

BOARD AGENDA TAB 3 – INFORMATION APRIL 17, 2019

BALTIMORE CITY COMMUNITY COLLEGE BOARD OF TRUSTEES APPROVED OPEN SESSION MINUTES March 20, 2019 4 p.m. Liberty Campus Board of Trustees Board Room Administration Building 140

<u>Board Members Present</u>: Kurt L. Schmoke, Esq. (Chair); Dr. Rosemary Gillett-Karam (Vice Chair) Dr. Rachel Pfeifer; Mr. Jason Perkins-Cohen; Mr. John D. Lewis (via conference call); Maria Tildon, Esq.; Ms. Maricruz Abarca (Student Trustee).

Board Members Absent:

Mr. Peter Nachtwey Mr. J.C. Weiss, III

Chair Schmoke brought the meeting to order.

I. APPROVAL OF THE AGENDA

The Board unanimously approved the March 20, 2019 agenda.

II. NEW BUSINESS

Dr. James Johnson requested to make an announcement before the start of the meeting of the honor bestowed to BCCC's Board of Trustees Chair, Kurt L. Schmoke, Esq., as the recipient of the Baltimore Sun's 2019 Business and Civic Hall of Fame. Chair Schmoke joins other local luminaries, such as Senator Paul Sarbanes, Abell Foundation President Robert Embry, and director and author John Waters in receiving this honor.

A. Finance and Technology Committee Presentation & Recommendations

- VP Calvin Harris reported on the second quarter financial information for BCCC;
 - No numbers in the 2nd quarter financial information was unusually high or low compared to prior years. There are some financial numbers that were higher than 50% and some that were lower than 50%. Overall there is nothing that has him concerned.

FISCAL YEAR 2019 FINANCIAL UPDATE (2ND QUARTER)

College Second Quarter Highlights

- Revenue = \$39,507,575 (46.5% of budget)
 - Tuition and Fees (68.5% of budget)
 - Investment Income (57.6% of budget)
 - · Grant, Subsidies & Contributions (38.6% of budget)
- Expenditure = \$36,696,776 (43.2% of budget)
 - Permanent ("PIN") Salaries & Fringe (41.3% of budget)
 - Contractual Employee Salaries & Fringe (77.6% of budget)
 - Equipment Replacement (line 26; 111.9% of budget)

WBJC Radio Second Quarter Highlights

- Revenue = \$700,424 (43.8% of budget)
- Expenditure = \$639,562 (40.0% of budget)
- VP Harris reported on the multi-year financial projections expenditures and revenues
 - Funds that are restricted come from an external source and are designated for a specific cause.
 - Unrestricted funds are internally designated and can be designated for spending.
 - WBJC is restricted
 - o Facility Capital Fee is restricted
 - Lockwood reserve is designated
 - The Board may designate or undesignate funds

EXHIBIT 1 Revenue Summary (In Millions \$)	FY 2023 Projected	FY 2022 Projected	FY 2021 Projected	FY 2020 Request	FY 2019 Budget
Unrestricted Revenues	\$66.1	\$64.7	\$62.5	\$65.6	\$64.7
Restricted Revenues	\$22.9	\$22.5	\$20.7	\$19.3	\$20.2
TOTAL Revenues	\$89.0	\$87.2	\$83.2	\$84.9	\$84.9

EXHIBIT 2	FY 2023	FY 2022	FY 2021	FY 2020	FY 2019
Expenditures Summary (In Millions \$)	Projected	Projected	Projected	Request	Budget
Instruction	\$25.3	\$24.9	\$24.0	\$22.6	\$23.9
Research	-	-	-	-	_
Public Service	1.8	1.7	1.7	1.7	1.6
Academic Support	7.1	6.9	6.7	6.5	5.1
Student Services	7.3	7.1	7.0	6.7	6.9
Institutional Support	17.9	17.6	17.2	21.6	20.5
Operation & Maint of Plant	9.8	9.4	8.9	8.6	8.6
Scholarship & Fellowship	16.7	16.4	14.7	14.1	14.5
Auxiliary Enterprises	3.1	3.1	3.1	3.3	3.9
TOTAL Expenditures	\$89.0	\$87.1	\$83.2	\$84.9	\$84.9

VP Harris reported on Fund Balance projections

- o Accumulated surpluses over the years
- Accumulated fund balances

	FY 2023	FY 2022	FY 2021	FY 2020	
	Projected	Projected	Projected	Projected	FY 2019
Beginning Fund Balance (fiscal 2019 from audit)	(\$7,087,793)	(\$7,818,235)	(\$8,516,761)	(\$4,127,647)	\$5,263
GASB 68 Adjustment	\$28,900,999	\$28,900,999	\$28,900,999	\$28,900,999	\$28,900,999
Adjusted Beginning Fund Balance	\$21,813,206	\$21,082,764	\$20,384,238	\$24,773,352	\$28,906,262
Fund Balance Restrictions & Board Designatio	ne				
WBJC Fund Balance Reserve	1,619,866	1,619,866	1 610 000		
Facilities Capital Fee	1,850,225	1,850,225	1,619,866 1,850,225	1,619,866	1,619,866
Lockwood Reserves	7,802,160	7,071,718		1,850,225	1,721,696
Non State Aid - Bookstore	1,875,069	1,875,069	6,373,192	5,762,306	5,113,058
State Appropriations	2,040,700	2,040,700	1,875,069	1,875,069	1,875,069
Total Fund Balance Restrictions/Designations	\$15,188,020	\$14,457,577	2,040,700 \$13,759,051	2,040,700 \$13,148,165	2,040,700 \$12,370,388
Unrestricted/Undesignated Fund Balance - before Other Reserves	\$6,625,186	\$6,625,187	\$6,625,187	\$11,625,187	\$16,535,874
Other Fund Balance Reserves:					
ERP System	0	O	0		
Strategic Reserves (incl Realignment)	(6,028,045)	(6,028,046)	(6,028,046)	(4,814,994)	
IT Infrastructure	(1,597,141)	(1,597,141)	(1,597,141)	(6,028,046)	(3,330,880)
Total Other Fund Balance Reserves	(\$7,625,186)	(\$7,625,187)	(\$7,625,187)	(1,782,147) (\$12,625,187)	(1,782,147) (\$14,928,021)
End of Prior Fiscal Year Encumbrances	1,000,000	1,000,000	1,000,000	1,000,000	(1,607,853)
Remaining Unrestricted Fund Balance	\$ -	\$ -	\$ -	s -	\$ -

- VP Harris recommends an increase in tuition and fees
- Baltimore City Community College is the most affordable of all of the 16 Community Colleges.
- The technology fees, that are a part of the consolidated fees, have not been designated to technology for students, e.g., purchasing student facing software
- The recommendation is to remove the technology fee from the consolidated fees and to create a stand-alone new IT fee of ten dollars. The IT fee would be used to support student centric IT needs, e.g., instructional software. This would reduce the consolidation fees by three dollars.

TUITION AND FEES RECOMMENDATION BCCC - MOST AFFORDABLE COMMUNITY COLLEGE IN AREA

Allegany College of Maryland	Allegany County	S	119	5	12 S	131	s	229 S	12 S	241 S	275 \$	12 6	207
Anne Arundel Community College	Anne Arundel County		110	•	27	137	*	212	27	239		12 S	287
Baltimore City Community College	Baltimore City		110		23	133					374	27	401
Community College of Baltimore County	Baltimore County		120		34			110	23	133	280	23	303
Carroll Community College	Carroll County		134		29	154		226	44	270	343	54	397
Cecil Coilege	Cecil County					163		195	41	236	273	57	330
			109		13	122		203	13	216	251	13	264
Chesapeake College	Caroline, Dorchester, Kent, Queen Anne's and Talbot Counties		122		37	159		190	38	228	267	38	305
College of Southern Maryland	Charles, St. Mary's and Calvert Counties		125		29	154		217	50	267	280	64	344
Frederick Community College	Frederick County		120		26	146		262	26	288	355	26	381
Garrett College	Garrett County		105		36	141		230	36	266	270	36	306
Hagerstown Community College	Washington County		119		14	133		183	14	197	246	14	260
Harford Community College	Harford County		126		25	151		215	25	241	304	25	329
Howard Community College	Howard County		136		26	162		219	26	245	264	26	290
Montgomery College	Montgomery County		124		42	166		253	68	321	350	87	
Prince George's Community College	Prince George's County		107		50	157		202	50	252	304		437
Wor-Wic Community College	Somerset, Wicomico and Worcester Counties		108		17	125		500		7.7.7.		50	354
	sametra mayanet and moreout Connics		190		1/	125		241	17	258	297	17	314
Systemwide Average		S	118	S	27 S	146	\$	212 \$	32 \$	243 S	296 \$	35 S	331

TUITION AND FEES RECOMMENDATIONS

- Hold tuition levels at \$110 In-State and \$280 Out-of-State tuition for fiscal 2020.
- New Technology Fee, at \$10 per credit hour for fiscal year 2020, beginning with fall semester 2019. This fee would be internally restricted to support studentserving technology.
- Reduction to the Consolidated Fee by \$3 per credit hour for fiscal year 2020, beginning with fall semester 2019.
- Elimination of the "flat" tuition option, whereby credit students taking more than 12 hours per semester pay the same tuition amount as a student taking 12 hours, for fiscal year 2020, beginning with fall semester 2019.

Discussions:

The Board inquired as to if the operating budget has been consistently between 70-90 million was a "good thing". VP Harris stated that it depended upon perspective, of which he would identify as the three primary sources of revenue; Capital Budget, Operating Budget, and Fund Balance. The Capital Budget has been close to non-existent, Operating Budget has been static, and the Fund Balance has been low; however, overall, he feels that the Fund Balance should be higher.

The Board inquired about travel and professional development expenditures that were close to 70%, and if processes for those items have been reviewed to save money. VP Harris responded that travel and professional development were not of great concern; however, funding is set aside for professional development and processes and approval are required on all travel requests. Overall, those two items were not of great concern, but we have an opportunity to do better, by reviewing current processes for consideration of implementing tighter spending in those areas.

The Board inquired if consideration has been given to all of the concessions that were hoped to be imminent from past, to present, and future in the terms of the areas of travel and professional development and if it is connected to the reduction of summer income. VP Harris responded that in this case, the focus is on tuition and fees, whereas the expectation of an even number is not anticipated.

The Board inquired if the legislature has not asked BCCC for additional money. VP Harris responded that there has been no request for additional money; however additional reports, in terms of how BCCC is spending money, have been requested.

The Board inquired about the ERP and infrastructure status. VP Harris responded that the ERP has not been abandoned but put on hold until the overall infrastructure was updated.

The Board inquired if students would be impacted by the increase in the technology fee, and if this increase recommended increase has been discussed with the Student Government Association (SGA). VP Harris responded that the impact would be minimal and that he would meet with the SGA for feedback on the recommendation.

The Board inquired if this information was shared with Dr. McCurdy. VP Harris responded that he had spoken with Dr. McCurdy regarding the recommendations.

The Board requested a report on the communication plan and the roll-out for the tuition and fees to students. VP Harris responded that he would send the communication plan as soon as it is completed.

*The Board requested at the April 17, 2019 meeting to reflect the approval of the tuition flat rate matter was rescinded at the April 17, 2019 Board Meeting.

The Board approved the recommendations of the technology fee and tuition matters.

B. House Operating Budget Hearing and Senate Capital Budget Hearing Updates;

- Chief of Staff, Bryan Perry, Esq., reported that there are no financial restrictions for this upcoming fiscal year on the House side of the legislature. However, there are specific reports that are due;
 - Update on IT infrastructure Plan by July 1
 - o Remaining Realignment Task Plans by November 1
 - Enrollment Management Plan related to the MSP by December 1
- VP Harris reported on the Senate Capital Budget Hearings;
 - \circ Loop road is scheduled for construction in April 2020
 - Library is scheduled for demolition and reconstruction in 2023 and 2024
 - o Engaged an external firm (referred to us by DBM) to assess the facilities

for maintenance and modernization.

III. BOARD ACTIONS / CONSENT AGENDA (All actions requiring a vote)

- A. Approval of the January 16, 2019 Minutes
- **B.** College Contracts
- C. Student Government Association (Mr. Victor Anokwuru (SGA).....TAB 5
- D. AFSCME Local # 1870 at BCCC (Ms. Charlene Gray, President)...TAB 6
- E. Faculty Senate Report..... (Dr. Chima Ugah)......TAB 7

The Board unanimously approved the consent agenda

IV. ITEMS REMOVED FROM THE AGENDA

No items were removed from the agenda

V. PUBLIC PRESENTATIONS

A. Mayor's Scholars Program

- Dr. Johnson introduced the new Director of the Mayor's Scholars Program, Dr. Debra Johnson-Ross.
- MSP is fully staffed with academic advisors, success coaches, and financial aid counselors to accommodate current and future cohorts.
- MSP has been divided into four workgroups to consistently monitor the program;
 - Spring Implementation
 - o Summer Bridge
 - o Admission
 - Related BCCC programs
- MSP Campaigns
 - o Student Support Model: Student-Focused Campaigns
 - Student Support: Spring 2019 Attendance Campaign
 - o Student Support Model: Engagement and Additional Supports
 - 2019 Admissions Workgroup
- Workgroup recommendations include;
 - Revise the student needs analysis form for incoming students to determine potential interventions and services needed.
 - o Advise students on a caseload basis and create a data tracking method.
 - Develop a tutoring services referral form; integrate CCA Services to create mandatory tutoring for students through MSP advisors.
 - Create a Progress Report form that requires students to approach their professors at the three-week mark and report back to advisors.
 - o Advise students into programs with additional resources, such as CCB.
 - Create two mentoring programs. A faculty/staff mentoring program for at-risk students, and a peer mentoring program for high-achieving MSP students for new cohorts.
 - o Include library orientation sessions into Summer Bridge.
 - Implement Panther Workforce career exploratory tools during Summer Bridge.
 - o Increase intervention during Summer Bridge for low-level ESL students

*A full report can be found in the President's Office

B. Achieving the Dream Update

Dr. Tonja Ringgold gave an update on Achieving the Dream (AtD).

Progress Made

- BCCC formed ATD Council with three current teams: Core Team, Data Team, and Communications Team.
- BCCC has hosted four Coaches Visits and administered the ICAT in fall 2017 and fall 2018.
- Team members attend annual DREAM conference, Data & Analytics Summits, and various webinars.
- o Steady, organized, and inclusive leadership approach.
- The way in which BCCC has aligned the 12 realignment tasks in a framework that integrates student success goals with ATD's institutional capacities.
- Transparency with College data and engaging various College constituencies in discussing the information around enrollment and student outcome measures.
- The work to establish student pathways with the K-12 system, four-year institutions, and employers.

Next Steps for AtD

- BCCC AtD Council members attending annual AtD DREAM conference; February 19 22.
- Coaches' Visit on March 25 26 to include "Advisement Data and "Data Summit."
- Focus groups with faculty and staff to further explore ICAT results.
- Focus groups with faculty, staff, and students to further explore various survey results related to advising.
- Continued work with The Hatcher Group for market research and rebranding efforts.

C. Enrollment and Dual Enrollment Update

Director Kijaffa Butler provided an update and data on the various strategies being used to recruit and the retention of students.

- Recruitment
 - Info Sessions/ Community Engagement/ Campus Tours
 - Engagement with community partners
 - On campus admissions advisement
- Application
 - Email/ Robo call communications
 - On campus engagement/ orientations/ advisement
- Registration
 - Email communications
 - Welcome messages

- Retention
 - o Early alert communications
 - o Pre-100 classroom outreach
- On campus student success workshops

Enrollment by Ethnic Background

Fall Credit Enrollment Distribution by Ethnic Background / Race	bution by Ethnic Background / Race Fall 2		Fall 2014		Fal	2015	Fall 2016		Fall 2017	
	#	%	#	96	#	%	#	96	¥	96
a. Hispanic or Hispanic Multi-race (Excluding White)	112	2.1%	143	2.7%	124	2.6%	116	2.6%	103	2.5%
b. White or White Multi-Race (Excluding Hispanic)	512	9.5%	458	8.7%	427	9.0%	425	9.6%	347	8.3%
c. Hispanic-and-White or Hispanic-and-White with Other Races	27	0.5%	30	0.6%	31	0.7%	26	0.6%	28	0.7%
d. African American Only	4.334	80.7%	4,297	81.6%	3,779	80.0%	3,455		3.314	79.1%
e. Asian Only	222	4.1%	180	3.4%	210	4.4%	242	5.5%	244	5.8%
f. American Indian Only	11	0.2%	0	0.0%	9	0.2%	5	0.1%	7	0.2%
g. Native Hawaiian Pacific Islander Only	14	0.3%	2	0.0%	6	0.1%	5	0.1%	4	0.1%
h. Multi-race (Other than with Hispanic or White)	21	0.4%	33	0.6%	37	0.8%	31	0.7%	35	0.1%
i. Other Unknown	118	2.2%	126	2.4%	103	2.2%	104	2.4%	106	2.5%
Total		100.0%		100,0%	4,726	100.0%		100.0%	4,188	100.0%

Source: BCCC fall Enrollment Information System(EIS) files prepared for the Maryland Higher Education Commission annually in November, in accordance with State guidelines. Students are categorized by Hispanic Hispanic-multi-race first, White White-multi-race second, other multi-race third, and all other races.

BCCC OIR - A pril 2018

The Board inquired about the diversity of the instructors.

Dual Enrollment

Number of Students Dually Enrolled under the College and Career Readiness Act of 2013

As reported to Maryland Association of Community Colleges

Spring 2015	Fall 2015	Spring 2016	Fall 2016	Spring 2017	Fall 2018	Spring 2018	Fall 2018
33	28	54	38	43	34	47	46

Barriers and Opportunities

Challenges	Opportunities					
College Readiness	 Using 3.0 GPA for 10th and 11th graders. Instituting a model that includes developmental work before the start of college classes. 					
Outreach	 Partnership with University of Baltimore under B-Powel initiative. Expanding course offerings in the high schools. 					
Continuous Participation	Creating dual enrollment "pathways" using CTE and dual credit courses.					

D. Workforce Development Achievements Update

- VP Michael Thomas gave a presentation on the accomplishments of WDCED
- A. Renewed Grant and Contract Funding for FY19 DLLR Grant for ABE/ELS (\$916,058)
 Renewed contract classes for ABE

Strengthened Partnerships for ABE Classes
Working with 25+ Community Sites (newest is Lesbian & Gay Community Center)
City Schools partnership – Judy Centers
Approval for the South Baltimore Adult High School

Program Improvements
Expanded access to national curriculum &on-line resources
Increased professional development for faculty and staff
Three new Integrated Education and Training (IET) classes

- Workforce Programs
 - o Increased Funding for Workforce Programs
 - Baltimore Children & Youth Fund Grant (\$220,000)
 - Baltimore's Promise Grant for Class of 2018 (\$94,000) Class of 2019 (\$82,500)
 - MHEC Cyber Warrior Program (\$56,000 estimate)
 - MHEC Workforce Development Sequence Scholarship (\$70,000 estimate)
 - DLLR/WIOA Workforce Training Funds (\$96,769)
 - DSS Training Scholarship and DHR/SNAP Funds (\$136,000+)
- Expanded Partnerships for Contract and Partner Training
 - CVS/Goodwill for Certified Pharmacy Technician (\$36,000+)
 - o BCFD for Emergency Medical Technician (EMT) (\$123,000)
 - O Cybersecurity College Consortium and EARNII (\$46,000)
 - o Diesel Technician & Mechanic (2 major partners)
 - MyCAA (DOD) for Military Spouses (\$63,250)
 - Other Contract Training (e.g. Court Reporting) Total (\$70,000+)
- New Registered Apprenticeship and Training
 - MOED -- Industrial Maintenance Mechanic
 - DPW Water Distribution and Treatment
 - BCPD Police Cadet Apprenticeship
 - MD Cyber Computer Programming (Point 3 Security-pending)
- New Workforce Development Programs

- o Transportation: Diesel Technician & Mechanic
- o IT/Computer Science: Pre-Cybersecurity (Foundations)
- o Hospitality & Tourism: Customer Service & Culinary Arts
- Baltimore City Schools Multiple program areas

WDCED Moving Forward

- o Increasing articulation of BCCC Career Pathway Program Sequences
- o Strengthening Career Development and Job Placement Support for Students
- Expanding Business and Community Partner Support for Programs
- Developing New Workforce Programs in Key Industry Sectors
- Continue to Leverage Resources for Workforce Development

E. WBJC Update

VP Calvin Harris gave an update on the future of WBJC.

- o Since the 1980's the radio station has been self-sufficient
- Has a strong and seasoned staff

Discussion

- The Board inquired as to the future of the radio station. VP Harris responded that it
 he has been asked questions regarding future adjustments to WBJC; however, there
 is nothing pending to make any adjustments at this point.
- The Board inquired about any possibilities of partnerships. VP Harris responded that there were not.

VII. PRESIDENT'S REPORT

- A. Dr. Johnson made recognitions of other new hires to Baltimore City Community College;
 - a. Dr. Brian Miller, Director of Disability and Student Support
 - b. Ms. Renata Allen, Director of Scheduling and Event
 - c. Dr. Darryl Pope, Director of Athletics

B. Registrar Ms. Wendy Harris gave a report on Enrollment:

- o Early registration began for Spring session on November 19, 2018.
- General registration for the Spring session began January 3.
- The first day of classes for the 16-week and Accelerated 1 (8-week) sessions was January 22, 2019.
- The 12-week session began February 18 and Accelerated II (8-week) begins on March 18.

Spring 2019 Enrollment Information

- The below information reflects enrollment/registration activity for Spring 2019 as of March 6, 2019.
- 4,013 credit students are currently enrolled compared to 3,941 (+2%) in Spring 2018 (Figure 1).

 There was not a purge for no payment plans for Spring 2019; there was a purge on the equivalent day in 2018.

Communication Plan

Spring Registration

 Fall-to-Spring Registration – 4,664 emails were sent to remind students who had not registered for the spring semester that registration for the 12-week and Accelerated II sessions was still open.

Early Registration for Summer/Fall 2019

- Spring to Fall Registration communications will begin on April 1st encouraging currently enrolled students to register for the summer and fall 2019 sessions.
- Potential Graduates/Near Completers (stop out) communications will begin on April
 1st encouraging previously enrolled students to update their applications, get an
 updated degree audit, and meet with an advisor so that they can register for the
 summer and fall 2019 sessions.

CLOSING COMMENTS

VI. MOTION FOR ADJOURNMENT

Chair Schmoke motioned to adjourn the meeting to reconvene into a closed session at 6:19 p.m.

VII. NEXT MEETING Wednesday, April 17, 2019

ATTENDANCE:

Dr. James H. Johnson, Jr., Interim President

Bryan Perry, Esq., Chief of Staff/General Counsel

Dr. Tonja Ringgold, VP of Academic Affairs

James Knighton, Esq., Director of Governmental Relations

Mr. Calvin Harris, Jr., VP of Business & Finance

Ms. Dawn Kirstaetter, VP of Advancement & Strategic Partnerships

Ms. Lyllis Green, Chief Internal Auditor

Ms. Michelle Williams, Director of Human Resources

Mr. Frank Anastasio, Interim Chief Information Officer

Dr. Debora Johnson-Ross, Director of Mayor's Scholars Program

BCCC Staff Present:

Tope Aje; Ola Akinkuowo; Elena Berrocal; Lorraine Brown; Dr. Pamela Burris; Hsin Yuen

Chen; Quintin Davis; Edward Ennels; Charlene Gray; Alisha Green; James Green; Nana Gyesie; Wendy Harris; Eileen Hawkins; Kimberly Henderson; Joe Hutchins; Daniel Izume; Dr. Bob Iweha; Leslie Jackson; Davis Xudong Jin; Gloria Johnson; Alice Kimara; John T. McCoy, III; Valerie Leverette, Karen Mobley; Brian O'Connell; Shaunta Rao; Daviedra Sauldsberry; Scott Saunders; Benita Scott; Dr. Daphne Snowden; Adaria Sogbor; Gregory Tarver;, Dr. Chima Ugah; Eileen Waitsman; Leonard Willis, Brenda Wiley; Diana Zilberman.

Others Present:

CLOSED SESSION

The Board voted unanimously, under the Open Meeting Act, State Government Article, and Section 10-508, to convene in Closed Session on March 20, 2019, in the President's Conference Room to discuss real estate, personnel and to obtain legal advice.

*Full report on file in the President's Office

Respectfully submitted,

ames H. Johnson, Jr., Ph.D., P.E.

Executive Consultant

Approved by the BCCC Board of Trustees on April 17, 2019