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## **BOARD OF TRUSTEES**

### **BALTIMORE CITY COMMUNITY COLLEGE**

Open Session Minutes | October 21, 2020 (Virtual Zoom Meeting)

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**Board Members Present:** Chairman Kurt L. Schmoke, Esq., Mr. Jason Perkins-Cohen, Mr. J.C. Weiss, III, Mr. John D. Lewis, Dr. Rachel Pfeifer, Ms. Leonor Tannhauser Blum, Dr. John Brothers, LP.D., Ms. Lelia F. Parker, Esq.

**Board Member Absent:** NA

#### **CALL TO ORDER**

Chairman Schmoke called the Open Session Board Meeting to order at 4:03 p.m.

#### **ADOPTION OF THE AGENDA**

##### **A. Adoption of the October 21, 2020 Agenda**

**ACTION:** Chairman Schmoke requested a motion to adopt the October 21, 2020 Meeting Agenda. Trustee Leila Parker motioned for the adoption of the October 21, 2020 Agenda and Trustee J.C. Weiss seconded the motion. The Board unanimously approved the motion.

#### **BOARD ACTIONS / CONSENT AGENDA**

Chairman Schmoke requested a motion to accept the following agenda items:

- A. Approval of the September 16, 2020 Minutes**
- B. Student Government Association Report**
- C. Faculty Senate Report**

**ACTION:** Chairman Schmoke requested a motion to approve the Board Actions / Consent Agenda. Trustee J.C. Weiss motioned for approval of the Board Actions / Consent Agenda, and it was seconded by Leonor Tannhauser Blum. The Board unanimously approved the motion.

#### **Items Removed from the Agenda**

- A. AFSCME Local #1870 at BCCC Report**

#### **NEW BUSINESS**

##### **A. Maryland Higher Education Commission Performance Accountability Report**

Ms. Becky Burrell shared a summary of the Maryland Higher Education Commission (MHEC) Performance Accountability Report (PAR). The College has been providing the report since 1996. MHEC requires that each institution's governing board approve their PAR. The Office of Institutional Research works across the College to develop and compile data for 34 mandated performance indicators. The College has been performing well in a number of areas.

The Report has three (3) goals:

Goal 1: Access – Ensure equitable access to affordable and quality postsecondary education for all Maryland residents.

BCCC's annual unduplicated credit headcount increased by 10.6% in FY 2019. The market share of first-time, full-time freshmen continued to increase for fall 2019 to 27.5% and the market share of part-time undergraduates increased 12.3 percentage points to 35.4%, representing an increase of 933 students. The market share of recent, college-bound high school graduates increased from 9.4% in fall 2017 to 38.2% in fall 2018, representing an increase of 417 students, primarily due to the launch of the Mayor's Scholars Program (MSP), a partnership between BCCC, the Baltimore City Mayor's Office, and Baltimore City Public Schools (BCPS).

Goal 2: Success – Promote and implement practices and policies that will ensure student success.

The four-year developmental completer rate increased by 4.2 percentage points for the fall 2015 cohort to 33.1%. BCCC's successful-persister rate for all students in the fall 2015 cohort increased from 51.1% to 57.1% and the developmental completers' rate increased 76.7%. The successful-persister rate for African-American students mirrored the increased of the overall cohort at 54.5%. The overall four-year graduation-transfer rate increased to 41.5% and to 51.7% for the developmental completers. The increase in the graduation-transfer rate for African-American students was similar to that for the total cohort at 39.3%.

Goal 3: Innovation – Foster innovation in all aspects of Maryland higher education to improve access and student success.

Responses to the 2018 Graduation Follow-Up Survey show that 83.3% were employed in a field related to their BCCC program and 86.4% were satisfied with the job preparation they received at BCCC. The most recent data from the Jacob France Institute show that the FY 2016 graduates' median income more than doubled from one year prior to three years after graduation. The unduplicated headcount in contract training increased to 1,740 and course enrollments increased to 2,837. Employer satisfaction with contract training remained at 100%. BCCC provided contract training and services to a variety of organizations including the Maryland Department of Public Works, Bon Secours Community works, Goodwill Industries, Johns Hopkins Health System Washington Mutual Homes, and Mercy Medical Center.

Trustee Pfeifer noted the remedial coursework initiative. City Schools is seeing that students' Pell Grants are extending longer, and it helps progress students towards graduation. Dr. Rachel Durham at the Baltimore Education Research Consortium (BERC) has done some research around these students.

Chairman Schmoke asked if the data that has been produced can be used for the Realignment requirements from the state legislature. Ms. Burrell shared that the College is realigning all processes and incorporating Realignment fully into the operations of the College to make sure BCCC is making a measurable impact. Chairman Schmoke noted that the legislators want to see results, not just what is intended to happen. This report will be helpful to show what is happening.

Dr. McCurdy stated that Realignment will be one model for continuous improvement along the way. Realignment for BCCC is not just turning reports in but involves continuity and the incorporation into the fabric of the College.

Trustee Perkins-Cohen acknowledged the strong report and clarity of the data. He also asked about the raw number of graduates, not just percentages. Ms. Burrell shared that the College is always looking at the raw number along with the completion rate percentage.

Trustee Blum asked if it is known why so many City students are going to CCBC. Ms. Burrell said that the College is digging into that data along with Trustee Pfeifer. Institutional Research will look to add questions when a student decides to withdraw from a class as well as develop a survey to help answer this question. Dr. McCurdy noted that the College is continually evaluating what barriers exist for potential students that make it more difficult for them to enroll and register.

Chairman Schmoke asked what the Board needs to do with the report. Dr. McCurdy stated that the Board needs to approve the report.

**ACTION: Chairman Schmoke requested a motion to approve the Performance Accountability Report. Trustee J.C. Weiss motioned for approval of the Performance Accountability Report, and it was seconded by Trustee Leonor Tannhauser Blum. The Board unanimously approved the motion.**

## COLLEGE POLICIES

None.

## PRESIDENT'S REPORT

Dr. McCurdy shared recent appointments of new administrators at the College and introduced Mr. Robert Roop, new Director of Human Resources. Mr. Roop comes to BCCC most recently from Montgomery College. Chairman Schmoke asked if Mr. Roop worked with AFSCME at Montgomery College. Mr. Roop stated that yes. The full list of recent appointments will be sent to the College community. BCCC is proceeding with what was included in the Realignment report to identify new, qualified staff to lead all areas of the College. Faculty positions are also being posted and some retirements have been submitted.

Dr. McCurdy noted that the College is in the final stage of the Facilities Master Plan and is working with an outside consultant. A full summary of the Master Plan will be brought to the November Board meeting.

Dr. McCurdy drew attention to the recent budget hearings and presentations when the College participated with the Maryland Higher Education Commission (MHEC) and the State's Capital Debt Affordability Committee (CDAC). The full presentation from the MHEC meeting, which contained the major capital projects as well as operating funds, was provided within the Board packet.

The full presentation from CDAC was also provided in the Board packet. Dr. McCurdy noted that BCCC does not carry any debt and that the College may have done better by carrying some debt to fund needed

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capital projects in the past. Carrying small debt may allow for the College to benefit from expansion. The College has no wellness or fitness facilities and there is no place on campus for the community to come together besides the auditorium. The College is also lacking a functional student center. Dr. McCurdy said that the College needs to be a place for students and members of the community to come together. When you look at the numbers of City students going to CCBC, you can see the facility differences.

Chairman Schmoke asked about BCCC being a state institution and what flexibility the College has to borrow. Dr. McCurdy stated that the College is looking into that now and noted that USM has the capacity to borrow and carry debt. The library and life sciences buildings should have been renovated years ago.

Dr. McCurdy reported that the College is on the last stage of getting state approval for the new ERP System and that she expects to bring back the approval from the Board of Public Works (BPW) to the November Board meeting to fully execute the contract.

Dr. McCurdy noted that the CIO, Mr. Stephan Byam, has worked with Comcast to bring sponsored internet to our students. The College will pay for the service by utilizing funds from the Institutional portion of the CARES Act.

The College has received approval by the Maryland Department of Budget and Management (DBM) to utilize \$775,000 in unencumbered funds for systems improvements. Dr. McCurdy shared that the funds came from the Administrative Wing project that came in under budget. The funds will be used to replace two existing cooling towers and associated structural steel, and the installation of a building automation system. This is just the latest example of improved collaboration and a free flow of information with the State.

Dr. McCurdy discussed the ways BCCC continues to support the community. Support includes a new CVS Health partnership that is providing free, rapid COVID-19 testing to the community through the end of December. There is also ongoing discussion with CVS Health to establish a “MinuteClinic” at BCCC focused on vaccinations such as flu, shingles, and allergies.

Dr. McCurdy provided an update on the use of CARES Act funding to support students and the College. The College has so far provided one disbursement of the Student portion of the CARES Act to eligible students based on established criteria. In total, \$951,880 was disbursed. Of that, \$56,050 has been returned to the College because either the student information on file was not accurate or the live check was not cashed. Planning will occur to ensure that returned funding gets to the proper students as well as the planning for the next disbursement of funds to eligible students. The College has utilized the Institutional portion of the CARES Act funding to pay for summer textbooks, including shipping (\$265,000); dual enrollment fall textbooks, including shipping (will be summarized at a later Board meeting); shipping of fall textbooks to other enrolled students (will be summarized at a later Board meeting); and sponsored internet for students (up to \$49,000).

Dr. McCurdy shared that the College had recently submitted a required report to the Maryland legislature’s joint budget chairs on contractual employees. In the report, the College noted that data integrity and accuracy is at the forefront and a review of employees has been a significant priority. As a result, the College modified the categorical employee classifications to reflect accurately by isolating the contractual conversion employees based on Board approved parameters. Prior year reports included adjuncts, grant funded employees, employees working less than 30 hours, tutors, and secondary employment. These classifications should not have been included as they are ineligible for contractual conversion.

Dr. McCurdy briefly mentioned ongoing audits and that an audit report will be brought to the November Board meeting.

Chairman Schmoke asked about legislative outreach and if the College is briefing legislative leaders on a regular basis. Dr. McCurdy shared that yes, that engagement continues, and BCCC will be sending additional information to them.

### **Enrollment Presentation**

Dr. Reinhart shared that she is in her fifth week at BCCC. She noted that the College has a very manual process which leads to a significant number of inefficiencies and productivity issues. As Dr. Reinhart is evaluating the entire Student Affairs area, she is determining what needs to be improved and what actions can be taken. The following are areas of Enrollment:

- Admissions
  - There are challenges with tracking students. There are 19,000 applicants who have applied to the College and were admitted but did not register. Admissions is looking at this relevancy of the pool. The College also knows that a number of these are spam and not real students.
- Registration
  - This is an area where additional work is needed. The College needs to properly sequence courses to keep students on track. Work is occurring with Academic Affairs to evaluate the courses that are offered.
- Advising
  - Retention is a major focus in Student Affairs and advisors serve a primary role in that process. The advising area continues to work with new and current students to identify the appropriate courses for the student to take. The advisors are also a major component of the virtual helpdesk as many of the calls coming into the campus are from current students who have registration questions surrounding advising.
- Financial Aid
  - A review is taking place on how the College can make financial aid more seamless and electronic. BCCC continues to promote the Free Tuition initiative which allows eligible students to combine federal, state, city, and institutional awards. As with other areas in Student Affairs, processes and procedures in Financial Aid are being reviewed and simplified.
- Dual Enrollment
  - The 10-week and second 8-week sessions helped with the overall enrollment for Fall 2020. As was previously shared, the 10-week session assisted with the dual enrollment registrations. The College registered 304 students from 5 high schools into 15 sections and discussions are underway on Spring 2021 offerings. BCCC meets with representatives from Baltimore City Public Schools on a regular basis to discuss current enrollments and to begin planning for the coming semester.

Dr. Reinhart noted that as of October 16, 2020, BCCC is down 9.1% over fall of 2019. Headcount last fall (2019) was 4,601 during this fall (2020) it stands at 4,181. BCCC has processed most of the withdrawals for non-attendance so Dr. Reinhart does not expect the number to change much beyond this.

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Dr. McCurdy shared that the enrollment decline at the College is experiencing is in the middle of where other Maryland community colleges are experiencing. Dr. McCurdy also noted that the College is eliminating barriers that were not necessary within financial aid, admissions, and registration. Issues included packaging financial aid for students and the point when students received financial aid to purchase books.

#### Historical Fall Enrollment Headcount Trends (2000-2010)

Ms. Burrell shared a chart of the historical fall enrollment headcount trends. Looking back from 2000-2010, the total headcount was around 7,000. During this period, the College had a larger number of part-time headcount compared to full-time. Another variable that was looked at was the purge process. Looking at prior years, the purge process was consistently high.

#### Historical Fall Enrollment Headcount Trends (2010-2020)

Trends have shown a change to part-time headcount from over 4,000 in 2010 to just under 3,000 in 2020 as of October 16. In 2011, headcount remained flat around 7,000. In 2012, there was a sharp decline in total headcount down to 5,474. Some changes were made at the federal level. The College also went on probation in 2011 by not meeting Middle States requirements. Another factor was the purge process. In 2012, the number of purges increased from 6 the prior year to 45. The total headcount has continued to trend downward. COVID-19 has had a real impact on 2020 headcount. Historically, 7,000 is the College's target.

Chairman Schmoke said that the inefficiencies and barriers that were identified are likely impacting students deciding to go to other institutions. Trustee Pfeifer said how much she appreciates the honest look that is happening with data and the operations to make the needed improvements for City students.

Trustee's Perkins-Cohen and Weiss noted the information and the deep dive that has occurred to develop the presentation. Trustee Brothers said that while the College looks at the dynamics that exist that may be unique to Maryland, it should also look at what exists for community colleges, for example, located in Cleveland that have made great strides. Dr. McCurdy said that in her prior experience, costs were cut, and student success was prioritized. The College is also reviewing the high cost of textbooks. Previously, some vendors worked with individual faculty which likely resulted in higher costs for our students.

#### **MOTION FOR ADJOURNMENT**

**ACTION:** Chairman Schmoke requested a motion, under the State's Open Meeting Law to adjourn the October 21, 2020 Open Session Meeting at 5:31 p.m., and to reconvene for the Closed Session. Trustee J.C. Weiss motioned for the adjournment of the October 21, 2020, Open Session Meeting and Trustee Leonor Tannhauser Blum seconded the motion. The vote was unanimous.

**NEXT MEETING: November 18, 2020**

**Attendance:**

- Dr. Debra L. McCurdy, President
- Ms. Maria Rodriguez, Esq., General Counsel
- Dr. Rose Reinhart, VP of Student Affairs
- Ms. Dawn Kirstaetter, VP of Advancement and Strategic Partnerships
- Dr. Liesl Jones, VP of Academic Affairs
- Dr. Debora Johnson-Ross, Director of Mayor's Scholars Program
- Mr. Stephan Byam, Chief Information Officer
- Ms. Lyllis Green, Chief Internal Auditor
- Ms. Channa Williams, Interim VP for Finance and Administration
- Ms. Becky Burrell, VP of Institutional Effectiveness and Planning
- Mr. Robert Roop, Director, Human Resources
- Mr. Kevin Large, Special Assistant to the President and Director of Government Relations

**BCCC Staff Present:**

Charles Wilson, Edward Ennels, Eileen Hawkins, Scott Born, Pat Mikos, Sylvia Rochester, Valerie Grays, Denise Holland

**Others Present:**

Kristin McFarlane, Assistant Attorney General, Office of the Attorney General