Responsibilities

## What We Do

### **FUNDRAISING**

- Identify prospective donors from individual, corporate and foundation giving
- Administer fundraising campaigns and identify opportunities for growth
- Serve as the liaison for all board giving
- Oversees Raisers Edge and Financial Edge software and database
- Implement best practices in donor relations and current regulations governing donor relations and endowment management
- Plans and implements fundraising and stewardship of donors and prospects including alumni, faculty/staff, community members, foundations, and corporations

### **DONOR RELATIONS**

- Donor relations including prospect cultivation, solicitation and stewardship
- Implement best practices in donor relations and current regulations governing donor relations and endowment management.

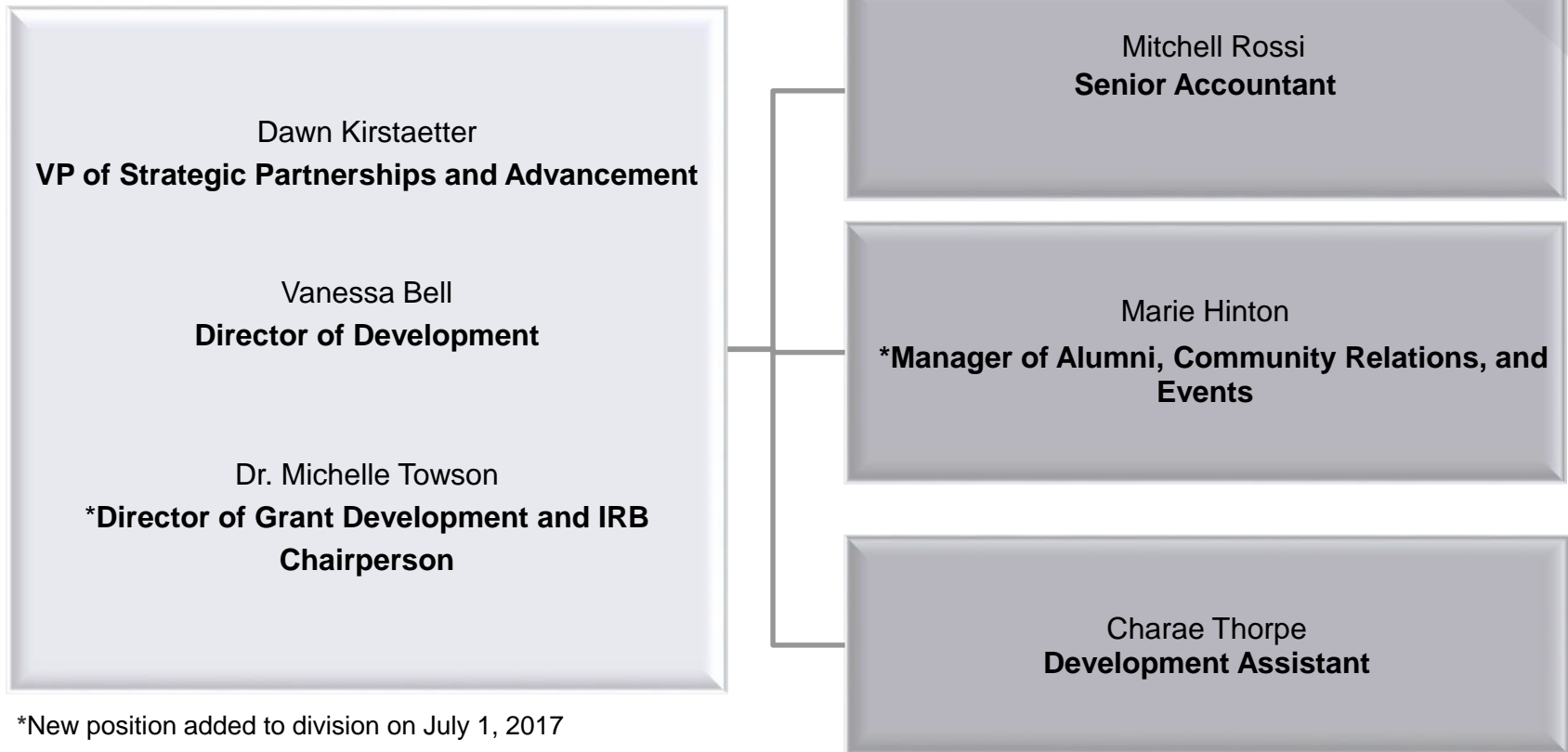
### **BOARD RELATIONS**

- Administer and lead all board policy and compliance
- Facilitate and prepare materials, agenda, and minutes for all committee and board meetings
- Provide strategic direction and guidance to board members
- Identify new board members

# BCCC Foundation Board of Directors

Board Member	Affiliations & Titles
<b>Sonja S. Wells</b>	Senior Vice President, Relationship Manager <b>City First Bank of DC</b>
<b>Philip C. Holmes</b>	Director, Center for Automotive Careers <b>Vehicles for Change</b>
<b>Gregory T. Finnegan</b>	Director, Organization Development & Training <b>Johns Hopkins Health System</b>
<b>Rosemary Gillett-Karam, Ph.D.</b>	Associate Professor <b>Morgan State University</b>
<b>Sally T. Grant</b>	Vice President, Baltimore City Chapter <b>League of Women Voters</b>
<b>Dr. Gordon May, Ph.D.</b>	President/CEO <b>Baltimore City Community College</b>
<b>Shawn Z. Tarrant</b>	Director of Marketing & Communications <b>Maryland Physicians Care</b>
<b>Ken Weeden</b>	Consultant <b>Self Employed</b>

# Staffing Structure





# ANNE ARUNDEL COMMUNITY COLLEGE

FY16  
**\*Gross receipts**  
 \$7,277,168  
**Assets**  
 \$25,226,564

## Staffing Structure

Title	Number of positions
Executive Director	1
Director of Development	1
Director of Development Operations	1
Communications Coordinator	1
Donor Relations and Scholarship Specialist	1
Database Specialist	1
<b>Staff</b>	<b>6</b>
<b>Foundation Board of Directors</b>	<b>28</b>

\* Reference: Guidestar.org

# COMMUNITY COLLEGE OF BALTIMORE COUNTY

FY16  
**\*Gross receipts**  
 \$2,748,912  
**Assets**  
 \$12,109,754

## Staffing Structure

Title	Number of positions
Vice-President of Institutional Advancement & Executive Director of the Foundation	1
Administrative Assistant to the VP	1
Director of Grants Development	1
Administrative Assistant to Grants Development	1
Grants Development Coordinator	2
Director of Community Relations	1
Part-Time Administrative Assistants	2
Director of Advancement Services	1
Part-time Administrative Assistant	1
Gift Administrator	1
Director of Corporate & Foundation Relations	1
Major Gifts Officer for Corporate & Foundation Relations	1
Director of Development & Alumni Relations	1
Administrative Assistant to Director of Development & Alumni Relations	1
Major Gifts Officer	1
Coordinator of Alumni Relations	1
<b>Staff</b>	<b>18</b>
<b>Foundation Board of Directors</b>	<b>25</b>

\* Reference: Guidestar.org

# HARFORD COMMUNITY COLLEGE

FY16  
**\*Gross receipts**  
\$9,414,082  
**Assets**  
\$8,631,743

## Staffing Structure

Title	Number of positions
Director for College & Alumni Development/Executive Director	1
Coordinator of Grants	1
Alumni Coordinator	1
Development Specialist	1
College & Alumni Development Assistant	1
<b>Staff</b>	<b>5</b>
<b>Foundation Board of Directors</b>	<b>37</b>

\* Reference: Guidestar.org

# HOWARD COMMUNITY COLLEGE

FY16  
**\*Gross receipts**  
 \$3,953,989  
**Assets**  
 \$11,370,553

## Staffing Structure

Title	Number of positions
Grants Coordinator/Writer	1
Database Associate	1
Foundation Accounting Manager	1
Gift Processing Associate	1
Assistant Director of Development	1
Director of Resource Development	1
Special Events Manager	1
Director of Development/Executive Director, Educational Foundation	1
Gift Processing Associate	1
Foundation Associate	1
Development Associate	1
<b>Staff</b>	<b>11</b>
<b>Foundation Board of Directors</b>	<b>23</b>

\* Reference: Guidestar.org

# PRINCE GEORGE'S COMMUNITY COLLEGE

FY16  
**\*Gross receipts**  
 \$4,086,361  
**Assets**  
 \$8,927,621

## Staffing Structure

Title	Number of positions
Executive Director of Office of Institutional Advancement and Foundation	1
Program Director of Development	1
Coordinator of Annual Fund and Alumni Relations	1
Coordinator of Advancement Services and Special Projects	1
Accounting Specialist	1
Executive Associate	1
Office Associate	1
Director of Grants and Resource Development	1
Program Development Manager, Grants and Resource Development	1
Coordinator of Grants and Resource Development	1
Program Assistant	1
<b>Staff</b>	<b>11</b>
<b>Foundation Board of Directors</b>	<b>21</b>

\* Reference: Guidestar.org

# 3 Year Fundraising History

	FY17	FY16	FY15
College Programs	\$103,895	\$40,842	\$50,041
Grants	\$325,546 <sup>1</sup>	\$75,000	\$27,000
Scholarships	\$39,080	\$70,962 <sup>2</sup>	\$11,261
Unrestricted	\$10,546	\$5,053 <sup>3</sup>	\$10,123
<b>TOTAL</b>	<b>\$479,069</b>	<b>\$191,858</b>	<b>\$98,425</b>

<sup>1</sup> Includes grant award from CareFirst in amount of \$157,361 for nursing equipment

<sup>2</sup> Includes one-time endowed scholarship in amount of \$50,000

<sup>3</sup> Decrease in number of employees contributing to Maryland Charity Campaign

# **Baltimore City Community Foundation, Inc.**

## **FY17 Baseline Data**

**# of Corporate Donors- 52**

**# of Individual Donors - 502**

# FY17 Strategic Goals and Accomplishments

## **GOAL #1: INCREASE FUNDS FOR SCHOLARSHIPS TO ENSURE STUDENTS ARE ABLE TO GET THE RESOURCES THEY NEED TO FURTHER THEIR EDUCATION.**

### Status:

- A total of \$325,546 was raised in grant funding representing a 334% increase from FY16
  - BGE Complete College Baltimore Book Scholarships-\$10,000
  - CareFirst Nursing & Allied Health & Equipment Grant-\$157,361
  - Clayton Baker Trust-\$10,000
  - Kaiser Permanente Fund-\$85,000
  - Leonard & Helen R. Stulman Charitable Foundation-\$42,185
  - Morton K. Jane Blaustein Foundation-\$20,000
- Hattie Harrison Scholarship Fund established with \$4,000 to support student fees, books and tuition
- The Neall Family Charitable Foundation awarded \$5,000 c/o Maryland Association of Community Colleges for FY18 academic year
- Secured \$9,000 to award for 3 one-year scholarships to 3 students from Renaissance Academy
- A total of \$36,273 was awarded to students for tuition, books and fees
- Armed Forces Communications Electronics Association (AFCEA ) connected to STEM program and attended National STEM DAY on Nov. 12<sup>th</sup>
- The Washington Center hosted corporate breakfast on Dec.15<sup>th</sup> to cultivate TWC donors



# FY17 Strategic Goals and Accomplishments

## **GOAL #2: STRENGTHEN THE BCCC FOUNDATION ORGANIZATIONALLY, TO ENSURE A HIGH-PERFORMING BOARD AND STAFF TO ACHIEVE FOUNDATION GOALS.**

### Status:

- Sound audit for FY16 with no management letter needed and no deficiencies, the first for the Foundation.
- Finance and Audit Committee combined and are conducted via conference call
- Collaborated with Financial Aid to develop more efficient timeline for operations and scholarship process, completed SOP for the Completion Assistance Program.
- Actively seeking new candidates with vast network and ability to support and provide resources to support our mission

# FY17 Strategic Goals and Accomplishments

## **GOAL #3: INCREASE RESTRICTED AND UNRESTRICTED REVENUE THROUGH SOLICITATION FROM INDIVIDUALS, ALUMNI, CORPORATIONS, FOUNDATIONS AND SPECIAL EVENTS.**

### Status:

- Unrestricted fundraising yielded \$10,546, representing a 109% increase from FY16
- Created President's Giving Circle one pager, scholarship brochure, donation card/envelope
- Raised \$4,000 from Special Event hosted by Ancient Baltimore Lodge. Funds will provide scholarships through an endowed fund.
- 70<sup>th</sup> anniversary Crowdfunding campaign raised \$5,135 representing a 33% increase

# FY18 Fundraising Activities

## Upcoming Special Events:

- Meet and Greet for new Board of Trustees
  - Hosted by: BCCCF Board for incoming Board of Trustees
  - Date, Time, Venue: TBD
  - Expected Attendees: 50+
  - Goal: Welcome new Trustees and cultivate BCCCF Board and prospect donors
- BCCCF Board hosted cocktail parties- 3-4 events
  - Hosted by: BCCCF Board of Directors
  - Date, Time, Venue: TBD
  - Expected Attendees: between 20-30 per party
  - Goal: Cultivate prospects and friends of the College, raise \$2,000 from each event
- Granville T Woods Scholars, Nursing and Stem Alumni receptions
  - Hosted by: BCCCF Board of Directors
  - Date, Time, Venue: TBD
  - Expected Attendees: between 20-30
  - Goal: Cultivation of donors, BCCCF Board prospects

# FY18 Fundraising Activities

## Upcoming Special Events:

- Co-branded Fundraiser with College partner Year Up
  - Hosted by: BCCCF
  - Date, Time, Venue: Suggested for Fall 2018
  - Expected Attendees: 100+
  - Goal: Raise \$5,000 (net proceeds)
- Co-branded event with Rho Xi Omega Chapter of Alpha Kappa Alpha
  - Hosted by: BCCCF
  - Date, Time, Venue: TBD
  - Expected Attendees: 50+
  - Goal: Cultivate and engage prospects, Raise \$2,500 for scholarships
- Scholarship Luncheon
  - Hosted by: BCCCF
  - Date, Time, Venue: TBD
  - Expected Attendees: 150+
  - Goal: Raise \$30,000 (net proceeds) 1-10K sponsor, 4-5K Sponsors, 8-\$2,500 sponsors, plus ticket sales @\$50.00

# BCCC Foundation SWOT Analysis

## Strengths

- Sound independent fiscal audit conducted annually
- Economic impact of BCCC
- Institution serving a diverse population
- Commitment to improve branding and image of the College

## Weaknesses

- Board giving participation is <60%
- Stagnation of continuity in donor and constituent relationships due to inconsistent staffing and retention
- Insufficient operational resources to support stewardship and cultivation of current donors
- Limited staff allocated to fundraising
- No pipeline for major gifts
- Administrative expenses revenue (>25%)
- Lack of resources to develop materials to support the case for giving and marketing student stories
- Unoccupied downtown building
- Missed donor/ donation opportunities i.e. BCCC 70<sup>th</sup> Anniversary ceremony in 2017

## Opportunities

- New Trustee board
- Support from Mayor's Office
- New city partnerships
- Workforce Development Taskforce
- Business Incubator
- Naming opportunities for new administration building
- Student success stories
- Baltimore tradition of corporate philanthropy is strong
- Job market for primary programs
- Pathway for non-credit student scholarships
- International student scholarships
- Faculty and Staff network
- Increase Alumni giving and involvement
- Retired faculty and staff database
- GBC relationship and community involvement
- Reduced State funding

## Threats

- Negative perceptions of the College
- Challenge to recruit Board members with the connections, commitment and capacity to contribute time and resources

# What we need to be successful in fundraising...

- **Build** strong Board of Directors, inclusive of Baltimore business leaders and philanthropists who have a vested interest in BCCC and its mission
- **Align** staffing and board structure with other MD Community Colleges to remain competitive
- **Revise** the Foundation's strategic plan to include the College's top priorities
- **Increase** unrestricted revenue to address current deficit and reduce administrative overhead calculations

# TAB 9





BOARD AGENDA  
TAB **9** – INFORMATION  
OCTOBER 18, 2017

# NO COLLEGE POLICIES

# TAB 10



**Baltimore City Community College (BCCC)  
2901 Liberty Heights Ave. Baltimore, Maryland 21215  
President’s Board Report ... October 18, 2017**

Although hardly an exhaustive list, the items below represent some of my meetings, activities, and new/enhanced partnerships since my September Report to the BCCC Board of Trustees. As normal, I have also included some informational updates/items from President’s Staff members.

- a) Joined Student Trustee Ferdinand Anokwuru for his Swearing-In Ceremony on September 20, 2017 at the Clarence Mitchell, Jr. Circuit Court in downtown Baltimore. Former Student Trustee Olayeni Popoola also joined us for the ceremony.
- b) Hosted DGS Secretary Ellington Churchill and his staff for the Glass Signing Ceremony for the (almost completed) Administration Building Renovation.
- c) Met with the Commission on Accreditation for Respiratory Care Site Visit Team as they commenced their review of our program on September 21, 2017.
- d) Attended the Downtown Partnership Annual Meeting at the Center Plaza in downtown Baltimore.
- e) Met with OIR Director Eileen Hawkins to review the FY 2017 English for Speakers of Other Languages (ESOL) FTE Report for the Maryland Higher Education Commission (MHEC) on September 28, 2017.
- f) Participated in the Office of Legislative Auditing Exit Meeting on September 29, 2017.
- g) Met with Faculty Senate President Edward Ennels at our monthly meeting on September 29, 2017.
- h) Participated in the Coppin State University/BCCC IT Collaboration meeting at Coppin State on October 10, 2017.

The following are informational items offered by members of President’s Staff (in no particular order):

- 1) Vice President of Student Affairs, Dr. Marguerite Weber, is developing an Enrollment Management Communication Plan to better communicate with prospective and current students. Enrollment Management Office units are collaborating to lay out a year-long plan of timely, relevant, and engaging

messages to ensure that all students have support to keep up with deadlines for registration, financial aid, and opportunities.

Dr. Weber is leading her division's effort to develop a Letter of Recognition in Employability Skills that students can earn after completing 12 credits. The goal is to have this available for students in February 2018.

The Upward Bound Math and Science Federal Grant for \$260,000 was approved.

- 2) Vice President of Workforce Development and Continuing Education, Michael Thomas, plans to establish a Workforce Development Industry Advisory Board within six months.

The Workforce Development Continuing Education Division (WDCED) will expand partnership agreements to increase enrollment.

In six months, WDCED will also improve support services to increase pass rates and career progression of students.

- 3) Chief of Staff and General Counsel, Bryan Perry, Esq., has spent a considerable amount of time working with President's Staff members on the implementation plan for the realignment tasks.

Reviewed 26 contracts and MOU's for the College. Working closely with the Attorney General's office on several arbitration cases.

Chairing the search for two mission-critical positions, Government Affairs and Associate Vice President for Institutional Effectiveness.

Meeting with Coppin State University on partnering around IT and ERP.

Working on drafts of revised BCCC procurement legislation.

- 4) Vice President of Advancement and Strategic Partnerships, Ms. Dawn Kirstaetter, reports that the BCCC Public Relations team continued to support the College's desire to mediate a strategic message through the media as it began to more actively partner with outside organizations, e.g. Baltimore City Public Schools, Johns Hopkins University, Conscious Venture Lab, and City Councilman Leon Pinkett, III with the goal of heightening awareness of the College and showcasing the direction BCCC seeks to lead the community in workforce development and skills-based training.

Publicized key partnership-building efforts and events: P-TECH initiative with Baltimore City Public Schools; Business Incubator opening with Conscious Venture Lab and Innovation Village in the BCCC South Pavilion.

Issued press releases or media advisories on strategic offerings and activities of the College, key appointments, retirement of the President, and issues faced by the College.

Released upgraded four-color @ BCCC Newsletter Thursday, September 28, 2017 to internal and, for the first time, external recipients and the media (1,765 successful sends), garnering a 21% open rate (the highest in the publications one-year history).

The BCCC Foundation is engaging on social media platforms and increasing social media presence for the Foundation.

The External Funding Awards Report for FY 2018 (July 1, 2017 through September 30, 2017) totals \$4,901,152 (new and continuation/renewal awards (grants) combined. Continuation /renewal/awards total \$4,344,048 while new awards total \$557,104.

Convocation 2017 was a big success. Student attendance was much higher than in previous years. Special guests included Dr. James D. Fielder, Jr., Secretary of Maryland Higher Education Commission; Matthew Garbark, Deputy Chief of Staff for Baltimore City Mayor Catherine Pugh, Dr. Rosemary Gillett-Karam, Vice Chair of the BCCC Board of Trustees, and Ms. Sally T. Grant of the BCCC Foundation Board were in attendance.

- 5) Vice President of Administration and Finance, Calvin Harris, Jr., shares that the Fiscal Year 2019 Budget was submitted to the State Department of Budget and Management. Consistent with prior year's budgets, the FY 2019 budget was based on fewer than 3000 credit FTE students, as noted in the JCR study.

The BARD redevelopment project is in final RFP stages. The Review Committee included representatives from the business community and Department of General Services (DGS).

Human Resources successfully merged Payroll Services into the department creating back-office efficiencies.

The Bookstore completed a successful Convocation 2017 event by ordering Cap and Gowns for all faculty and staff.

The Department of Public Safety and Police submitted the 2016 Campus Security and Clery Statistics Act Report to the U.S. Department of Education.

- 6) Chief Internal Auditor, Ms. Lyllis Green, facilitated a meeting on September 19, 2017 with the Vice Presidents whose areas were identified in the Legislative Audit Discussion Notes as having deficiencies. Combined all responses for delivery to

the Legislative Auditors in a timely manner before participating in the Discussion Note Session which was held on September 30, 2017.

- 7) Chief Information Officer, Dr. Ray Barghi, reports the ITS primary focus includes Operational Support planning for specific network and infrastructure support and looking for ways to improve usefulness of the current ERP capabilities and other technology that may be in place a few more years.

ITS is currently tracking, planning, and refining both budget and schedule estimates of items directly related to Realignment Task 9.

With current budgetary constraints, ITS is shifting some efforts to make current technology more useful.

- 8) Vice President of Academic Affairs, Dr. Tonja Ringgold, reports that the Department of Office of Academic Operations and Services is designed to be consistent with the Division of Academic Affairs' mission, vision, and core values. The department specifically operates to ensure efficiencies and operational excellence throughout the Division of Academic Affairs.

Business, Science, Technology, Engineering, and Mathematics (BSTEM) offers over 55% of all BCCC academic programs. The school is committed to preparing students for success in their chosen fields and careers, equipping them to make a difference in the world.

The Dean and Associate Deans of the School of Nursing and Health Professions (SNAP), have been working on upcoming program accreditations for Nursing and Respiratory Care. With site visits completed, the final decision on reaccreditation will be made in the first quarter of 2018.

On September 29, 2017 the Baltimore City Community College and Year Up Advisory Committee luncheon was held in the South Pavilion. Several committees were formed including the MOU Committee. This committee was charged with updating/amending the current MOU to include the anticipated growth and enrollment within the Baltimore Year Up Partnership.

The Transfer Center hosted its Fall Transfer Day on October 2, 2017. There were 381 students counted at the fair, a fall-to-fall increase of 8.87%. Additionally, 45 institutions were present at the fair.

Over 70 courses offered this fall have been redesigned by using Open Educational Resources (OER's) following this summer's OER Institute, which provided training and support for 22 faculty members.

The Library Printing Student Project Team selected Wēpa, Inc. as our printing solution for BCCC students. The ribbon-cutting ceremony was on August 28,

2017; students now have access to 250 free prints per semester that can be requested from a cloud-based storage.

- 9) Director of Human Resources, Ms. Michelle Williams, reports that HR now has a designated area at the Workforce Development and Continuing Education Division (WDCED) which was formerly BCED.

The Contractual Conversion Policy/Procedures is completed and working its way through approval processes (including the final Board of Trustees approval consideration).

The JCR Contractual Objectives with 5-year plan is completed.

- 10) Director of the Office of Institutional Research (OIR), Ms. Eileen Hawkins, reports the successful completion of the 2017 Performance Accountability Report (PAR), one of the Colleges' key State reporting requirements.

OIR worked to move Achieving the Dream, strategic planning, accreditation, and Realignment Tasks forward to align processes and measures.

Task 12 progress in the strategic planning process includes:

- Finalizing the student focus group questions and presentation related to draft goals and objectives;
- Completion of the IRB amendment process;
- Development and coordination of appropriate courses and sections for student focus groups;
- and development of questions and presentation for faculty focus groups.

Strategic planning activities planned for October and November include:

- update the FY 2017 KPI's;
- conduct student and faculty focus groups;
- conduct focus group or survey of external community members;
- and compile and report focus group and KPI results.

Respectfully submitted,

Gordon F. May, PhD

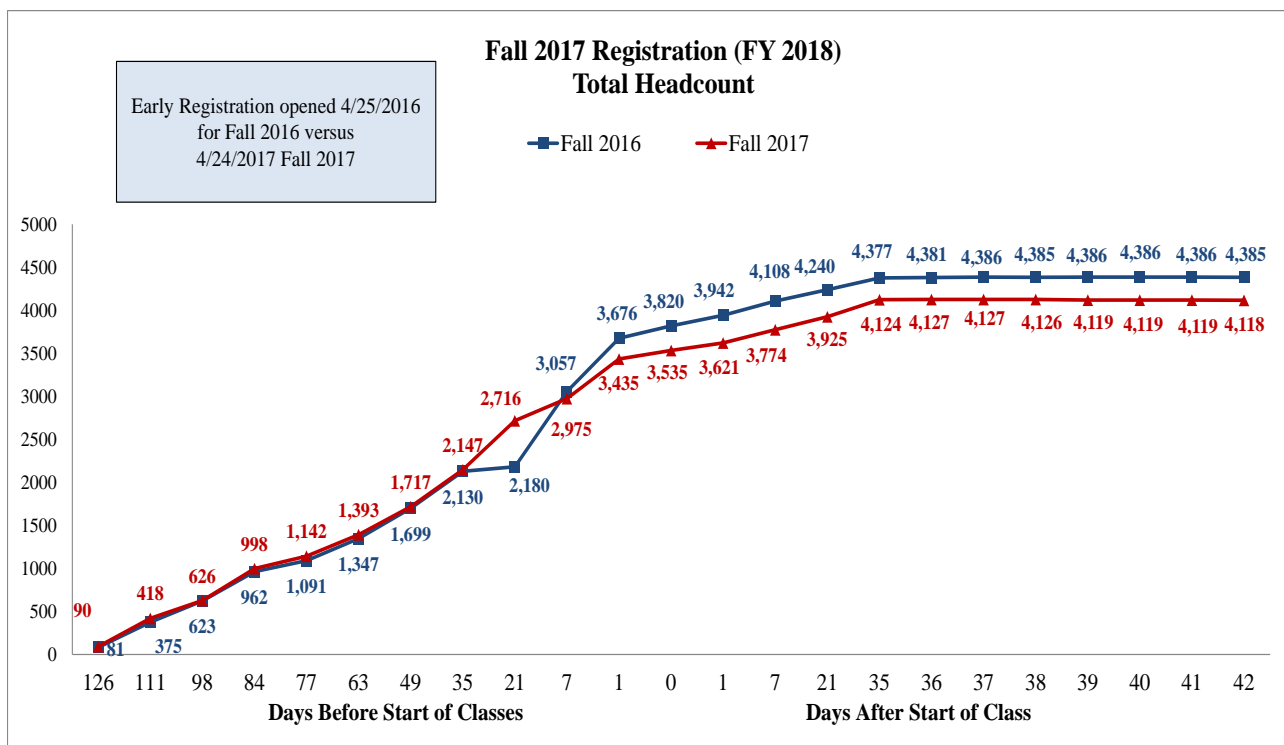


**Enrollment Management Report**

Dr. Marguerite Weber  
October 10, 2017

Enrolled 4,118 credit students in Fall 2017 compared to 4,385 (-6%) in Fall 2016 (Figure 1).

Figure 1



Enrollment management continues our outreach efforts to students to impact enrollments for the second 8-week term.

We are also expanding dual enrollments, having recently initiated a site at St. Francis Academy.



**TAB 11**

**BOARD AGENDA  
TAB 11 - INFORMATION  
OCTOBER 18, 2017**



**HR Active Search List As of October 6th, 2017**

	Div	PIN #	Position	Search Committee Chair	Date(s) posted	Status 9/7/17	Status 10/6/17
1	AA	66845	Assistant Professor of Dental Hygiene	Annette Russell	3/2/2016	Search is Open	Search is Open
2	AA	66647	Assistant Professor of Psychology	Adia Garrett	6/21/2017	Search Committee is Screening	Search Committee is Screening
3	AA	66717	Assistant Professor of English	Melvin Brooks	7/28/2017	Search Committee is Screening	1st Round of Interviews Being Scheduled
4	AA	66815	Assistant Professor of English	Melvin Brooks	7/28/2017	Search Committee is Screening	1st Round of Interviews Scheduled
5	AA	66749	Assistant Professor of Art	Melvin Brooks	7/28/2017	Search Committee is Screening	1st Round of Interviews Being Scheduled
6	AA	66724	Assistant Professor of Speech	Meloney Levy	7/28/2017	Search Committee is Screening	1st Round of Interviews Being Scheduled
7	AA	66742	Administrative Assistant II for Health Professions	Dorothy Holley	8/4/2017	Search Committee is Screening	Search Committee is Screening
8	AA	66753	Assistant Professor of Health Information Technology	Dorothy Holley	8/4/2017	Search is Open	Search is Open
9	AA	66654	Assistant Professor of Business Administration	Melvin Brooks	8/14/2017	Search Committee is Screening	Search Committee is Screening
10	AA	66895	Assistant Professor of Business Management	Melvin Brooks	8/14/2017	Search Committee is Screening	Search Committee is Screening
11	AA	66791	Assistant Professor of Mathematics	Quintin Davis	8/24/2017	Search Committee is Screening	Search Committee is Screening
12	AA	69255	Assistant Professor of Mathematics	Quintin Davis	8/24/2017	Search Committee is Screening	Search Committee is Screening
13	A&F	66986	Sr. Budget Analyst	Brian O'Connell	1/8/2016	Search Committee is Screening	PAR Processing
14	A&F	66964	Materials Management Supervisor	Freddie Degraffinried	8/2/2017	Search Committee is Screening	2nd Round of Interviews Being Scheduled
15	A&F	66941	Budget Analyst	Brian O'Connell	8/21/2017	Search Committee is Screening	PAR Processing
16	A&F	66668	Controller	Quintin Davis	8/30/2017	On Hold	Search is Open
17	A&F	73966	Director of Procurement	Maria Cazabon	8/30/2017	Search is Open	2nd Round of Interviews Being Scheduled
18	ASP	66665	Grants Specialist	Vanessa Bell	9/16/2016	2nd Round of Interviews Scheduled	1st Round of Interviews Scheduled
19	IR	66946	Senior Research Analyst	Diana Zilberman	12/2/2016	Search Committee is Screening	Search Committee is Screening
20	SA	66925	Financial Aid Specialist	Jacqueline Colkley	6/7/2017	Search Committee is Screening	1st Round of Interviews Scheduled
21	SA	66911	International Student Advisor	William Hug	9/26/2017	N/A	Search Committee is Screening
22	SA	66672	Administrative Asisstant III	Patricia Mikos	10/6/2017	N/A	Search is Open
23	PO	66667	Senior Technical Business Analyst	Eileen Waitsman	2/6/2017	Search Committee is Screening	2nd Round of Interviews Being Scheduled

