

Baltimore City Community College

Dr. Debra L. McCurdy
President

Board of Trustees **Open Session**

Mr. Kurt L. Schmoke
Chair

WEDNESDAY | OCTOBER 21, 2020



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session

BOARD OF TRUSTEES

Kurt L. Schmoke, Esq.
Chair

Leonor Tannhauser Blum

John Brothers, LPD

Jason Perkins-Cohen

John D. Lewis

Lelia F. Parker, Esq.

Rachael Y. Pfeifer, PhD

John C. Weiss, III

PRESIDENT

Debra L. McCurdy, PhD



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 1 | Approval of the October 21, 2020 Agenda



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

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

<https://us02web.zoom.us/j/83094968613>

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| I. Call to Order | Mr. Kurt L. Schmoke, <i>Chair</i> |
| Adoption of Agenda (Vote) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| a. Approval of the October 21, 2020 Agenda (Tab 1) | |
| II. Board Actions / Consent Agenda (Vote) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| a. Approval of the September 16, 2020 Minutes (Tab 2) | |
| b. Student Government Association Report (Tab 3) | |
| c. AFSCME Local #1870 at BCCC Report (Tab 4) | |
| d. Faculty Senate Report (Tab 5) | |
| III. Items Removed from the Agenda (Tab 6) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| a. AFSCME Local #1870 at BCCC Report (Tab 4) | |
| IV. New Business (Tab 7) (Vote) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| ▪ Maryland Higher Education Commission
Performance Accountability Report | Dr. Debra McCurdy, <i>President</i>
Ms. Becky Burrell,
<i>VP Institutional Effectiveness</i> |
| V. College Policies (Tab 8) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| ▪ None | |
| VI. President's Report (Tab 9) | Dr. Debra McCurdy, <i>President</i> |
| a. Cabinet Division Reports (Information) | |
| b. Realignment Tasks Update (Information) | |
| VII. Presentations (Tab 10) | Dr. Debra McCurdy, <i>President</i> |
| ▪ College Enrollment | Ms. Becky Burrell,
<i>VP Institutional Effectiveness</i>
Dr. Rose Reinhart
<i>VP Student Affairs</i>
Ms. Channa Williams,
<i>Interim VP Finance & Administration</i> |
| VIII. Active Search Listing (Tab 11) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| IX. Motion for Adjournment | Mr. Kurt L. Schmoke, <i>Chair</i> |



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 2 | Approval of the September 16, 2020 Minutes



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | September 16, 2020 (Virtual Zoom Meeting)

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 September 16, 2020

ACTION: Chairman Schmoke requested a motion to adopt the September 16, 2020 Meeting Agenda. Trustee J.C. Weiss motioned for the adoption of the September 16, 2020 Agenda and Trustee Rachel Pfeifer 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 June 17, 2020 Minutes**
- B. Student Government Association Report**
- C. AFSCME Local #1870 at BCCC Report**
- D. 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 – keep this section in here

- A. Student Government Association Report**
- B. AFSCME Local #1870 at BCCC Report**

NEW BUSINESS

A. Information Technology Plan

Mr. Stephan Byam provided a progress update. BCCC continues to maintain a “Green” status from the Maryland Department of Information Technology (DoIT) on the ERP project. Since providing the last update, Mr. John Schiesler has joined the BCCC team as the Director of Enterprise Application.



ERP milestones are as follows:

- April 2020 – Pre-Proposal Conference and RFP sent out
- May 2020 – RFP Responses due
- June 2020 – Vendor Proposal Review Started
- July 2020 – Technical Evaluation, Financial Evaluation, Best and Final Offers Received
- August 2020 – Contract Review and Negotiations
- September 2020 – Contract Review and Negotiations

The prevailing vendor proposal has demonstrated the most comprehensive solution to meet the needs of the College, based on the College’s functional requirements

Mr. Byam stated that once the College receives the approval from the Board of Trustees and the State to proceed, the implementation process is estimated to take approximately 21 months.

COLLEGE POLICIES

None.

PRESIDENT’S REPORT

Dr. Debra L. McCurdy stated that BCCC continues to move forward with the Realignment and that the Board has been provided excerpts of each Realignment Task update that will be submitted to the legislature in the coming weeks. The Board will receive the full Realignment Report for the October Board meeting. Scholarship packages are being put together to support the financial needs of students. A lot of promotion was also done including press releases, social media, and radio interviews.

BCCC is pleased to be working closely with Baltimore City Public Schools on dual enrollment. Students are currently getting enrolled and there is potential to have 400 dual enrollment students from public and area private schools.

Dr. McCurdy shared that the PowerPoint presentation from the President’s Forum on August 12 has been provided to the Board.

Dr. McCurdy noted that as the College is unraveling processes and procedures that were not working, new and needed processes are being instituted. The chaos has been exposed and therefore the Realignment and the change is needed for the institution.

Dr. McCurdy shared an updated on the Fiscal Year 2022 capital budget request. The request includes \$1,560,000 in planning funding for the Learning Commons renovation and addition; \$2,270,000 in planning funding for the Nursing Building renovation and addition; and \$4,247,000 in deferred maintenance needs of the College. As shared in the previous section, in addition to the \$3.2 M cut from BCCC’s FY21 budget, also eliminated was the grant funding for facilities renewal that would have provided BCCC with \$500,000 for deferred maintenance projects. The College’s deferred maintenance needs continue to grow without adequate investment from the state.



Dr. McCurdy provided an update on the free summer textbooks that were provided to students. The College utilized the institutional portion of the federal CARES Act funding. BCCC continues to look at what else can be done to support students, including the possibility to purchase laptops that can be loaned to students. CARES Act funding will likely be used to support these initiatives.

Dr. McCurdy shared information on the Fiscal Year 2021 budget cuts that were made by the state and that some consolidation has needed to be made. The College has raised major concerns with the Maryland Department of Budget and Management (DBM) and has received support for legislative leaders such as Senator's Hayes and McCray. The cuts were unfair as other 2-year institutions did not have similar reductions. Discussions are ongoing to find out if those dollars will be restored or will if the College will return to the legislative funding formula for Fiscal Year 2022 and beyond.

To support some of the deferred maintenance needs of the College, Dr. McCurdy noted that there were dollars left from the Administrative Wing project, totaling around \$1 M. The College will have access to and take advantage of those funds to tackle some of the smaller deferred maintenance projects.

Dr. McCurdy shared a summary of the Joint Chairmen's Reports that the College has submitted to date and the remaining ones that are due.

Dr. McCurdy mentioned her recent discussion with City Council President Scott. They talked about ways the City can continue to support BCCC. As the Maryland General Assembly Legislative Session approaches, Dr. McCurdy stated that she will be setting up additional meetings with area elected officials to discuss the College's priorities and how they can support them. Information will also be shared with Board members. The legislative agenda is being set and the College is looking to again include the procurement threshold legislation.

Dr. McCurdy spoke about the College's support for the community including a partnership with Councilman Pinkett on produce distribution, free summer meals, BCCC as an early voting and election day site, and BCCC having discussions with CVS Health to be a COVID-19 testing site.

Dr. McCurdy stated that the College was evaluating all of its leased space to determine if changes need to be made and will be having additional discussion with the Maryland Department of General Services (DGS) about the full portfolio. An example is that the College had a leased property on Preston Street and have since moved those functions to the South Pavilion of main campus. Mr. Michael Thomas provided that the College had workforce functions there including warehousing, construction trades, and once computer class. By making this change, the College has saved over \$160,000.

Chairman Schmoke asked if BCCC suspended athletics for the fall. Dr. McCurdy shared that the basketball season has been moved to the spring. The College is staying up to date with NJCAA guidance and most institutions are trying to avoid having contact sports. The President also shared that the College's gymnasium is currently not in use.

Chairman Schmoke returned to the Preston Street leased property and inquired if it was owned or leased and it was confirmed that it was a leased property. Trustee Jason Perkins-Cohen asked about those classes from Preston Street and if they were currently being offered. Michael Thomas stated that they were not currently being offered but were being set up so that they are available when in-person instruction returns.



Chairman Schmoke asked about the status of Year Up and was informed that Year Up is phasing out their Baltimore operation. This news was announced several months ago. Discussions are ongoing about aspects of Year Up and if it should be retained at the College.

Chairman Schmoke drew attention to the list of active searches that are currently open at BCCC.

Dr. McCurdy reported that the College has added a 10-week session for fall. Ms. Becky Burrell Noted that Realignment Task #5 addresses the College's enrollment and that there was a delay in registration for the fall that impacted our students being able to enroll on time. The College is being very strategic with adding specific demographics such as dual enrollment students from City Schools. BCCC's headcount at the end of last fall semester was 4,909. The College is being optimistic that at the end of this fall semester, headcount will be over 5,000 and the goal is to at least remain flat. Great strides have been made over the last 4 weeks. Dr. McCurdy added that Dual Enrollment students still need to be included and the 10-week session presents an additional enrollment opportunity.

Chairman Schmoke asked Trustee Pfeifer what the City Schools perspective is on Dual Enrollment. Trustee Pfeifer responded that there were no limitations on the College's side. There are Dual Enrollment opportunities by high school and the City is looking for opportunities across all high schools. With classes being virtual, City Schools has a better sense what it will look like with the experience of virtual classes from the spring.

Dr. McCurdy introduced BCCC's Registrar, Ms. Sharon Stoddard and Vice President of Student Affairs, Dr. Rose Reinhart. Both come with very strong student enrollment experience. They have unearthed a lot of processes that were not in place and have begun establishing them including shoring up the needed infrastructure that was not previously at the College.

Ms. Stoddard noted that the past four weeks have been exciting. The registration and admissions web pages have been updated to make it easier for students. In addition, the registration portal has been updated so that students can quickly register. Collaboration is happening across the College and areas have shared some of their staff to take on some of the incoming calls so that the Registration area could work on outbound calls to potential students and those missing documents. Communications have also been improved to better explain the process to students. The College is excited about the current enrollment projections.

Trustee Jason Perkins-Cohen asked if the Board could be provided the last five years of enrollment. Dr. McCurdy said that it would be shared electronically and will be part of the Board information for October.

Dr. McCurdy also introduced Ms. Channa Williams who was recently brought on as Associate Vice President for Budget, Finance, and Grants. With Mr. Donal Christian leaving the institution to devote more time to his family, Ms. Williams has stepped in as Interim Vice President. Ms. Williams previously worked in the business office of Baltimore City Schools.



MOTION FOR ADJOURNMENT

ACTION: Chairman Schmoke requested a motion, under the State’s Open Meeting Law to adjourn the September 16, 2020 Open Session Meeting at 5:04 p.m., and to reconvene for the Closed Session. Trustee J.C. Weiss motioned for the adjournment of the September 16, 2020, Open Session Meeting and Trustee Rachel Pfeifer seconded the motion. The vote was unanimous.

NEXT MEETING: October 21, 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. Michael Thomas, VP of Workforce Development
- Ms. Sharon Stoddard, Registrar
- Ms. Sylvia Rochester, Dean of Enrollment Management and Bookstore

BCCC Staff Present:

Alta Cannaday, Denise Holland, Dr. Charice Hayden, Edward Ennels, Karen Mobley, Naesea Price, Patricia Edwards, William Fleming, Virgie Mason, Eileen Hawkins, Sharon Stoddard, Dr. Daphne Snowden, Professor Kimara, Daniel Izume, Kevin Large

Others Present:

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



BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

BOARD ACTIONS / CONSENT AGENDA

TAB 2 | Approval of the September 16, 2020 Minutes

TAB 3 | Student Government Association

TAB 4 | AFSCME Local #1870 at BCCC

TAB 5 | Faculty Senate Report



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 3 | Student Government Association Report



Baltimore City Community College
STUDENT GOVERNMENT ASSOCIATION
Board of Trustees, October 21, 2020

Student Government Association

The main focus during this time frame was the election of new officers and leaders for the 2020-2021 academic year. The following new leaders were elected:

President – Favour Okonkwo

Vice President – Victoria Akingbehin

Parliamentarian – Kerstyn Myers

Secretary – Florence Akingbehin

Treasurer – Chirs Mukendi

Senators – Temiolaoluwa Amusan, Vicor Omoniyodo and Ifeoluwa Olasehinde

Activities and Events

September 11th 9/11 Remembrance Event - The Office of Student Life and Engagement and the Student Government Association held its annual event which marked the 19th year of the 9/11 attacks. The program this year included participation in the 9/11 MEMORIAL & MUSEUM Annual Anniversary in the Schools Webinar. The program allowed students to connect with museum staff and guest speakers to learn about the attacks and the importance of commemoration and to share their own reflections. The program was held from 12 – 1 pm.

September 17th Constitution Day - BCCC's Annual Constitution Day was co-sponsored by the Student Government Association, History Club, Anthropology and Sociology Club and the Office of Student Life and Engagement. The guest speaker was BCCC History Professor Rebecca Johns Hackett. She spoke on the ways in which the Constitution impacted the status of African Americans. The virtual event was held from 11 am – 12:30 pm.

September 22nd National Voter Registration Day (Voter's Information Lounge) - In recognition of National Voter Registration Day, the Student Government Association and the Office of Student Life and Engagement sponsored a Virtual Voter Registration Lounge. Students and staff were able to stop by and learn about updated information for voter registration and the upcoming November Elections. The event was held virtually from 11 am to 12 pm.

September 29th Presidential Debate Watch Party - The Student Government Association and the Office of Student Life and Engagement held a virtual watch party for the 2020 US presidential candidates (Joe Biden and Donald Trump). The event was held from 9pm until 11:15pm. The event was well attended with over 30 participants with discussions continuing for almost an hour after the debate concluded.

September 30th SGA Candidate Meet and Greet - The Office of Student Life and Engagement, in conjunction with the Student Government Association held a virtual Meet and Greet with the candidates running for SGA leadership positions. The candidates were each asked prepared questions and allowed to mingle virtually with students and staff. The event was held from 12 - 1:30 pm.

Congratulations **NEW SGA* LEADERS!**



Favour Okonkwo
President



Victoria Akingbehin
Vice-President



Chris Mukendi
Treasurer



Kerstyn Myers
Secretary



Temiolaoluwa Amusan
Senator



Ifeoluwa Olasehinde
Senator



Victor Omoniyodo
Senator



Florence Akingbehin
Parliamentarian

*Student Government Association



BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

TAB 4 | AFSCME Local #1870 at BCCC Report

- No Report Submitted



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 5 | Faculty Senate Report

BALTIMORE CITY COMMUNITY COLLEGE

Faculty Senate President's Report to Board of Trustees

Prepared by Prof. Edward Ennels, President

October 21, 2020

I am pleased to share with the Board of Trustees that the Faculty Senate leadership has been in active discussions with BCCC President Dr. Debra McCurdy and Vice President for Academic Affairs Dr. Liesl Jones to resolve issues of concern within the Academy. We are very grateful for their willingness to engage in thoughtful and reflective discussions on how to build a stronger and more unified Academy. We have developed a plan for more effective communication and greater collaboration between the faculty and administration which has already produced a number of positive results. With this new plan in place, we will begin to reframe discussions in a more positive light giving Dr. McCurdy and Dr. Jones our full support and confidence as we continue addressing key challenges facing the Academy and we work collaboratively to address ongoing issues of concern. We must choose to succeed together through compromise for the greater good of our students and Baltimore City Community College. The administration has a highly motivated and talented Faculty Senate ready to provide support in advancing the mission and vision of Baltimore City Community College!

Faculty Senate Activities: As the College is undergoing major transformation, so to must the Faculty Senate reorganize how it conducts its business. As Faculty Senate President, I am getting a better understanding through my meetings with the Dr. McCurdy and Dr. Jones how the Faculty Senate fits into the bigger picture in moving the institution forward. The Faculty Senate Executive Committee is certainly willing to work with the administration to update policies and procedures that will best serve our students and the institution. As I conveyed to the President and the VPAA, the Faculty Senate Standing Committees are here to support the work of the College and do not work in isolations from administrative involvement and input. The work always originate within the Schools from the VPAA's directive to the Deans from the Deans to the Associate Deans and from the Associate Deans to the faculty working collaborative with the administration to achieve Division goals. It's only "after" the work is done within the School by all parties deemed necessary by the VPAA are things then brought to the attention a Faculty Senate Standing Committees for a vote and then the SEC for a vote with final approval from the VPAA, as policies and procedures stipulate. This kind of collegial exchange serves to support and strengthen shared governance within the College and encourages buy-in of the Faculty Senate in moving initiatives forward.

Faculty Senate Student Learning Outcomes and Assessment (SLOA) Committee: Student Learning Outcomes and Assessment (SLOA) Committee Co-Chairs Professors Terry Doty and Rebekah Kimara met with VPAA Jones in September to discuss student learning outcomes assessment and the work of the committee. SLOA Committee Goals for 2020-2021 include establishing methods to evaluate the assessment process to aid in future updates and revisions to the SLOA process and manual; review manual for updates (i.e. Vision and Mission) and update assessment process accordingly using 2020 Middle States Standards, and support faculty through formal training through events such as faculty academy and assessment day, as well as holding "open lab" type workshops, especially around the time that reports are due, to assist faculty with outcomes assessment and departments in setting up a time line for their programs/courses.

Faculty Senate Program Review and Evaluation Committee: The Program Review and Evaluation Committee (PREC) Chair Dr. Katana Hall met, via phone, with VPAA Jones on 9/9/2020 and identified two additional steps for incorporation to the new PRE processes effective immediately 1.) Inclusion of an additional step for the Deans (exclusively) after the initial

Worksheet Phase One is completed with input/data collection from Program Coordinators, Teaching Faculty, Associate Deans, Deans, and OIR and inclusion of the Office of Institutional Research in assessing, evaluating, and reporting the data associated with the retention and enrollment numbers of the in-cycle programs against those of the college within the PRE Worksheet. PREC Chair Hall also met, via phone, with VPAA Jones on 9/17/2020 to confirm when the deadline dates would occur for program review and evaluation in this cycle. Deadlines for these steps most appropriately fit into Phase Two (the spring semester). The VPAA agreed that Deans should have their data (uploaded into the Phase One Worksheet by January 16 at noon and OIR should upload their components uploaded by February 15. Doing so allows the process to remain on schedule as PREC Reviewers will have approximately two weeks to review documents before the March 1 deadline.

Faculty Senate Curriculum and Instruction Committee: Prof. Paul Long has been appointed to serve as the Curriculum and Instruction Committee Chair. Under VPAA Dr. Jones' directive, work has begun on review of programs, education plans, and courses. Program updates, new programs, course updates, and new courses are processed through the Curriculum and Instruction Committee. It is the role of the CIC to 1.) approve the deletion of obsolete courses and curricula 2.) approve major changes made in existing courses/curricula and in the academic graduation requirements set by the College 3.) report to the Faculty Senate Executive Committee and work in cooperation with the Vice President of Academic Affairs or his/her her designee.

Faculty Senate Faculty Evaluation Committee: This committee monitors the documents and process by which faculty members are evaluated and is currently chaired by Prof. Tracy Leshan. Some 2019 calendar year faculty evaluations are still outstanding and are being address by VPAA Dr. Jones. Updates to the Faculty Contract System is something the Faculty Senate would like to finalize with the administration within Fall 2020 semester. Discussions have already begun. Based on my discussions with Dr. Jones and Dr. McCurdy, I updated the Faculty Senate Executive Committee on a proposed framework. Working with the Faculty Evaluation Committee, with input from the Faculty Senate Executive Committee and additional input from the administration, I took the initiative to develop a framework for discussion on a proposed Faculty Contract System that is fair and balanced given discussions on both sides. There will be follow up meetings to discuss the details with further input from administrators, the Faculty Senate Executive Committee, the Faculty Evaluation Committee, and the full Faculty Senate.

Faculty Senate Instructional Technology Committee: The Instructional Technology Committee (ITC) has been hard at work under the leadership of Co-chairs Dr. Denise Holland and Dr. Charice Hayes. Detailed conversations with new committee members have included 1.) The role of the ITC as an advisory committee to the Department of Information Technology (IT) including a designated ITC member to serve on the IT Committee. 2.) The need for ITC member participation/representation in a College wide manner which may include: increased ITC participation during Faculty Academy and facilitation of faculty-focused workshops/presentations (possibly quarterly). Prof. Daniel Izume has begun exploring options for sharing his expertise/experience by way of a faculty-focused workshop regarding disability specifics for the Zoom platform as virtual instruction delivery 3.) Invite Mr. Brian Terrill, Director of E-Learning, to attend future ITC meetings.

Maryland Higher Education Commission, Faculty Advisory Council (MHEC FAC)

The Maryland Higher Education Commission Faculty Advisory Council (MHEC FAC) meets every 2nd or 3rd Tuesday out of at least 8 months of the academic school year. The meetings are held from 1:30 p.m. until 3:30 p.m at one of the MHEC member institutions (college or university) and the locations are rotated. Due to the Pandemic, all meetings are now held virtually via GoTo

Meetings. The MHEC FAC is comprised of a faculty member from every public and private two year or 4-year college or university in the state of Maryland. In addition to faculty representatives, a representative/liaison from MHEC works with the FAC. Currently, Dr. Emily Dow, MHEC's Assistant Secretary of Academic Affairs, is the liaison, and she works closely with the FAC. Either Dr. Dow or the FAC Chair emails the Meeting Agenda before each monthly meeting. The FAC is tasked with providing a faculty perspective regarding policies, procedures, and proposals under consideration or review by the MHEC Board of Commissioners. In addition, the FAC is tasked with raising issues and the concerns of faculty that the Board may need to hear. The FAC conducts studies and compiles special reports.

During each meeting, Dr. Dow notifies and updates the FAC on pending state legislation which affects higher education. Dr. Dow also provides information on statewide initiatives and professional development opportunities that need to be shared to our campus personnel. Also, during the monthly meetings, FAC members break up into subcommittees which ultimately prepare reports and studies to be presented to the entire FAC and sometimes the MHEC Board of Commissioners. Each faculty representative of the FAC is expected to attend all meetings and to actively engage in discussions and sub-committee work. I was notified by Prof. Angelique Cook-Hayes at the beginning of the Fall 2020 Semester of her need to resign as BCCC's representative on MHEC's Faculty Advisory Council. She served in this role for the last 7 years. Prof. Cook-Hayes notified Dr. Emily Dow that she is stepping down. As a result, the Faculty Senate Executive Committee through unanimous consent in our SEC meeting on Friday, September 18, 2020, recommended Prof. Laura Pope to serve as BCCC's new representative on MHEC's Faculty Advisory Council. VPAA Dr. Jones has approved and forwarded Prof. Pope's name to MHEC's Assistant Secretary of Academic Affairs. The next MHEC Faculty Advisory Council meeting is on Tuesday, October 20, 2020.

Respectfully Submitted,

Prof. Edward Ennels
President of the Faculty Senate



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 6 | Items Removed from the Agenda

- AFSCME Local #1870 at BCCC Report



BOARD OF TRUSTEES
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TAB 7 | New Business

- Maryland Higher Education Commission Performance Accountability Report



Baltimore City Community College

CABINET UPDATE

Board of Trustees, October 21, 2020

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

2020 PERFORMANCE ACCOUNTABILITY REPORT SUMMARY

The Performance Accountability Report (PAR) is 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 34 indicators established by MHEC with input from the statewide affinity groups.

MHEC requires that each institution's governing board approve their PAR. The 2020 Report must be submitted to MHEC by November 6, 2020.

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

Baltimore City Community College's (BCCC) 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 by 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).

State Plan 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 increase 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%.

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

Responses to the 2018 Graduate 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.



BALTIMORE CITY COMMUNITY COLLEGE 2020 PERFORMANCE ACCOUNTABILITY REPORT

I. MISSION

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.

II. INSTITUTIONAL ASSESSMENT

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

Baltimore City Community College's (BCCC) annual unduplicated credit headcount increased by 10.6% to 6,694 in FY 2020 (Indicator 1b). The market share of first-time, full-time freshmen continued to increase to 27.5% in fall 2019 and the market share of part-time undergraduates increased by 12.3 percentage points to 35.4%, an increase of 933 students (Indicators 2 and 3). The proportion of part-time students increased slightly to 67.8% in fall 2019 (Characteristic A). The characteristics and personal responsibilities of the majority of BCCC's students make full-time enrollment challenging: 50.6% of credit students are 25 years of age or older and 44.4% are employed at least 20 hours per week (Characteristics F and G). Of the respondents to the spring 2020 Community College Survey of Student Engagement (CCSSE), 66.0% of respondents reported that childcare is an important service to them. Prior to the COVID-19 pandemic, BCCC's Clarence W. Blount Child Care Center provided licensed, quality, and affordable day and evening childcare, for children of students and employees (with limited community spaces) ages nine months to five years and offered scholarships through the federal Child Care Access Means Parents in School grant. Course offerings and modalities expanded through accelerated sessions and "Z-courses" which utilize Open Education Resources (OERs) to reduce or eliminate textbook costs. A new 10-week session was created in fall 2020.

The market share of recent, college-bound high school graduates increased from 9.4% in fall 2017 to 38.2% in fall 2018, an increase of 417 students, largely due to the launch of the Mayor's Scholars Program (MSP), a partnership between BCCC, Baltimore City Mayor's Office, and Baltimore City Public Schools (BCPS) (Indicator 4). Through this last-dollar scholarship program for City residents, recent high school graduates may complete an Associate Degree, Certificate, or workforce development program with tuition and fees covered. Over 300 MSP students participated in the 2018 summer bridge program and over 400 participated in summer 2019. BCCC developed a virtual summer 2020 bridge program for the third cohort of over 200 MSP participants. The number of dual enrolled high school students increased to 245 for fall 2019 with the latest cohorts from Carver Vocational Technical and Paul Laurence Dunbar High Schools (Indicator 5). The first New Era Academy P-TECH cohort focused on transportation. In fall 2019, BCCC faculty taught developmental math at Digital Harbor and Forest Park High Schools through the STEM Core partnership with BCPS and continued teaching at Bais Yaakov.



Enrollments in credit online courses increased to 7,200 in FY 2019 (Indicator 6a), prior to COVID-19. In fall 2019, 10.5% of credit students enrolled exclusively in online classes and an additional 33.7% enrolled in both online and face-to-face classes. In 2019, the following degree programs could be completed entirely online: Business Administration, Business Management, Accounting, Law Enforcement/Correctional Administration, General Studies, and Transportation and Supply Chain Management (along with the Certificate program). Continuing education online course enrollments increased to 1,494 in FY 2019 (Indicator 6b). WDCE has increased digital literacy across all program areas and expanded access to online learning overall. Prior to COVID-19, the focus was on further developing computing access and skills with the intent to grow online-course enrollment. Since COVID-19 and the transition to remote learning, all classes are delivered online and students have become increased their digital skills.

Low incomes and extensive personal and job responsibilities are characteristic of most BCCC students, making affordability a key issue; 44.4% of our credit students work more than 20 hours per week and 38.5% received Pell grants in FY 2019 (Characteristics G and E). Spring 2020 CCSSE respondents reported that 46.9% use their own income/savings as a source for paying their tuition and 46.6% reported that the lack of finances is likely to be what would cause them to withdraw from class or college. As noted in its mission, BCCC is committed to providing quality, affordable, and accessible education to its diverse population and strives to keep tuition and fees at a fraction of those for Maryland public four-year institutions. The College stayed below its benchmark at 34.7% in FY 2019 (Indicator 7). The flat rate tuition and fee schedule for enrollment of 12 to 18 credits and the elimination of the application fee remain in place. Easing students' financial burdens is the main reason BCCC is expanding use of OERs. PRE 100 has used OERs exclusively since fall 2017. Over 170 sections of 28 courses used OERs in fall 2019.

BCCC's unduplicated headcount in continuing education decreased to 6,611 in FY 2019 (Indicator 1c.) The Workforce Development and Continuing Education (WDCE) Division remains committed to responding to the needs of the City's citizens and business community. FY 2019 annual unduplicated headcount and course enrollments in continuing education community service and lifelong learning courses decreased to 105 and 124, respectively (Indicator 8). While WDCE offers lifelong learning classes in partnership with community centers throughout the City, requests for classes from partners has declined. WDCE has expanded partners' engagement through quarterly meetings which has pointed to several areas of interest and potential locations. The unduplicated annual headcount and course enrollments in continuing education basic skills and literacy courses fell in FY 2019 to 4,353 and 8,395, respectively (Indicator 9). Refugee resettlement declines continued in the City, State, and nation. This is reflected in the decline in the annual unduplicated headcount in ESOL courses to 2,543 (Characteristic D). BCCC received MORA grants to support the Refugee Assistance and Service to Older Refugees programs through funding to support refugee and asylee access to English language and Citizenship classes. Adult Basic Education (ABE) enrollment continued to fall due to changes in the intake process. In FY 2017, the Test of ABE, a three-hour computer-based test, was implemented and discouraged enrollment. BCCC enhanced support through expanded hours, coaching prospective students, and is exploring more help for initial test-taking such as digital literacy courses.



The percentage of BCCC's minority student enrollment has always exceeded the corresponding percentage in its service area; 93.4% of fall 2019 credit students and 97.5% of FY 2019 continuing education students were minorities versus 69.7% of the City's population (Indicator 10). In fall 2019, 78.3% of full-time faculty and 77.1% of full-time administrative/professional staff were minorities (Indicators 11 and 12). The Human Resources Office leveraged a multitude of channels to attract diverse, qualified, and competitive applicants. All positions are posted on the BCCC website, Indeed.com, HigherEd Jobs, Inside Higher Ed, Academic Careers Online, Diverse Jobs.net, Maryland Diversity.com, Chronicle Vitae, Higher Education Recruitment Consortium, and Glassdoor.com. Specialty niche websites are utilized if positions prove hard to fill including the Society for Human Resource Management, College & University Professional Association for Human Resources, Dice, CareerBuilder, Idealist Careers, Chesapeake Human Resources Association, American Association of Community Colleges, Association of College & University Auditors, International Facility Management Association, and Monster. BCCC utilizes various social media platforms including Twitter, Facebook, and LinkedIn to garner additional applicants. COVID-19 meant no participation in job fairs.

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

While BCCC's fall-to-fall retention rate for developmental students declined slightly to 36.2% for the fall 2018 cohort, the four-year developmental completer rate increased by 4.2 percentage points for the fall 2015 cohort to 33.1% (Indicators 13a and 15). With most students requiring developmental coursework, 90.2% of all first-time entrants in fall 2019, focus must remain on successful developmental completion and the initiatives to increase retention and persistence, particularly in students' first year (Characteristic B). In summer 2020, BCCC began utilizing multiple measures to assess students for developmental or college-level coursework. While the fall-to-fall retention rate for the 2018 cohort of Pell grant recipients fell to 34.8%, the number of Pell grant recipients increased by 257 students in FY 2019 (Characteristic E and Indicator 14a). BCCC served as a site for the Maryland Higher Education Commission's Guaranteed Access Grant and Maryland Community College Promise Program outreach. Financial Aid staff present information as part of New Student Orientation and PRE 100 and provides FAFSA assistance to students and parents. The Student Support and Wellness Services Center offers activities throughout the year, on campus and virtually, for exercise, stress and time management, and mental health awareness and resources. Counseling sessions are offered via various platforms.

BCCC's overall successful-persister rate increased to 57.1% for the fall 2015 cohort and the developmental completers' rate increased to 76.7%, nearly triple that of the developmental non-completers (Indicator 16). The successful-persister rate for African American students increased to 54.5%, mirroring the increase of the overall cohort (Indicator 17a). The overall four-year graduation-transfer rate increased to 41.5% and to 51.7% for the developmental completers (Indicator 18). The graduation-transfer rate increased to 39.3% paralleling for the total fall 2015 cohort (Indicator 19a). Increased developmental completion impacts nearly all other outcome metrics. The need for remediation remains high; BCCC must remain focused on removing barriers to completing developmental courses and all program requirements. Streamlined developmental math and reading/English courses have made a positive impact. BCCC continues



to expand support services, creative scheduling options, financial aid literacy and information access, and staff training. Student success remains BCCC's number one strategic priority.

BCCC's federally funded Student Support Services/Students Taking Action in Reaching Success (TRIO/SSS-STAIRS) program is designed to increase the retention, graduation, and transfer rates of low-income, first-generation college students and students with disabilities needing academic support. In AY 2019-20, the program served 231 students, most of whom were low-income and first-generation, who received individualized, intensive support services and book scholarships. Of the 231 students, 52 graduated and 28 planned to transfer to senior institutions. The annual "Clothing Swap and Shop" helped students build professional wardrobes for interviews, internships, and work. A "Building Personal Wealth: Meet and Eat" session focused on budgeting and financial goals; "Goal Setting and Vision Board" focused on educational, career, and personal SMART goals. All services have continued virtually or online. Students schedule appointments for advising and registration assistance via Bookings 365. The STAIRS Canvas course has self-guided learning activities, links to key websites, assessments, and modules for tutoring, free online resources, personal finances, learning styles, financial aid information, career exploration, and college survival skills. Frequent Zoom sessions, emails, and phone calls helped to build a virtual community, focus on academic goals, and share successes.

The total number of degrees and certificates awarded fell slightly to 629 in FY 2019 (Indicator 20). The number of STEM awards increased to 330 in FY 2019 and enrollment in STEM programs increased to 2,346 in fall 2019 (Indicator 21a and 21b). The Cyber Security and Assurance programs awarded their first degrees and certificates in FY 2018 with 9 in total; in FY 2019, the number of awards increased to 53. The Robotics/Mechatronics certificate program, launched in 2018, saw its first 3 graduates. Other programs with notable increases in awards include the Nursing degree, Practical Nursing certificate, and Computer-Aided Drafting & Design certificate. In 2020, BCCC was awarded the One Step Away (OSA) Grant designed to support degree completion for students who left within 15 credits of degree completion, were in good academic standing, and last enrolled between fall 2016 and spring 2019. BCCC's goal is to reenroll 68. OSA objectives are to implement a degree audit system; enhance outreach strategies; and enhance student support via academic, financial, and/or social advising for smooth reentry and completion. BCCC's graduate satisfaction with educational goal achievement increased to 96.7% for the 2018 graduates (Indicator 22). Surveys of non-returning students show that 56.7% of respondents completely or partly achieved their educational goal (Indicator 23). While reasons for leaving vary, 62.5% of those who did not meet their goal said they plan to return to BCCC. The most common reason cited for those who did not meet their goals was "financial reasons."

BCCC graduates' licensing examination pass rates remained high with increases in Licensed Practical Nursing to 93.8%, Physical Therapy Assistant (PTA) to 83.3%, and Respiratory Care (RC) to 84.6% (Indicator 25). Dental Hygiene fell below 100% for the first time in over five years to a pass rate of 84.6% and the Nursing pass rate fell slightly to 80.8%. In anticipation NCLEX changes in 2021, Nursing faculty obtained the testing blueprint and are modifying curriculum components to support the new methods of testing. The Nursing, RC, PTA, and Dental Hygiene faculty have established tutoring chat shells in every course to provide more contact time with students. The performance of transfer students at senior institutions increased



in AY 2018-19. The percentage of students with a cumulative GPA of 2.0 or above after the first year increased to 81.6% and the mean GPA after the first year climbed to 2.76 (Indicator 26). Transfer program graduates' satisfaction with transfer preparation fell to 70.0% (Indicator 24). Due to COVID-19, campus-based transfer fairs were not possible for most of 2020. BCCC will join over 120 institutions in the first Statewide Virtual Transfer Fair in October 2020. The Maryland Association of Community College's website will serve as the central web portal. BCCC is committed to student success by allocating as much of its resources as possible to instruction, academic support, and student services (Indicator 27). While the percentages of expenditures spent for instruction, academic support and student services decreased slightly in FY 2019, the dollars expended increased. One-time charges in the "other" category resulted in an increase in the total dollars spent for the fiscal year. The dollars spent for instruction, academic and student services continue to emphasize the commitment by the College to BCCC's students.

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

Responses to the 2018 Graduate Follow-Up Survey show that 83.3% of career program graduates were employed in a field related to their BCCC program and 86.4% were satisfied with the job preparation they received at BCCC (Indicators 28 and 29). 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 (Characteristic I). Responses to the 2020 CCSSE show that 73.4% of respondents felt their time at BCCC contributed to their developing clearer career goals and 76.7% said it contributed to them gaining information about career opportunities. Students receive information about BCCC's Career Development Services from their first semester via PRE 100 through completion and job placement. WDCE integrates job readiness and placement services in all programs. Granville T. Woods Scholars participated in summer internships at the Washington Centers, many in STEM areas, and in internships at the WBJC radio station.

The annual unduplicated headcount and course enrollments in workforce development decreased in FY 2019 primarily due to the loss of the Department of Labor grant for cyber security and assurance training, Department of Transportation grant for distribution logistics training, and non-renewal of contracts for weatherization readiness and job readiness services (Indicator 30a and 30b). The annual unduplicated headcount in Continuing Professional Education leading to government or industry-required certification or licensure fell while course enrollments increased (Indicator 31a and 31b). While COVID-19 presented challenges in FY 2020, BCCC anticipates increased enrollment in FY 2021. Programs have been realigned, in partnership with the Mayor's Office of Employment Development, with the City's economic and workforce needs. WDCE is working with organizations across industry sectors to explore opportunities to offer new and incumbent workers training and certifications for high-skill, high-wage job and career options. BCCC added programs to the Workforce Investment Opportunity Act (WIOA) Education and Training Partner Eligibility List and is an approved provider for the Department of Human Services (DHS) Education and Training Program. In FY 2021, BCCC has funding for up to 230 recipients of DHS and Department of Social Services benefits to enroll in workforce training and the Governor's Emergency Education Relief will provide funding for up to 235. BCCC responded to the need for more licensed community health workers due to COVID-19 and the



Maryland Board of Nursing approved the new program to certify completers. The unduplicated headcount in contract training increased to 1,740 and course enrollments increased to 2,837 (Indicator 33a and 33b). While the number of business organizations fell in FY 2019 to 67, employer satisfaction with the contract training remained at 100% (Indicators 32 and 34). Client satisfaction with service and high completion and job rates led to more cohorts for the Certified Pharmacy Technician program. Other clients include Washington Mutual Homes, Department of Public Works, Johns Hopkins Health System, and Bon Secours Community Works.

COMMUNITY OUTREACH AND IMPACT (Optional for 2020 PAR; maximum of 3 pages.)

BCCC's Strategic Plan calls for growing and strengthening partnerships and community engagement. The College is committed to engaging and improving communities in the greater Baltimore area. Dedicated faculty, staff, and students provide their time and expertise to serve the City's citizens, neighborhood and community organizations, public schools, and employers. The COVID-19 pandemic brought unprecedented challenges for the College community to which BCCC joined with partners to spring into action to support its neighbors.

COVID-19 Community Service

The College's Liberty Campus resides in Baltimore City in zip code 21215; the City has remained in the top five Maryland jurisdictions in terms of reported cases of the coronavirus and 21215 has remained one of the highest zip codes in the State. The College has taken several steps to connect local and State resources to its community including the Alumni Association donating hundreds of face masks to seniors at the Bon Secours Liberty Village and Forest Park Senior Centers. In May, the College joined forces with the World Central Kitchen to provide free meals to local residents. BCCC's South Pavilion location became the distribution site from May to June. Throughout the summer, the location served as a site for the City's distribution of free meals with BCCC staff serving as volunteers. In addition, Councilman Leon F. Pinkett, III joined with the Baltimore Ravens and Together Assisting People to distribute thousands of boxes of free fruit from the College's campus. BCCC has expanded its partnership with CVS Pharmacy to enable the South Pavilion location to be utilized as a COVID-19 testing site.

In April 2020, the Maryland Chapter of the American Foundation for Suicide Prevention and Inquiring Minds, LLC virtually presented "Coping with COVID" to help with the uncertainty of the "lockdown living" circumstances.

A staff member from WBJC-FM made dozens of masks to share with colleagues and members of the community. A student from BCCC's Fashion Design program utilized her talents to create face masks for area hospitals. The TRIO/SSS-STAIRS students and staff held the annual Clothing Swap and Shop event. The team dedicated time to collecting, donating, and giving away clothes and accessories.

Community Events and Partnerships

For the first time, BCCC has been selected by the State Board of Elections to serve as an early and General Election voting center. From October 26 – November 3, the Physical Education



Center at the Liberty Campus will serve as a polling location for City residents or drop off their ballots in the voting box by the Public Safety kiosk at the Liberty Campus. To promote voting, the Office of Student Life & Engagement is sponsoring a series of informational Zoom sessions in October where participants can ask questions about absentee and early voting.

In Fall 2019, BCCC hosted the annual free Community Resource Fair at the main campus with 28 community and campus-based resources, including free HIV testing, NARCAN training (for opioid overdose prevention), and a foster care alumni circle. The College has partnered with the House of Ruth and TurnAround, Inc. to host periodic conversations on healthy relationships. BCCC served as the site for the Associated Black Charities' Racial Equity Workshop.

A new partnership with the National Alliance on Mental Illness (NAMI) Baltimore was established for "I Will Listen Week" in October 2019 which focused on creating more awareness of mental illness and reducing stigma. NAMI Baltimore supported daily activities that the College created to support the community. The College created a virtual version of "I Will Listen Week" in October 2020.



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 8 | College Policies

- None



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 9 | President's Report

- A. President's Update
- B. Recent Administrative Appointments
- C. Maryland Higher Education Commission (MHEC) Budget Hearing Presentation
- D. Capital Debt Affordability Committee (CDAC) Presentation
- E. Approval letter from Maryland Department of Budget and Management (DBM) to use unencumbered funds for systems improvements
- F. Joint Chairmen's Report on Contractual Employees
- G. Cabinet Area Reports
- H. Realignment Tasks Update



Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, October 21, 2020

Recent Administrative Appointments

The College has recently appointed eleven new administrators. See attached list of new appointments.

Facilities Master Plan Update

The Facilities Master Plan is being updated and finalized for submission to the State by the end of October. The Master Plan will be shared with the Board electronically prior to submission to the State and a full review and presentation of the Master Plan will be scheduled at the November Board meeting.

MHEC Budget Hearing Summary

On September 23, 2020, the College presented its FY 22 Operating and Capital Budget requests to the Maryland Higher Education Commission (MHEC). See attached presentation that was provided.

Capital Debt Affordability Committee Meeting

On October 14, 2020, the College presented to the State's Capital Debt Affordability Committee, which is chaired by Treasurer Nancy Kopp. The presentation consisted of an overview of enrollment, leased space and owned property, and capital funding requests for the Learning Commons, Nursing Building, and Deferred Maintenance needs. BCCC does not carry any debt. Ex Officio Committee Member Senator Douglass Peters and Treasurer Kopp inquired about the College's potential plan for a P3 project related to the Bard property. The committee was informed that the College has been approached by an outside entity to discuss the potential for a P3 development project and BCCC is discussing all proposals with the Department of General Services, and the Attorney General's Office. See attached presentation that was provided.

Enterprise Resource Planning (ERP) Update (From ITS Update)

The College completed contract negotiations with the ERP vendor, signaling the completion of the work that the College needed to perform in order to make a recommendation to the State. During the contract negotiations, the College engaged other state agencies to ensure the appropriate level of collaboration, awareness and due diligence was provided to the process. Members from the State's Attorney General office, DoIT's legal team and DoIT's Oversight Project Manager were all engaged in varying degrees in the process.

On September 18, 2020, the College submitted its recommendation to the Department of General Services' (DGS) Office of State Procurement (OSP). Subsequently, DGS and DoIT have approved the proposal and it is slated to be on the Board of Public Works' agenda on November 4, 2020. Once the College receives approval, the President can execute the contract and the College can issue a "Notice to Proceed" to begin the implementation work.



BCCC Sponsored Internet for Students (From ITS Update)

Since the COVID-19 global pandemic, it has become apparent that there is a large digital divide amongst students, where many of BCCC's students are lacking access to computers and the internet. ITS continues to identify resources to close the gap for its students.

One such resource is Comcast's Sponsorship Program. This program allows the College to "sponsor" internet services for many of its underserved students. The College recently signed an agreement with Comcast which will allow up to 1,000 students to be sponsored through the end of May, 2021, provided the student maintains their enrollment at the College. Students received an email and text on October 9, explaining this new service and asking that if they need internet, to apply. Students will then be sent an access code for internet. Over 100 students responded within 20 minutes of the email being sent. This initiative is being supported through the College's Institutional Funds from the CARES Act. If all 1,000 codes are utilized by students, the total cost would be just under \$50,000.

\$775,000 Identified for Systems Improvements

Upon review of the work completed on the new Administrative Wing of the Main building, the College identified areas of cost savings that resulted in unencumbered funds being available for systems improvements. The College requested and received approval by the Maryland Department of Budget and Management (DBM) to use the unencumbered funds to replace two existing cooling towers and associated structural steel and, the installation of a building automation system. The Maryland Department of General Services (DGS) estimates the maximum cost of these modifications to be \$775,000. See attached letter from DBM.

Support for Our Community

BCCC is focused on being a resource and hub for our community by bringing in needed services and partnerships. The following is a list of recent and upcoming activities:

- **CVS Health Partnership**

As shared during the September Board Meeting, BCCC has partnered with CVS Health to provide free, rapid COVID-19 testing to the community through the end of December. The testing site is located at the College's South Pavilion. Testing is provided for up to 200 individuals a day. In addition, there is ongoing discussions with CVS Health to stand up a "MinuteClinic" at BCCC focused on vaccinations such as flu, shingles, and allergies.

- **Senior Meals to be Provided at BCCC**

On October 24, *All Walks of Faith* will provide 3,000 meals to area senior citizens at the South Pavilion parking lot.

- The University of Maryland Medical Center (UMMC) Midtown Campus' renowned Chef Connie Johnson, in partnership with faith leaders from 12 city churches, mosques, synagogues and religious institutions, along with BCPSS, Baltimore City Community College, Liberty Village Project, and K.E.Y.S. Empowers will join forces to provide 3,000 heart-healthy meals.
- Chef Connie will prepare the low-sodium, nutrient-rich meals for seniors unable to cook for themselves or able to leave their homes for regular food and produce shopping. Volunteers will pick up meals by driving through as well as walk-up distribution. Seniors and all are welcome to attend and receive meals.



- **BCCC Ballot Drop-Off Site and will be an Early Voting and Election Day Site**
BCCC is a ballot drop-off site and will serve as one of eight Early Voting locations in the City of Baltimore and will also be an Election Day site. Early Voting in Maryland runs from October 26 to November 2 and Election Day is November 3.

CARES Act

BCCC received \$1,438,078 from the federal CARES Act funding program for Student support. The College received an additional \$1,438,077 from the federal CARES Act for Institutional support.

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. Student Affairs is developing a plan to ensure that returned funding gets to the proper students as well as planning for the next disbursement of funds to eligible students in the fall.

The College has so far 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 for November Board meeting); shipping of fall textbooks to other enrolled students (will be summarized for the November Board meeting); and sponsored internet for students (\$49,000).

Elected Official Outreach

Targeted outreach to elected officials will continue over the next two months. The priority will be members of the 40th legislative district as well as other legislative leaders that take direct action on the legislative priorities of the College.

Joint Chairmen's Report (JCR)

Each legislative session, the chairs of the House and Senate budget committees put out the Joint Chairmen's Report (JCR) on the state operating and capital budgets. Included in the JCR are report requests of state funded agencies and institutions. BCCC was requested to submit the following reports from the Fiscal Year 2021 JCR:

- Senior Leadership and Institutional Stability
 - Submitted on May 4, 2020
- Enrollment and the Mayor's Scholars Program Update
 - First of two required reports submitted on June 1, 2020
 - The second report is due on November 30, 2020
- Information Technology Infrastructure Renovations
 - Submitted on July 6, 2020
- Contractual Employees and Length of Service
 - Submitted on October 1, 2020
 - Copy of report included in President's Update
- Realignment Plan Status Update
 - Submitted on October 13, 2020
 - Link to Realignment Plan Status Update: [BCCC Realignment Plan Status Update Report.pdf](#)



Attachment B.

Administrative Appointments:

Mr. Robert Roop has been appointed as Director for Human Resources/Chief HR Officer (effective October 12, 2020). Mr. Roop brings 25+ years of experience and comes to us from Montgomery College, where he served as Chief Human Resources Officer. He previously held human resources positions with the American Diabetes Association, a management consulting firm, and the Humane Society of the United States & Human Society International. Mr. Roop is also a Full Professor – Adjunct Staff, at Webster University, National Capital Region, teaching a variety of graduate-level courses, including compensation and benefits, as well as the Society of Human Resources Management (SHRM) Learning System. In addition, Mr. Roop is an Adjunct Instructor of Workforce Development and Continuing Education at Montgomery College. He holds a M.A. in Counseling Psychology from Towson University and a Bachelor of Arts in Psychology from Roanoke College.

Ms. Dawn Langdon has been appointed as Director of Financial Aid (effective September 24, 2020). Ms. Langdon brings 22+ years of experience and comes to us from Finger Lakes Community College, where she served as Director of Financial Aid. She previously held financial aid positions at Hobart William Smith Colleges, University of Rochester, Keuka College, and Alfred University. Ms. Langdon holds a M.Ed. in College Student Development from Alfred University, and a Bachelor of Science in Economics and Management Science from State University of New York. Ms. Langdon is a Doctoral Candidate, EdD in Leadership for Educational Equity from the University of Colorado Denver.

Dr. Rose Reinhart has been appointed as Vice President of Student Affairs (effective on September 14, 2020). Dr. Reinhart brings over 30 years of experience and comes to us from Rhodes State College where she recently served as the Vice President/Chief Student Affairs Officer and the Registrar. Appointments from other institutions include Associate Provost/University Registrar; Director of Institutional Research/Registrar; and she served as the University Registrar at two institutions. Dr. Reinhart earned an EdD in Educational Administration, Adult and Higher Education from the University of South Dakota, a Master of Science in Administrative Studies; and a Bachelor of Science in Speech Communication from South Dakota State University.

Ms. Saleem Chaudhry has been appointed as Associate Director of Financial Aid (effective September 8, 2020). Ms. Chaudhry brings 19+ years of experience and comes to us from Daniel Morgan Graduate School of National Security, where she served as Director of Financial Aid and Scholarships. She previously held financial aid positions at Keiser University and Hillsborough Community College. Ms. Chaudhry holds a Bachelor of Arts in Psychology from University of South Florida, and an Associates in Arts from Hillsborough Community College.

Dr. Jason Morgan has been appointed as Director of Admissions (effective September 1, 2020). Dr. Morgan brings 13+ years of experience and comes to us from the University of Maryland Global Campus, where he served as Director of Regional Center Operations. He has previously held positions as Director of Recruitment and Retention, and Associate Director of Enrollment Management. Dr. Morgan holds a EdD in Educational Leadership from University of Southern California; a Master of Business Administration in Project Management from the Keller Graduate School of Management; and a Bachelor of Arts in Sociology from Cornell University.



Mr. Michael Berends has been appointed as Director of Marketing (effective September 1, 2020). Mr. Berends brings 28+ years of experience and most recently served Towson University as the Vice President of University Marketing. He has also held the position of Assistant Vice President for Marketing and Communications at BB&T Corporation. Mr. Berends holds a Master of Business Administration in Marketing from Johns Hopkins University and a Bachelor of Science in Mass Communication and Public Relations from Towson University.

Ms. Channa Williams has been appointed Associate Vice President, Finance and Administration (effective September 1, 2020) and is serving as Interim Vice President, Finance and Administration. Ms. Williams brings 18+ years of experience and comes to us from Achievement First Inc., where she served as Vice President and Controller. She previously worked in Baltimore City government as Fiscal Operations Manager in the Department of Public Works; and held several senior leadership positions within Baltimore City Public Schools including Director of Budget and Strategy & Performance Management. Ms. Williams holds a Master of Business Administration in Accounting and International Finance through a joint course program with Morgan State University and Saint Louis University, and a Bachelor of Arts in Political Science and Finance from Morgan State University.

Dr. Kathleen Kennedy has been appointed as Interim Dean of the School of Social Sciences (effective August 21, 2020) and is the Director of the BCCC Life Sciences Institute at the University of Maryland BioPark. She is a professor of Biology and has been with the College since 1989. Dr. Kennedy served on the Governor's Life Sciences Advisory Board and is currently a member of the Governor's Workforce Advisory Health and Sciences Committee. Dr. Kennedy holds a Doctor of Philosophy in Genetics from the Pennsylvania State University's College of Medicine, and a Bachelor of Arts degree in Biology from Lycoming College. She is currently earning a Masters degree at the University of Maryland Pharmacy School in Medicinal Cannabis and Therapeutics.

Mr. Brian Terrill has been appointed Director for E-Learning, Instruction and Technology (effective August 10, 2020). Mr. Terrill brings 20+ years of experience and comes to us from Eastern Virginia Career College where he recently served as Director of Distance Education, eLearning, and Traditional Learning. He previously served as Director of Academic Program for the College's Medical Massage Therapy program as well as Director of Research Services at a Maryland consulting firm. Mr. Terrill earned a Master of Distance Education and E-Learning from University of Maryland Global Campus; a Bachelor of Science in Economics from Pennsylvania State University; and a Medical Massage Therapy License from the National Massage Therapy Institute.

Ms. Katherine Dixon, AIA, has been appointed Assistant Vice President for Facilities (effective July 29, 2020). Ms. Dixon bring 13+ years of experience and comes to us from the Maryland Department of Public Safety and Correctional Services where she recently served as Director of the Division of Capital Construction and Facilities Maintenance. She previously served as a Project Architect at two architecture and planning firms. Ms. Dixon earned a Bachelor of Architecture from the University of Kentucky and is a licensed Architect in Maryland, NCARB certified and is accredited as a LEED AP BD+C.



Ms. Sharon Stoddard has been appointed as the Registrar (effective May 18, 2020). Ms. Stoddard brings 15+ years of administrative experience and comes to us from Winston Salem-State University where she recently served as University Registrar. She previously served as Registrar at the University of Maryland University College, Asia. Ms. Stoddard earned a MBA in Labor Relations & MGMT Information Systems from Southeastern University; a MA in Government from Regent University; and a Bachelor of Science in Music Education from Pennsylvania State University. Ms. Stoddard is a Doctoral Candidate, seeking a degree in Public Policy and Administration from Walden University.

Attachment C.



MHEC
MARYLAND HIGHER EDUCATION COMMISSION

Larry Hogan, Governor
State of Maryland

Operating & Capital Budget

Dr. Debra L. McCurdy
President

Channa Williams
Associate Vice President – Finance & Budget
Baltimore City Community College

WEDNESDAY | SEPTEMBER 2020

“Changing Lives, Building Communities”

- BCCC is both an old and a young institution. The College was founded in 1947, as Baltimore Junior College, a part of the Baltimore City Public Schools.
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FY 2022 Fiscal Impact

- Number of Positions (Budgeted FY2022)
 - Faculty = 116
 - Non-faculty Staff = 321

- Number of Academic Programs
 - Undergraduate:
 - 30 degrees
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 - Master's = n/a
 - Doctorate = n/a

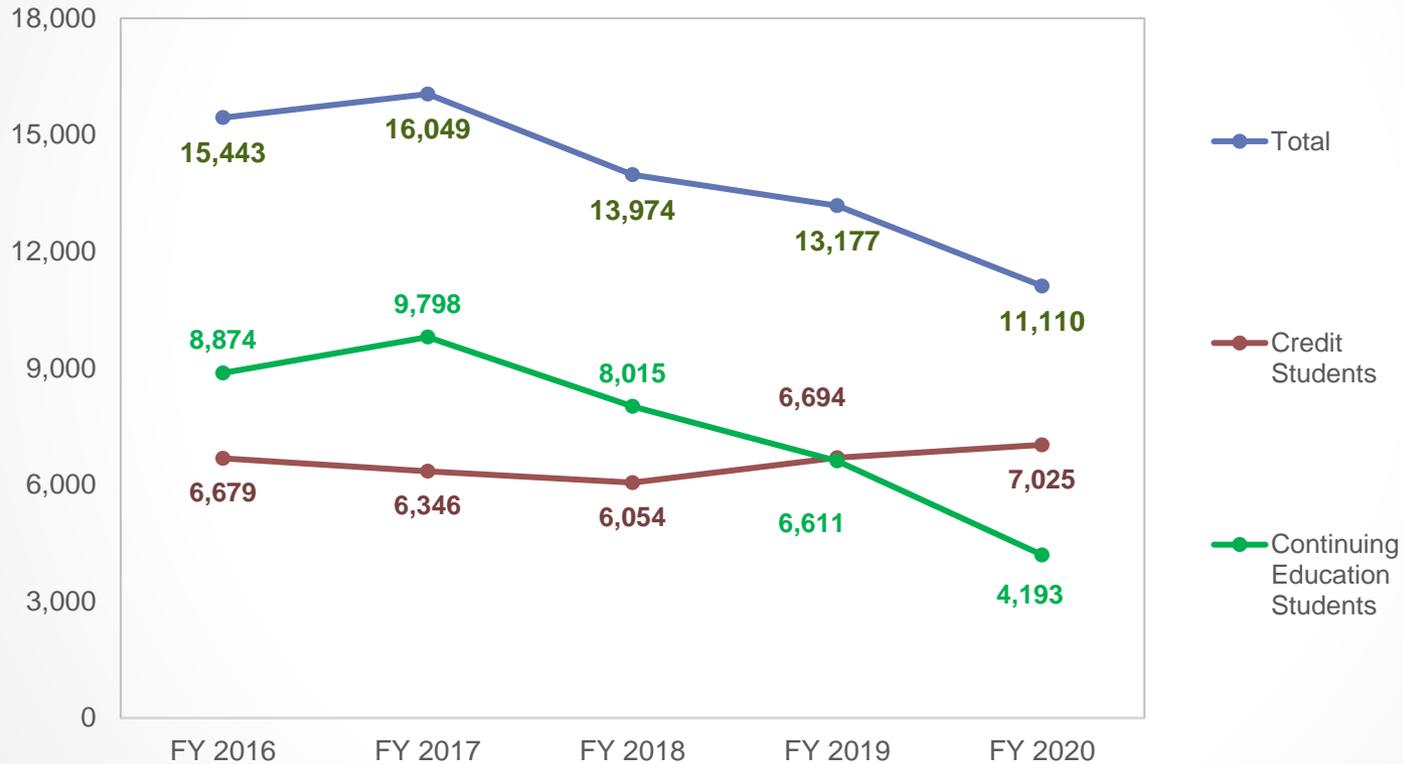
Other Expectations FY 2022 Budget

- Salaries & Benefits = \$43.9 million
- Financial Aid = \$9.80 million
(Federal Pell, FSEOG, FWS)
- Deferred Maintenance from
Operations = \$150K
- Technology Fee = \$195K
(new beginning FY2020)



Annual Unduplicated Headcount

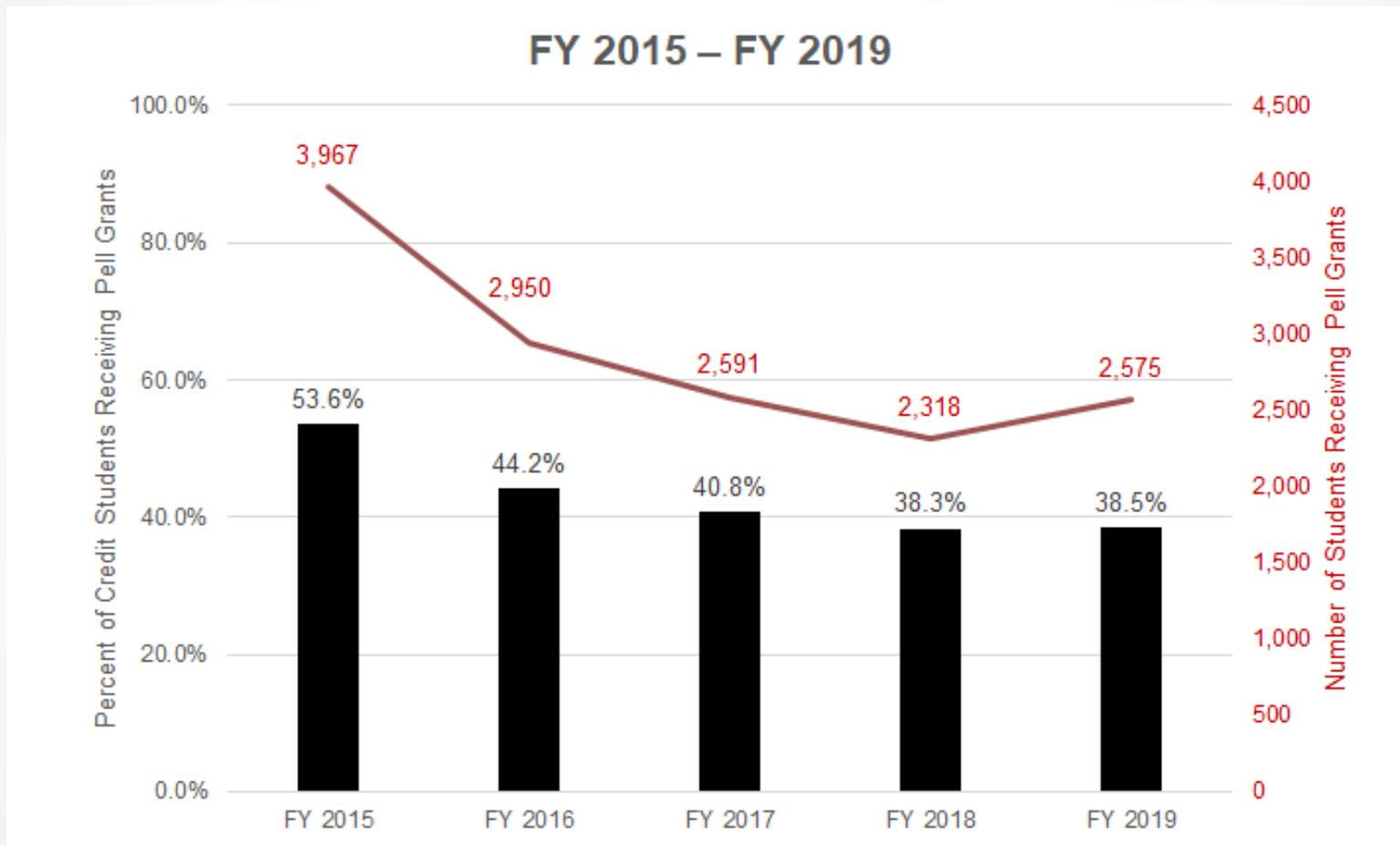
FY 2016 – FY 2020



Source: BCCC Performance Accountability Report for MHEC



Credit Students Receiving Pell Grants

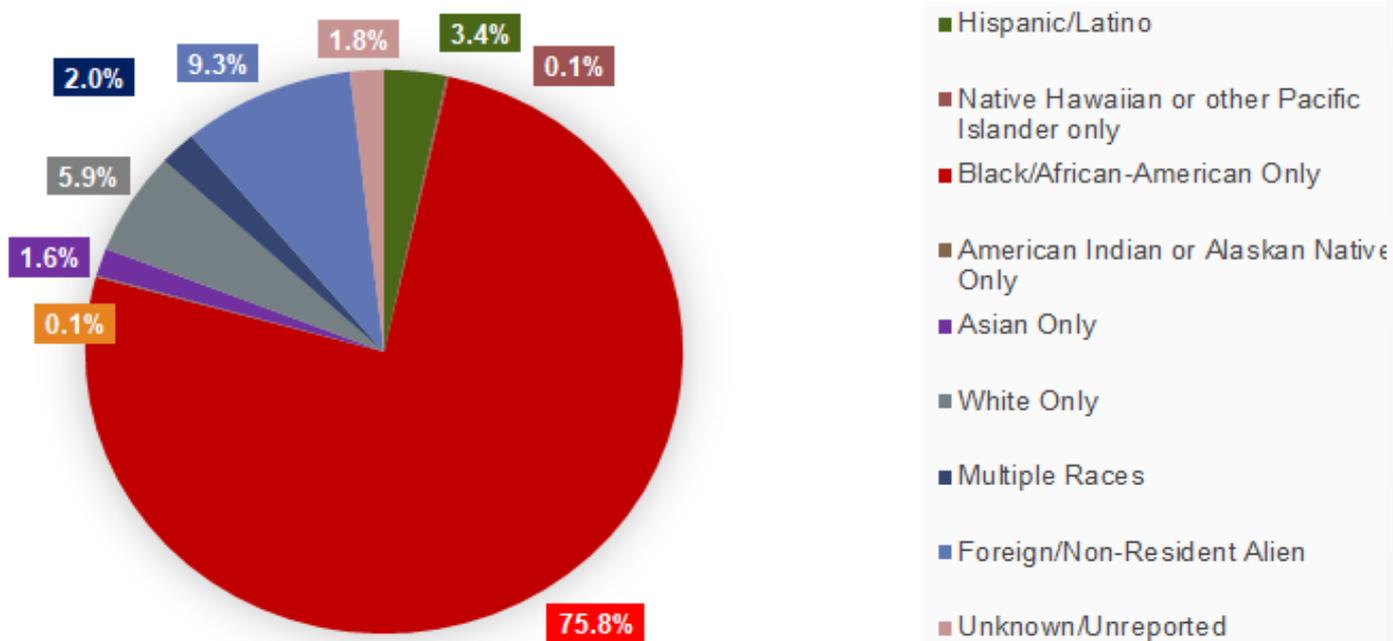


Source: BCCC Performance Accountability Report for MHEC



Credit Student Demographics

Fall 2019



Fall 2019 Credit Enrollment = 4,909

Source: BCCC Performance Accountability Report for MHEC



CARES ACT FUNDING – PROGRAMMATIC IMPACT

FY 2020	Allocation	Spent	Remaining	Use of Funds
CARES - Students	\$1.4M	\$952K	\$486K	Students
CARES – Institutional	\$1.4M	0	\$1.4M	Institutional
GEERS	\$754K	\$0	\$754K	Career Development
CoVID Expenses – State Aid	\$874K	\$874K	\$0	Public Safety, Technology & Supplies
Predominately Black Inst.	\$192K	\$0	\$192K	Student/Institutional



BCCC Trends in Online Enrollment

Enrollments in online courses	FY 2016	FY 2017	FY 2018	FY 2019
a. Credit	7,489	6,721	6,904	7,200
b. Continuing education	374	879	1,318	1,494

MHEC Trends in Community College & 4-Year Undergraduate Online Enrollment

Enrollment (Credit)	Proportion of Undergraduates Enrolled in at Least One Distance Education Course	
	2012	2017
Community Colleges	21.4%	31.6%
Public Four-Year Institutions with UMUC	30.3%	40.2%
Public Four-Year Institutions without UMUC	8.8%	17.0%
Total	25.4%	36.3%

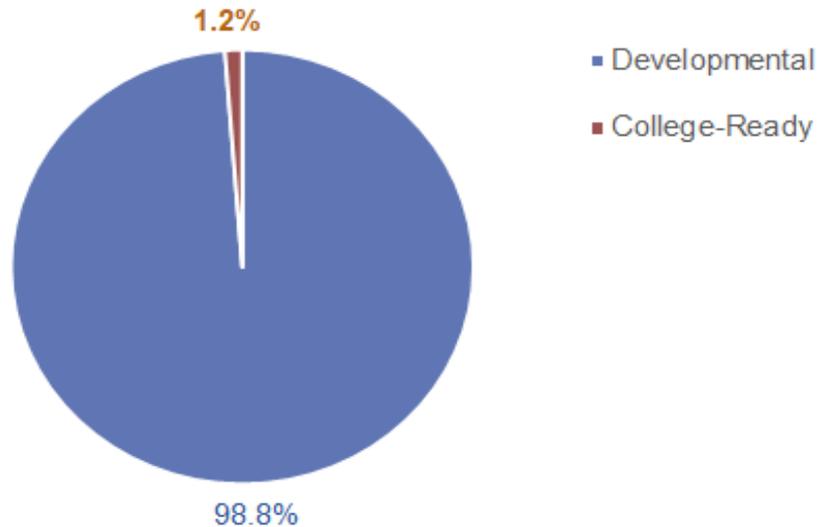
In fall 2019, 39% of BCCC students took one or more online classes.

- Associated costs of higher education (transportation, housing, some fees) are lower or non-existent for online learners.
- Thirty-four Maryland public/private four-year institutions and 2-year community colleges are authorized, through State Authorization Reciprocity Agreements (SARA), to teach out-of-state students via distance education.
- BCCC became a SARA institution Spring 2019 in an effort to increase accessibility and online enrollment.

Source: IPEDS Fall Enrollment



Fall 2019 First-Time Entrants Developmental Status



1,080 Entrants took the placement test.

BCCC Interventions:

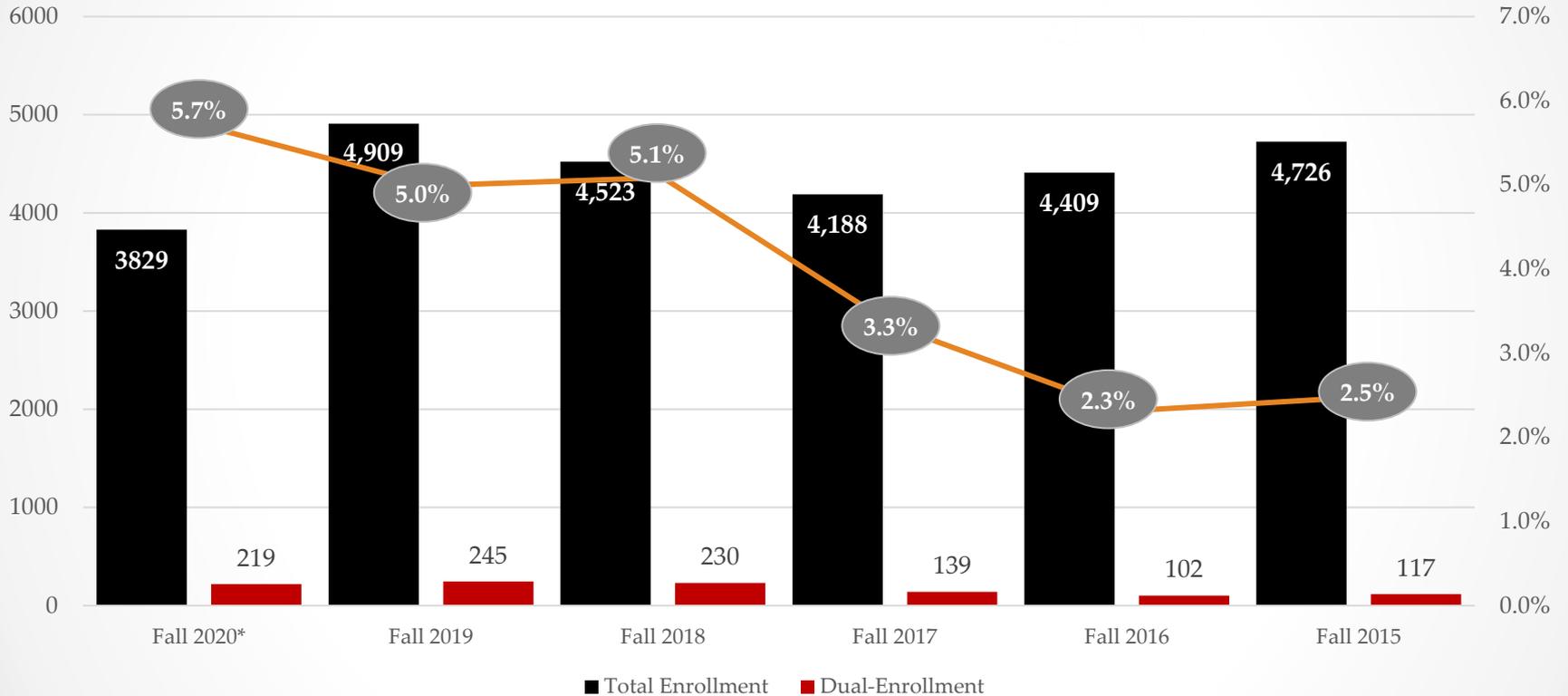
- RENG and MATH instructors work with the **Promise Academy** to provide students in the lowest levels with supplemental support including embedded tutoring.
- **eTutoring**, students can receive assistance with the following subjects: Writing, Biology, Statistics, Anatomy & Physiology, Chemistry, Math, and Accounting
- Embedded tutoring has been implemented in selected courses.

Source: BCCC Office of Institutional Research & Performance Accountability Report for MHEC.



Trends in Enrollment Fall 2015 - 2020*

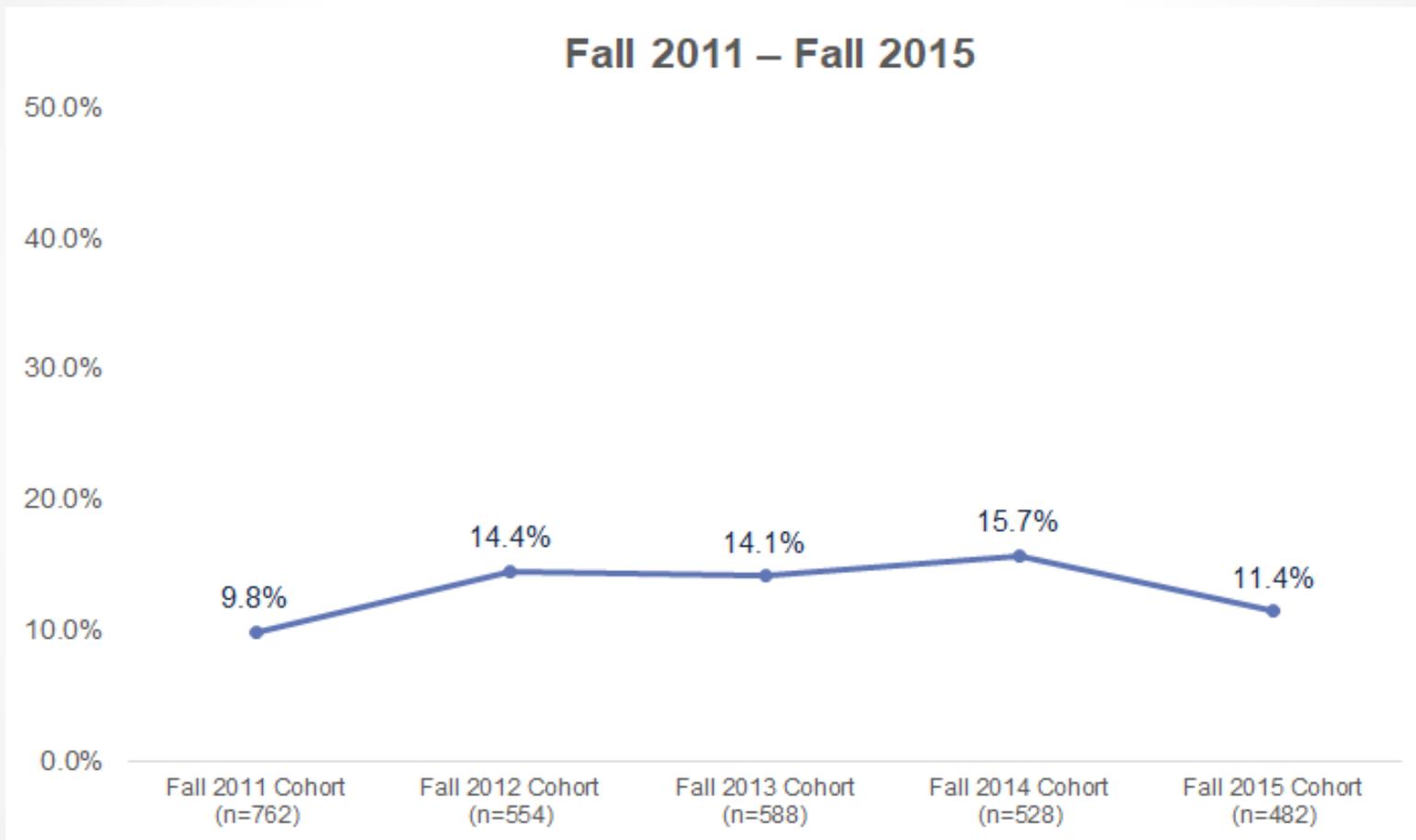
Total Enrollment & Dual-Enrollment Headcount Fall 2015 - 2020*



*Fall 2020 As of September 17, 2020
 Source: BCCC Office of Institutional Research



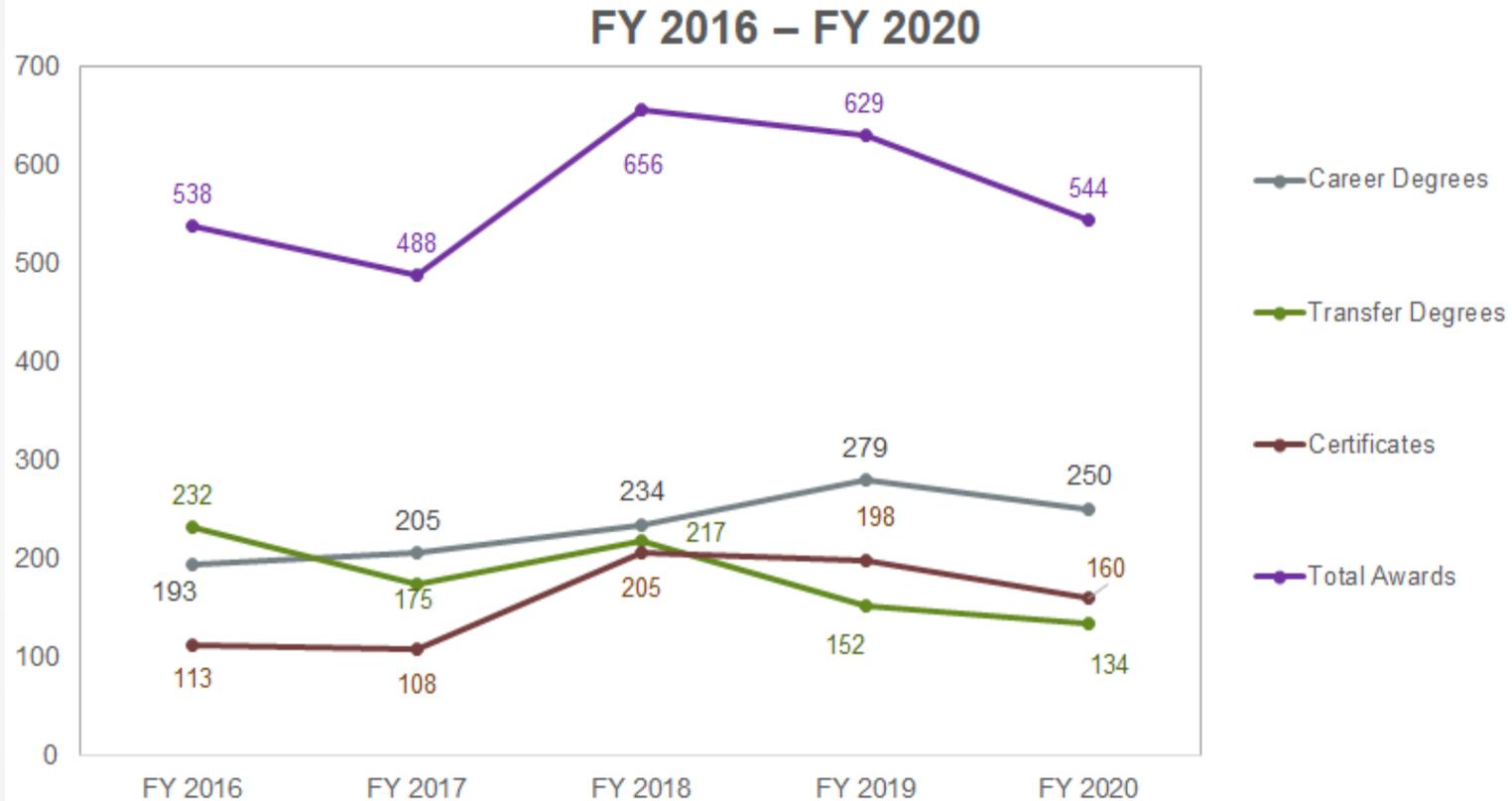
Four-Year Graduation Rates



Source: BCCC Degree Progress Analysis reported for MHEC.



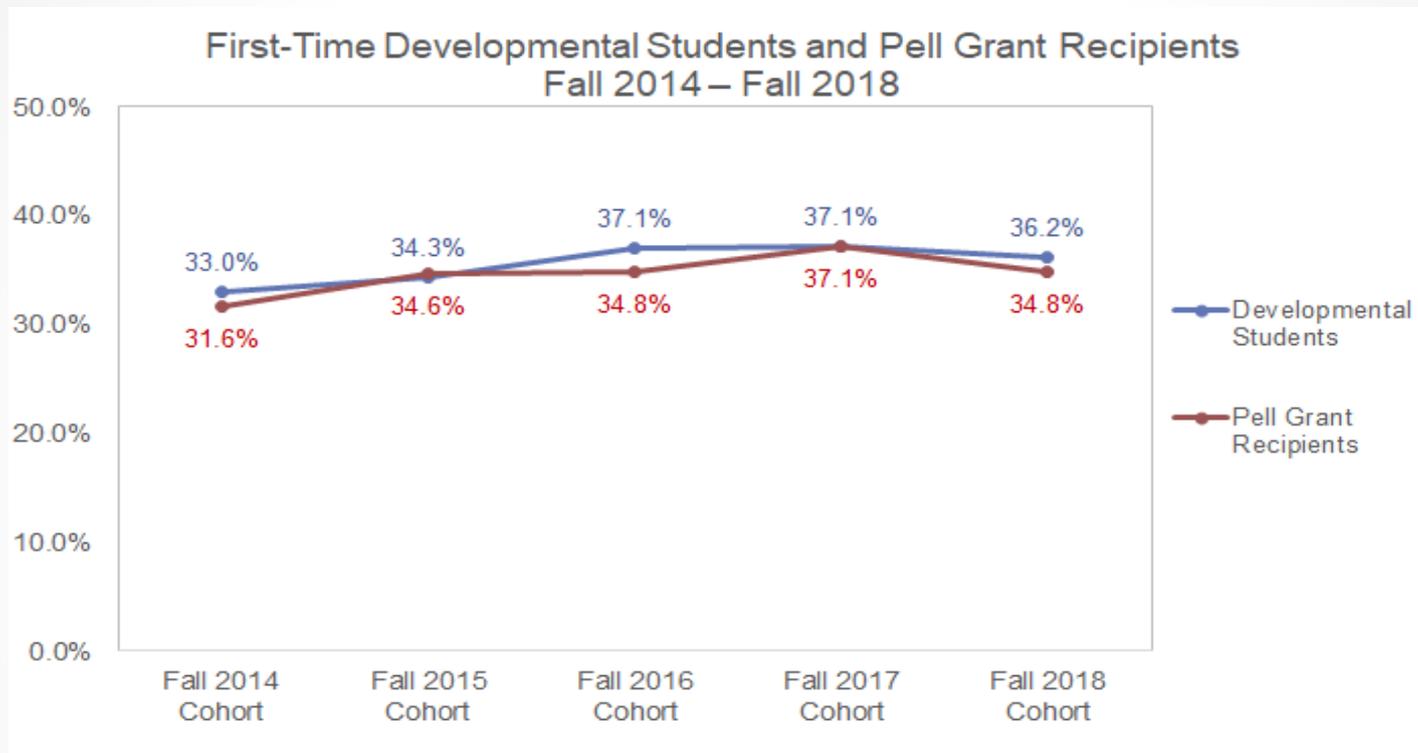
Annual Degrees & Certificates Awarded



Source: BCCC Performance Accountability Report for MHEC.



Fall-to-Fall Retention

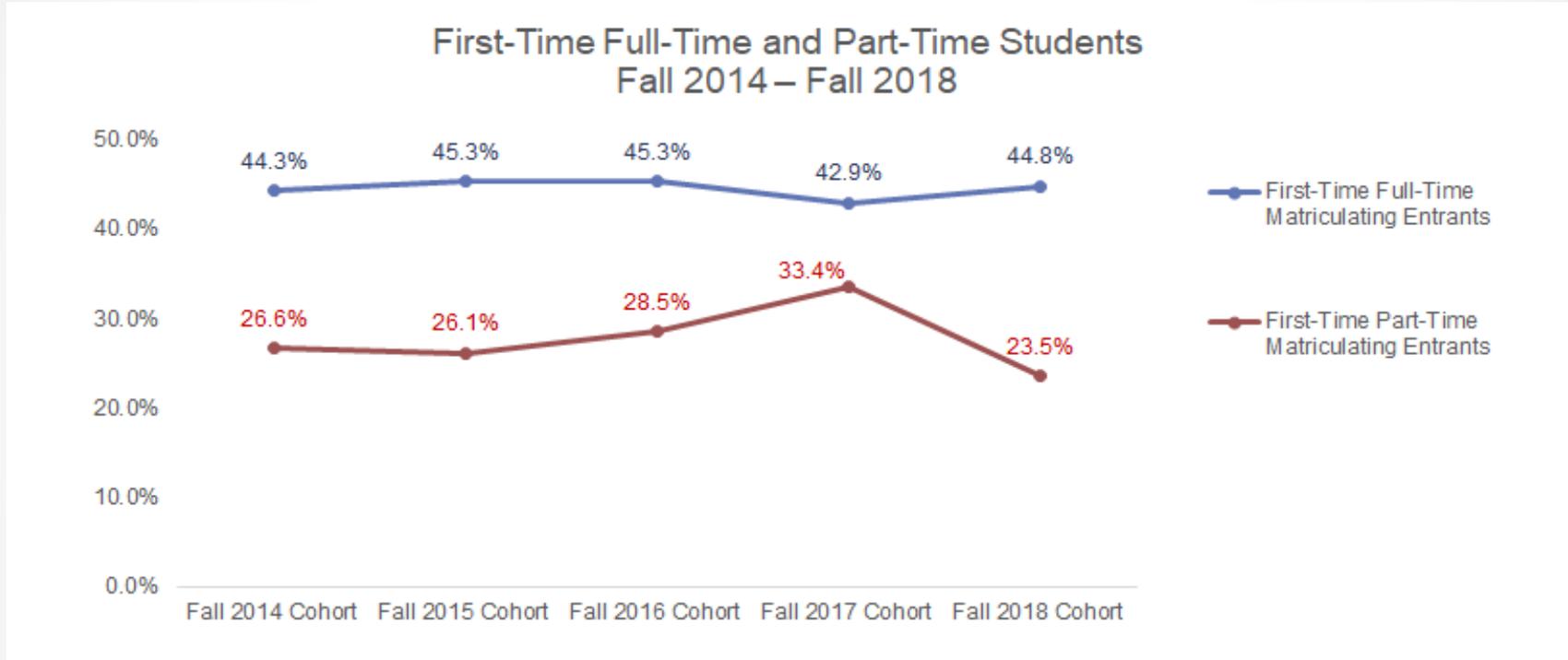


Developmental Students	287/870	292/851	169/456	206/555	361/997
Pell Grant Recipients	235/743	197/569	187/538	166/447	243/698

Source: BCCC Performance Accountability Report for MHEC.



Fall-to-Fall Retention

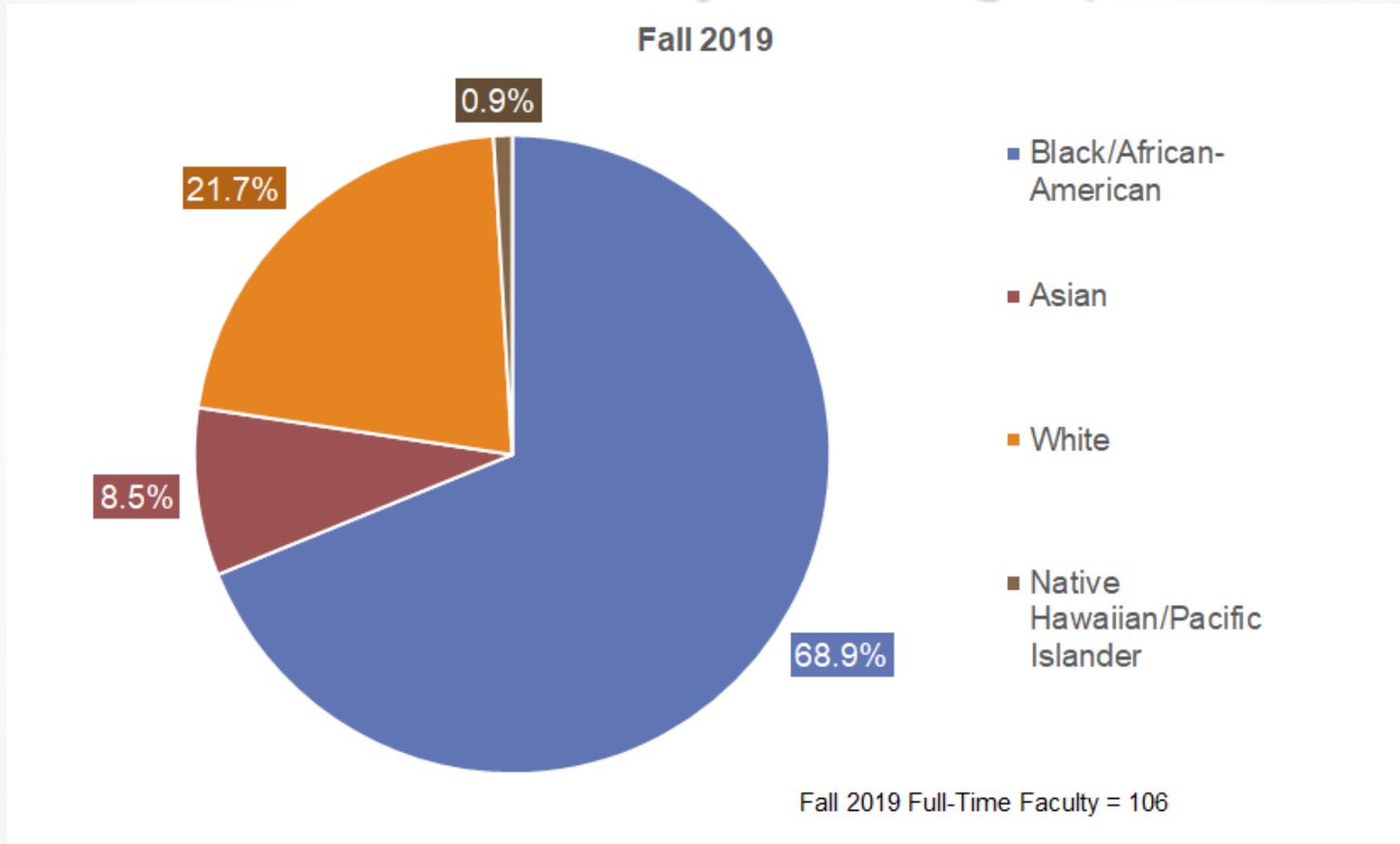


Full-Time Degree/Certificate-Seeking Students	180/406	178/393	145/320	137/319	267/596
Part-Time Degree/Certificate-Seeking Students	154/579	142/543	123/432	104/311	105/446

Source: BCCC Performance Accountability Report for IMEC.



Full-Time Faculty Demographics



Source: BCCC Performance Accountability Report for MHEC.



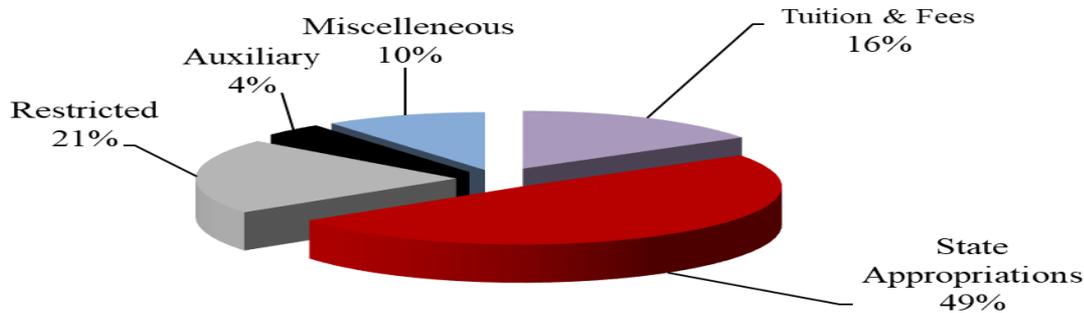
Operating Budget

- For Fiscal Year 2021, BCCC is authorized to receive \$40.1 million in State funding, the largest portion of total funding of approximately \$83 million.
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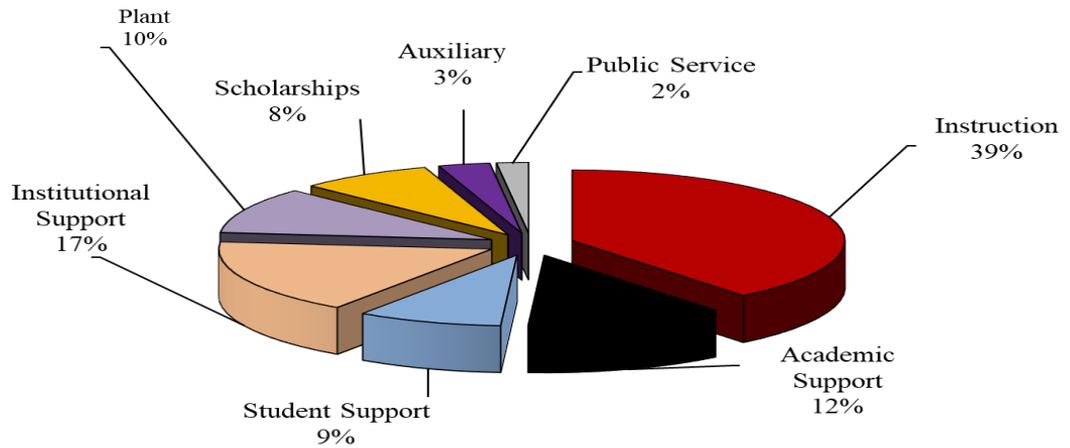


FY 2020 Unaudited Financials

Sources of Funding



Expenditures



Source: BCCC Budget Office

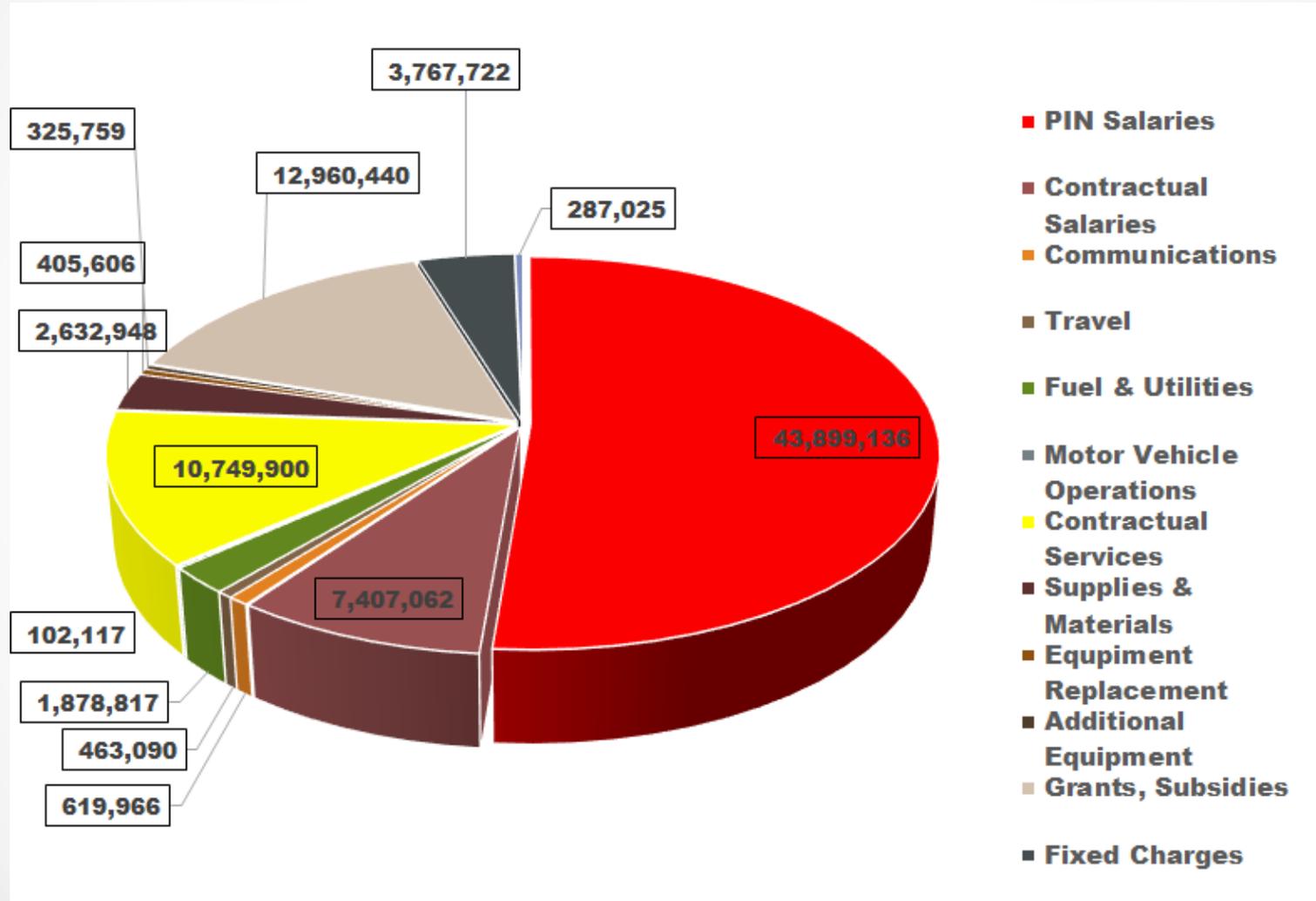


Operating Budget Fiscal Year 2022

Salaries, Wages & Benefits	\$43,899
Technical & Special Fees	\$7,407
<u>Other Operating Expenses</u>	<u>\$34,193</u>
TOTAL	\$85,499
<i>(in thousands)</i>	



Operating Budget Fiscal Year 2022



BCCC Capital Debt Profile

- **Debt Issued in Prior Five Fiscal Years & Amount Authorized but Unissued:**
 - BCCC has not issued debt in the prior five fiscal years
 - Bonding authority is \$65 million for auxiliary and academic facilities
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- **Current Projections for New Issuances & Rating Agency Update:**
 - BCCC is currently assessing its position to issue debt.

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Five-Year Capital Program

- The College's Capital Budget request for **fiscal years 2022-2026**

Learning Commons Renovation and Addition (Library)

Current FY22 request for \$1,560,000 in Planning funding to start the design of the renovation and addition to provide a modern learning commons with needed study space, electronic media space, and additional food service space.

The entire project is estimated to cost \$23,202,000 and be completed in FY24.



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The entire project is estimated to cost \$29,060,000 and be completed in FY24.



Deferred Maintenance - Five-Year Capital Program

The College is requesting \$4.24 Million for deferred maintenance projects in FY 2022 and \$19.7M over 5 years. The College has an extensive backlog of facility improvement needs that are long overdue. The aging utility and building systems have exceeded their life expectancy and are constantly being repaired. An engineering assessment was conducted, and deferred maintenance projects are needed to replace major systems and failing equipment throughout the campus, much of which has not been updated since the original construction in the 1960-70's.

The College is requesting funding for the following projects:

- Boilers, Chillers, and Cooling Towers
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- Replacement of HVAC Systems
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In-Progress Capital Program

- Perimeter Loop Road Improvements

Funded at \$6,110,000

Bidding Fall 2020 with 12 months of Construction

The Loop Road project involves the extension of the existing vehicular access road to surround the entire Liberty Campus, which will connect all parking lots on the campus and ease vehicular circulation through the campus.

This project is the first to be implemented under the facilities master plan and will improve safety, security, circulation, emergency access, accessibility, and enhance the overall appearance and user experience of the Liberty Campus.





MHEC
MARYLAND HIGHER EDUCATION COMMISSION

Larry Hogan, Governor
State of Maryland

Operating & Capital Budget

Dr. Debra L. McCurdy
President
Baltimore City Community College

WEDNESDAY | SEPTEMBER 23, 2020

Attachment D.



Capital Debt Affordability Committee

Dr. Debra L. McCurdy
President



**CAPITAL DEBT
AFFORDABILITY COMMITTEE**

Larry Hogan, Governor
State of Maryland

Channa Williams
Associate Vice President – Finance & Administration
Baltimore City Community College

THURSDAY | OCTOBER 8, 2020

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- About BCCC
- Realignment Legislation
- Trends in Enrollment
- Headcount
- Degrees & Certificates
- FY20 Financials
- FY22 Budget Expectations
- Operating Budget
- Capital Debt Profile
- Five Year Capital Program
 - Learning Commons (Library)
 - Nursing Building
 - Deferred Maintenance
 - Loop Road



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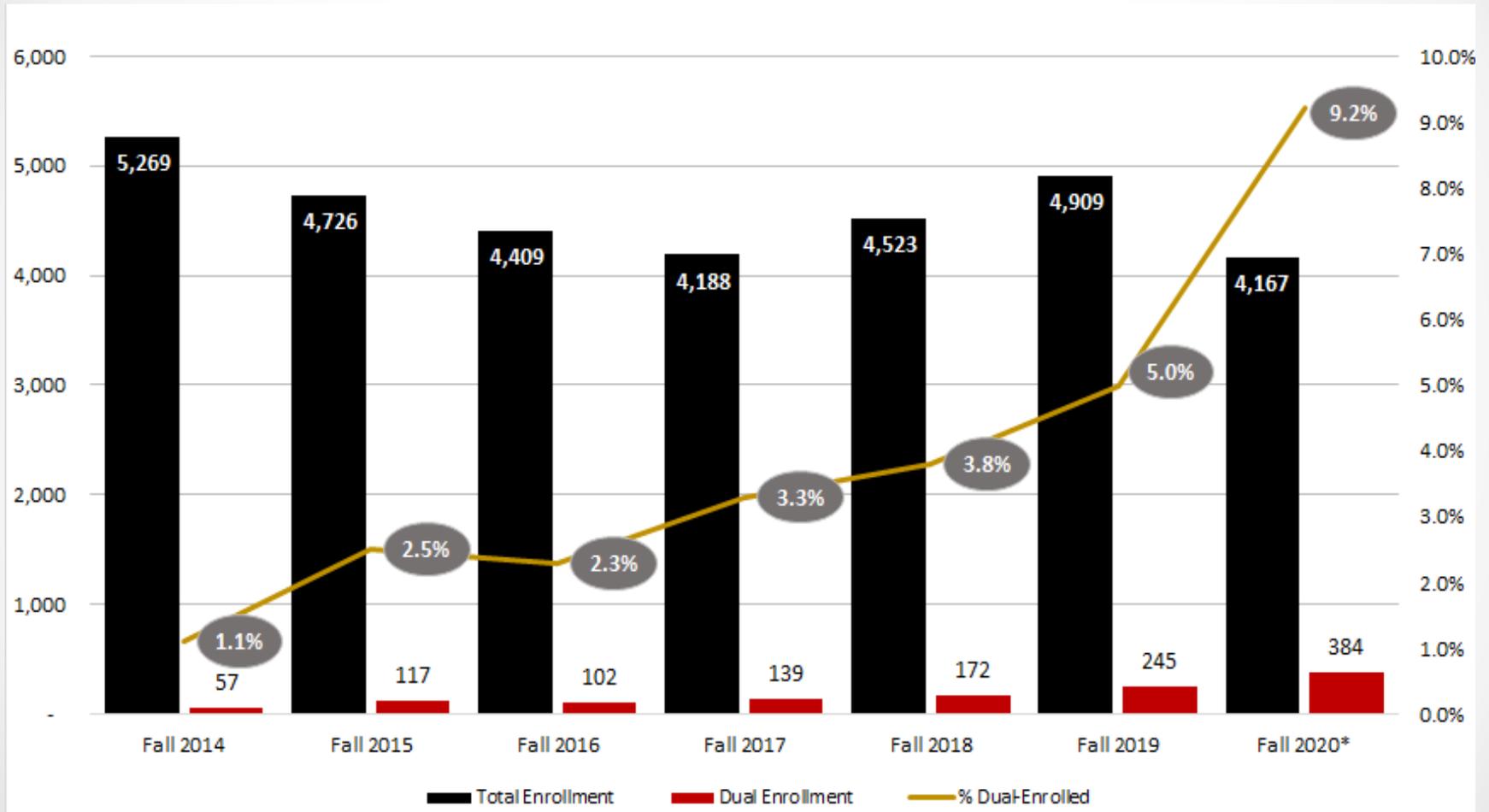
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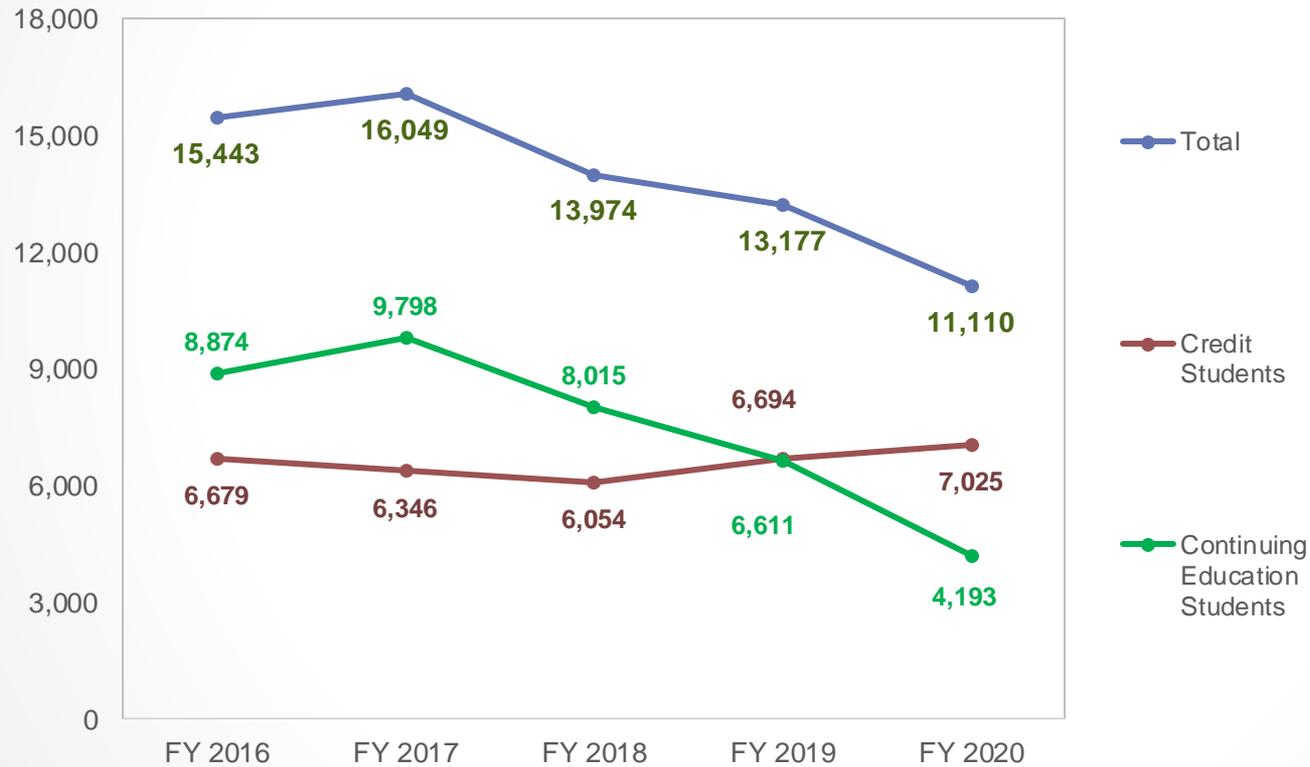


*Fall 2020 As of October 7, 2020
 Source: BCCCOffice of Institutional Research



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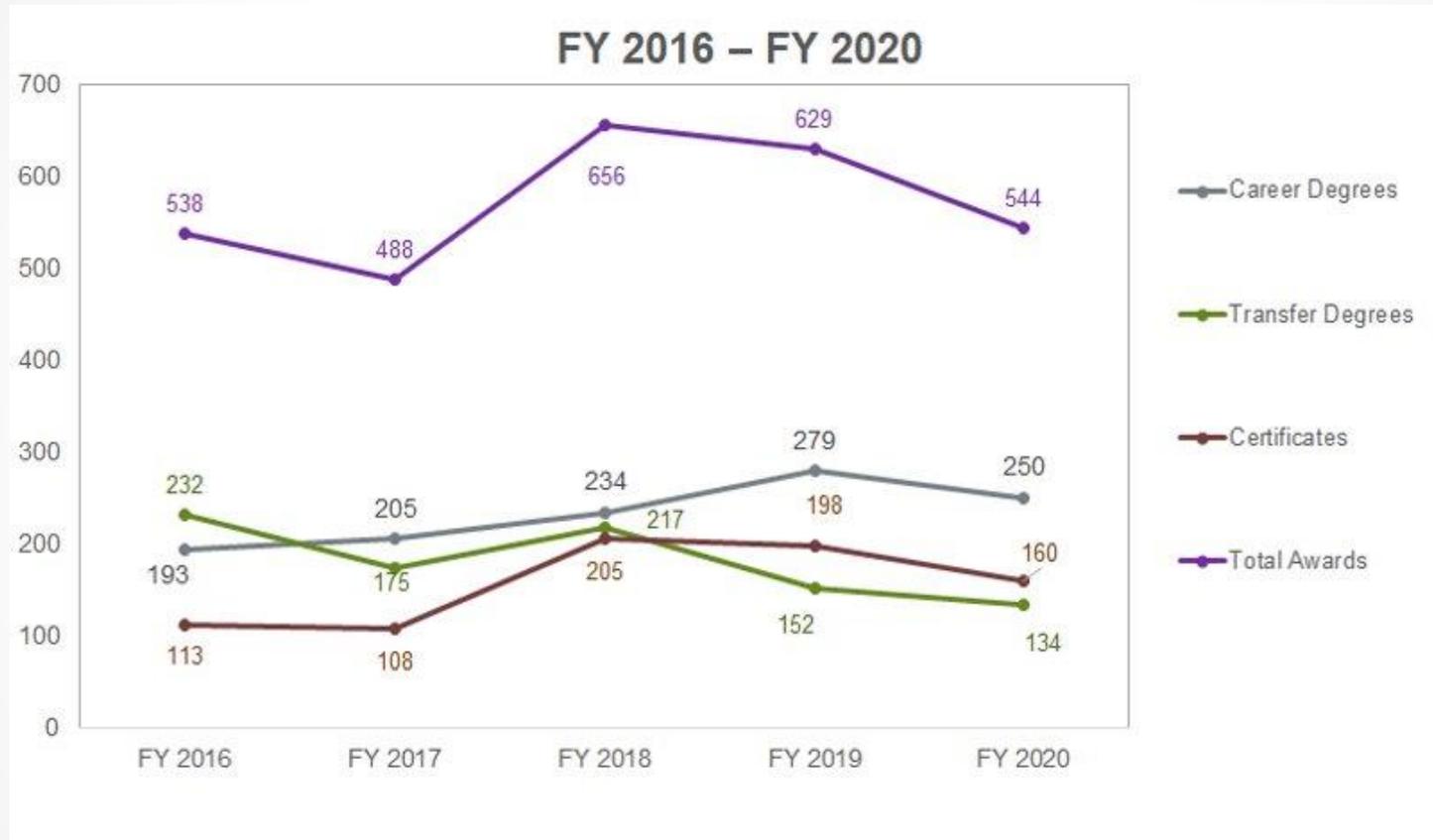
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Source: BCCC Performance Accountability Report for MHEC



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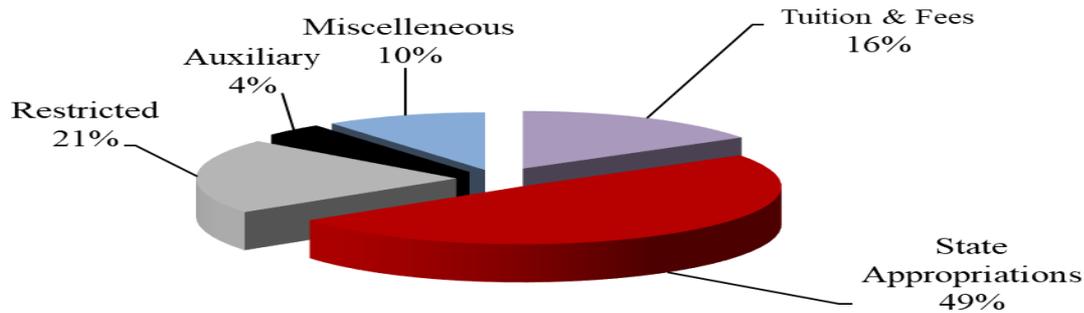


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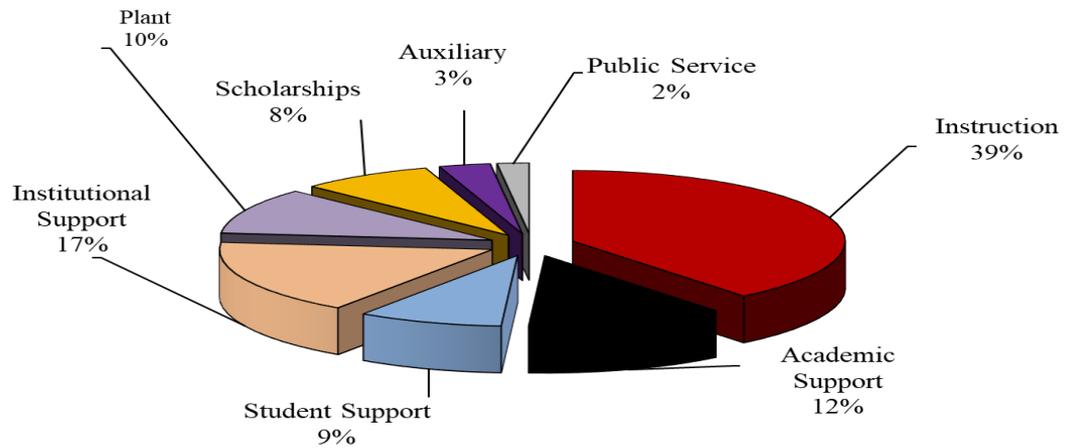


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**CAPITAL DEBT
AFFORDABILITY COMMITTEE**

Larry Hogan, Governor
State of Maryland

Thank You!



Dr. Debra L. McCurdy
President
Baltimore City Community College

THURSDAY | OCTOBER 8, 2020

Attachment E.

LARRY HOGAN
Governor

BOYD K. RUTHERFORD
Lieutenant Governor



DAVID R. BRINKLEY
Secretary

MARC L. NICOLE
Deputy Secretary

October 15, 2020

Dr. Debra McCurdy
President
Baltimore City Community College
2901 Liberty Heights Avenue
Baltimore, MD 21215

RE: Baltimore City Community College – Administration Wing Renovation – Program Modification Approval

Dear Dr. McCurdy,

The Maryland Department of Budget and Management (DBM) has completed our review of the October 6, 2020 program modification request for Baltimore City Community College's Administration Wing Renovation of the Main Building. We approved the original program on March 18, 2009 and a modification on August 13, 2018. The October 6, 2020 proposed modification requests use of funds to replace two existing cooling towers and the associated structural steel, the installation of a building automation system, and an engineering evaluation of the cooling towers, structural steel, building automation system, and ice storage system.

These program modifications will utilize the unencumbered balance for this project rather than require a new appropriation. DBM understands that the engineering evaluation required to confirm the scope of work and the design process must occur simultaneously. However, please note that the engineering evaluation is not a capital eligible cost. We approve of the use of funds for the replacement of two cooling towers and the associated structural steel, as well as the installation of a building automation system. The Department of General Services estimates the maximum cost of these modifications to be \$775,000.

This approval is contingent upon program modification approval from the Department of General Services. As provided by law, the Department of Budget and Management and the Department of General Services must approve any future program changes.

Please feel free to contact Phil Fleischer at (410) 767-4537 if you have any questions.

Sincerely,

A handwritten signature in dark ink, appearing to read "Neil L. Bergsman", with a long horizontal line extending to the right.

Neil L. Bergsman
Assistant Director, Office of Capital Budgeting

Cc: Katherine Dixon, BCCC

Teresa Garraty, OCB
Phil Fleischer, OCB
Christina Perrotti, OCB
Jesse Rao, OBA
Lauren Buckler, DGS
Mark Peterson, DGS



Attachment F.

October 7, 2020

The Honorable Guy Guzzone
Chair, Budget and Taxation Committee
Maryland State Senate
3 West Miller Senate Office Building
11 Bladen Street
Annapolis, MD 21401

The Honorable Maggie McIntosh
Chair, Appropriations Committee
Maryland House of Delegates
House Office Building, Room 121
6 Bladen Street
Annapolis, MD 21401

RE: 2020 Session Joint Chairmen's Report – Baltimore City Community College – Contractual Employment

Dear Chairman Guzzone and Chairwoman McIntosh:

The *Joint Chairmen's Report on Fiscal Year 2021 State Operating Budget* (page 198) directed Baltimore City Community College (BCCC) to submit to the budget committees a report titled "Contractual Employees." Information was requested on the use of contractual employees, including the number of contractual employees by classification and length of service as well as a plan and timeline for converting contractual employees to full-time positions.

Per your request, we have included a list of Contractual Employees, grouped by classification and length of service, that are eligible for conversion per BCCC's Board of Trustees approved Contractual Conversion policy. With data integrity and accuracy at the forefront, the review of employees has been a significant priority since assuming the presidency at BCCC on May 1, 2019. As a result, we have modified our categorical employee classifications to reflect accurately by isolating the contractual conversion employees based on our 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.

In direct response to the legislative mandate that the college will review its personal resources in fiscal year 2019, we decreased the number of contractual employees by over 30. In fiscal year 2020, we continued our review of both staff positions and contractual positions to determine conversion options. Per our review, there were no fiscal year 2020 contractual conversions to PIN employees.

BCCC's Contractual Conversion policy is voluntary for contractual employees. Employees are chosen based on tenure and have the option to be converted to a PIN. You should also be aware that several employees have declined conversion for various reasons including retirement or financial concerns. Please feel free to contact me at (410) 462 - 8563 dmlmccurdy@bccc.edu if you have any questions. I look forward to your continued support of Baltimore City Community College.

Sincerely,

Debra L. McCurdy, PhD
President



cc: The Hon. Bill Ferguson, President, Senate of Maryland
The Hon. Adrienne A. Jones, Speaker, Maryland House of Delegates
Ms. Sarah Albert, Library and Information Services, Department of Legislative Services
Mr. Ian Klein, Budget Analyst, Department of Legislative Services
The Hon. Kurt L. Schmoke, Esq., Chair, BCCC Board of Trustees
Mr. Kevin Large, Special Assistant to the President/Director of Government Relations, BCCC



Baltimore City Community College
Contractual Employees Eligible for Conversion

Classification	FY2019 Report		FY2020 Report		Variance
	Length of Service	Number of employees (Unduplicated)	Length of Service	Number of employees (Unduplicated)	
Exempt	0-2	18	0-2	1	(17)
	3-5	3	2-5	4	1
	5-10	4	5-10	3	(1)
	10+	4	10+	1	(3)
	Secondary Jobs at BCCC	2	Secondary Jobs at BCCC	0	(2)
Exempt Total		31		9	-22
Non Exempt	0-2	49	0-2	8	(41)
	3-5	12	2-5	8	(4)
	5-10	8	5-10	4	(4)
	10+	12	10+	5	(7)
	Secondary Jobs at BCCC	0	Secondary Jobs at BCCC	0	0
Non Exempt Total		81		25	-56
Adjunct Faculty	0-2	83	0-2		(83)
	3-5	30	2-5		(30)
	5-10	28	5-10		(28)
	10+	39	10+		(39)
	Secondary Jobs at BCCC	65	Secondary Jobs at BCCC		(65)
Adjunct Faculty Total		245		0	-245
Total Contractual Positions		357		34	(323)

Policy No:

Date: August 1, 2017

Title of Policy: Contractual Conversion Policy

Policy (check one): New Revised Reformatted

Applies to (check all that apply):

Faculty Staff Students

Division/Department College

Topic/Issue:

Establish (BCCC) Baltimore City Community College Policy for Contractual employees who work more than 30 hours per week who have been continuously employed for three years to be converted to regular positions

Background to Issue/Rationale for Policy:

A person (non-faculty employee) who (1) pursuant to a written agreement, provides personal services to BCCC for pay; (2) is not employed as a Regular Status employee in a budgeted position; (3) whose compensation, terms and conditions of employment are governed by this policy and a written contract and not by the BCCC policies generally applying to Regular Status Nonexempt and Exempt staff; and (4) has an employer-employee relationship with the institution in which the institution furnishes necessary supplies and equipment, and a place to work; has the right to control and direct the details, means and results of the performance of the services; and has the right to discharge the person from employment.

State/Federal Regulatory Requirements (cite of applicable):

N/A

Policy Language:

- A. It is the policy of Baltimore City Community College that employees, after three consecutive years of service in the Contractual Category, shall be eligible to be converted to a Regular Status position and subject to all the policies and procedures of Regular Status employees.
- B. This provision does not apply to employees in positions funded through Research/Service Grant or Contract, or through Clinical Revenue; Athletic Coaches; employees on internship; and those employees who have chosen not to be converted to Regular Status employment.
- C. This provision does not automatically convert current contractual employees who have worked three or more years
- D. Employees who are converted to Regular Status without a break in service will have contractual time served in the current position counted towards their probationary period.

E. All Conversions will be will be approved based on PIN and funding availability within the requested division/department

Proposed Implementation Date: July 1, 2018

Proposed by: Michelle Williams, Executive Director of Human Resources
Calvin Harris, Vice President/Senior Staff Member

Approved by the Board of Trustees: February 21, 2018

Originator/Divison: The Office of Human Resources

**This policy once approved by the Board of Trustees supersedes all other policies.*

Date: August 1, 2017

Title of Procedures: Contractual Conversion Procedures

Procedures (check one):

New Revised Reformatted

Applies to (check all that apply):

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State/Federal Regulatory Requirements (cite of applicable):

N/A

Procedure Language:

I. TERMS AND CONDITIONS

All Contractual Status employees:

1. Must meet the minimum qualifications for the position;
2. Shall be paid at a rate that at least meets the minimum of the pay range for the position's job class. Other compensation changes must be made in accordance with Guidelines.
3. Shall be entitled to service credit for the time served in this category, as a Regular Status employee. The term "service credit" is not applicable to any retirement rights
4. Shall be given a written performance evaluation under the Baltimore City Community College Performance Management Program guidelines
5. This provision does not apply to employees in positions funded through a Research/Service Grant or Contract, or through Clinical Revenue; Athletic Coaches;

employees on internships; and those employees who have chosen not to be converted to Regular Status employment.

6. This provision does not automatically convert current contractual employees who have worked three or more years
7. Contractual employee may be eligible to be converted to a Regular position without a recruitment process.
8. All Conversions will be approved based on PIN and funding availability within the requested division/department.

II. Benefits

1. All employees are eligible for paid leave, which includes 22 Annual Days, 15 Sick Days, 3 Personal Days (pro-rated based on start date), 1 Floating Holiday and 14 Federal Holidays (including winter break). All contractual employees converting to Regular status positions will begin to accrue leave as a Regular employee, and will not be compensated or allowed to carry over any remaining leave balance from the contract period.
2. Contractual employees may participate in the State Health Insurance programs and Prescription Plan that are available to State employees. Participation shall be in accordance with regulations of the State Department of Budget and Management and any applicable Federal rules and regulations.
3. Contractual employees may participate in the Tuition Remission program
4. Contractual employees may participate in other programs with voluntary deductions, e.g., charitable contributions; State Employee Credit Union (SECU).

Proposed Implementation Date: July 1, 2018

Proposed by: **Michelle Williams, Executive Director of Human Resources**
Calvin Harris, Vice President/Senior Staff Member

Approved by the Board of Trustees: February 21, 2018

Originator/Divison: **The Office of Human Resources**



Attachment G.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, October 21, 2020

Dr. Liesl Jones, Vice President, Academic Affairs

ACADEMIC AFFAIRS

Scheduling

A new term was added to the fall schedule. The two accelerated 8-week terms were bridged with a 10-week term. 39 sections of general education courses were offered, 9 of which ran. The offerings were to provide new students with a schedule for the fall semester and current students the ability to add classes.

The spring and winter schedule is being finalized to be sent to the Registrar in preparation for registration to open in November. The winter schedule timing is new this year starting in December as opposed to January. The courses being offered are 3 credit general education courses and will be offered in an online platform. The population we are marketing to are our students and students from 4-year institutions who are home for their winter break. We have added the 10-week term to the spring semester.

Curriculum

The three Schools will review their education plans to ensure accuracy. The Schools will review prerequisites and corequisites to determine if they need to be updated. BSTEM will review the courses that have labs and lecture to determine how the lab will be represented as a corequisite for the lecture. This will prevent students from registering for the lecture without the lab.

E-Learning

The e-learning team along with several members of the library staff ran training sessions for the high school students participating in dual enrollment this fall. They helped them navigate Zoom and Canvas. They continue to work with the students to get them logged onto Canvas. The issues with Canvas stemmed from the students not knowing their network ID and not knowing how to get to the Canvas log in page. We are compiling a list of problems that arose with getting students into Canvas so that we can redo our trainings to better support the students for the spring semester for Dual enrollment.

E-learning and Library Services have begun to work together to complement each other and provide support for the faculty and the students.

Tutoring

Multiple methods for students to access tutoring are offered. We have embedded tutors in our dual enrollment courses. We have P-Tech tutors for the high fail courses in the P-Tech pathways. We have tutors that have posted hours inside a tutoring course and we have faculty holding office hours in the tutoring courses to help students. We have added courses to the tutoring schedule to better support our students. With that we have had over 63,000 accesses to the courses and 624 direct tutoring moments (See the chart below).



Baltimore City Community College

CABINET UPDATE

Board of Trustees, October 21, 2020

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

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION (WDCE) DIVISION

WDCE classes are delivered fully on-line, with additional resources for academic support and remote testing. In the month of September new classes were started for all program areas, with a total of 517 students.

ABE/ELS Program Improvement – Community ABE and ESL classes funded under the MD Labor FY21 Consolidated Adult Basic Education and Adult Literacy Grant start each month. In September, 12 new ABE classes started as well as 8 new ESL classes (with a total of 243 students).

- The ABE/ESL Department conducts more than 12 on-line orientation sessions per week and daily testing for new students. In the month of September, 160 ABE/ESL students were registered for new classes.
- To date, 56 students have completed all four modules of the GED exam, earning a Maryland State high school diploma at BCCC. The college continues to work with these students to support their transition into employment, workforce development training and/or enrollment in degree and certificate programs.
- Remote testing and access to on-line classes continues to be a challenge for many ABE/ESL. To support BCCC students, the college has increased the number of computers available for loan. The WDCED has also included expansion of the BCCC Computer Loaner program, including access to WiFi Hotspots in new FY21 funding (GEER Grant).
- As part of the college's community engagement, the college is developing a partnership with internet providers to allow a point-of-access location at the college. This will allow free WiFi access for those near the Liberty Heights Campus.
- The English as a Second Language (ESL) Department, in collaboration with Workforce Development have developed three (3) Integrated Education and Training (IET) programs designed for English language learners. While supported with an ESL instructor, students will complete training as a Certified Pharmacy Technician, Certified Nursing Assistant, or Certified Logistics Associate.
- The BCCC Refugee Youth Project (RYP), in partnership with Baltimore City Schools initiated a revised City-wide program for refugee/asylee students in Baltimore City high schools. The updated program allows students from more than ten high schools to participate in the on-line *RYP Career Jumpstart* class and enrichment activities. More than 100 refugee youth are enrolled in high school in Baltimore.

Workforce Development Program Development and Expansion – The Workforce Development (WD) Department works closely with the Career Services Office to support graduates complete training and transition to employment. Additional activities include:

- The Workforce Development (WD) Department received an additional FY21 grant award from the Department of Human Services (DHS) and Baltimore City Department of Social Services (DSS). This increases access to workforce training programs for eligible recipients. This increase in funding will support up to 490 new students in a BCCC training program.



- In September, 90 DHS-SNAP and 90 GEER eligible students enrolled in workforce training in the areas of CNA, IT Fundamentals, Patient Care Technician, Pharmacy Technician and Customer Service. The college is in process of screening and providing orientation for an additional 300 students who are interested in BCCC workforce training programs.
- In September, the college launched a new partnership with Bon Secours Community Works to provide student support services for Grads2Careers students as they start training as Certified Nursing Assistants and Certified Pharmacy Technicians. These are recent high school graduates who will receive additional case management services, financial literacy training, and essential skills training.
- The Career Services team continues to work with hiring partners to place current students and graduates in employment. In September, this team expanded on-line outreach and one-on-one support for those impacted by the pandemic.

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

- Currently, 160 P-TECH students are taking college classes in the Fall 2020 term. To support these students in on-line classes, the college has mailed all textbooks directly to students and hosts weekly check-ins with students, faculty, and City Schools Coordinators.

ENVIRONMENT SERVICES AND FACILITIES

Environmental Services and Facilities – This department provides ongoing cleaning, maintenance, and repairs for all campus facilities. This team also supports set-up and break-down for campus special events, coordination of the mailroom, and property control.

- Upon review of the work completed on the new Administrative Wing of the Main building, we identified areas of cost savings that resulted in \$1,006,380 in unencumbered funds. The college is approved for a modification to the BCCC Facilities Plan to allow this to be used for HVAC and Building Automation System improvements.
- In September, renovations to the UMB BioPark Campus started and are scheduled to be completed within 45 days. The BioPark building landlord (Wexford/Cushwake) is responsible for several upgrades including new carpeting, painting, motion sensor lighting, and HVAC system maintenance and cleaning.
- The Maintenance, Logistics, and Environmental teams assisted with set ups and cleanings for special events including the BCCC Voter Registration Center (at the gymnasium) and a Community COVID-19 Testing center operated by CVS MinuteClinic (at the South Pavilion).

PUBLIC SAFETY AND SECURITY

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

- The Department of Public Safety maintains security and controlled access to all campus location in compliance with the Governor’s social distancing orders with no note-worthy incidents to report. This team has also coordinated all required entry for maintenance and mail delivery.



Total Usage		
Latest Date:		10/8/2020
Subject	Page Views	Actions Taken
ACCT 221	565	2
ACCT 222	372	6
BUAD 112	2521	22
CLT 100	6605	33
ENG 101	14226	115
RENG 91	3,872	37
RENG 92	4,166	25
MAT 86	9189	94
MAT 92	3869	67
MAT 107	7874	144
BIO 202	3355	50
BIO 203	1509	11
BIO 212	2631	16
CHE 101	2194	38
CHE 102	364	18
CHE 213	170	8
CHE 214	45	5
Overall	63527	692

BSTEM

Curriculum

The departments have started the update of the program Educational Plan to update and ensure accuracy. The plans are used to help admissions, advising and scheduling of courses. The plans are to help students understand how to progress through their program.

SNHP

The Respiratory Care program received the following communication from their communication: The Commission on Accreditation for Respiratory Care (CoARC) reported that, based on the outcomes of the annual report document submitted, the Respiratory Care program at BCCC met or exceeded all currently set “thresholds” for success on each of the required outcome measures.

The Health Information Technology program submitted their accreditation report to CAHIM: their accrediting body in June. The program has its site visit on October 13th and 14th.



Library Services

Glenn Peterson, Instructional Librarian, reported that during the month of September, 24 online Information literacy sessions were presented with 298 students in attendance.

As the fall semester continues online teaching, library social media, Instagram and Facebook, got more BCCC students' visits and likes. Constance Mannone is anticipating more social media engagement.

	Aug-20	Sep-20
Instagram Followers	65	67
Instagram Posts	8	3
Instagram Likes	9	4
Instagram Engagement	12%	6%
Facebook Likes	465	468
Facebook Views	98	47
Facebook Reach	532	390
Facebook Engagements	33	23



Baltimore City Community College

CABINET UPDATE

Board of Trustees, October 21, 2020

Dr. Rose Reinhart, Vice President, Student Affairs

STUDENT AFFAIRS

Enrollment Activities and Updates

Student Affairs continues to focus on recruitment and retention initiatives. Admissions, Advising, Financial Aid, and Registration have streamlined the application and registration process. Procedures are outlined, reviewed and shared with not only the Cabinet but with other members of the Student Affairs division.

BCCC began a 10-week term on October 5. Traditional and dual enrollment students were registered for classes which had a positive impact on the overall enrollment numbers with an increase of 400 students since the September meeting. With this enrollment we have closed the enrollment gap from 16% down to 8.6% down.

Ms. Dawn Langdon started on September 21, 2020, as the Director of Financial Aid. Ms. Langdon brings a strong background in financial aid to the College and has already found efficiencies in the awarding process that will assist the students in paying for their education. She is working closely with the Bursar's Office to improve the dialog between the two areas as we continue to find ways to maintain a student-centered focus.

The Virtual Helpdesk continues to provide assistance for students who need help. Representatives from areas across campus triage the student calls and assist the student with processes/procedures or with necessary information. Student Affairs is planning to keep the Virtual Helpdesk available for the remainder of the Fall semester and into the Spring.

The partnership between Baltimore City Community College and the Baltimore City Public School Systems continues with 15 course sections from 5 high schools. BCCC faculty teach the courses through Zoom and Canvas technologies to 306 high school students. Courses include General Chemistry, Speech, African-American History, English Writing and Statistics.

BCCC partnered with Comcast to provide internet access to 1000 students for the remainder of the academic year at no cost to the student on a first come-first served basis. Currently we have over 350 students taking advantage of the service.

Student Service/Support Activities and Updates

The Office of Student Life and Engagement and with the support of Scheduling and Events sponsored a series of five 30-minute Voter Information session in recognition of National Voter Education Week. The dates were October 7th - 9th and 12th -13th. Special presentation by Argentine Craig of the League of Women Voters Baltimore on Monday, October 12th.

Morning Meditation - October 13th 10:30 - 10:45am. These morning meditation sessions will continue to be offered during the semester on Tuesdays at 10am and Wednesdays at 8:45am.



Student Life and Engagement is starting their biweekly "Let's Talk Series" October 22nd 4 -5 pm. and will also be implementing the "Lunch with a Leader" program series. Date TBD

Judicial Affairs and Title IX:

Cyberbullying Awareness and Prevention – November 25, 2020 – There will be a virtual panel discussion with representative from local and region organizations working to reduce bullying and cyberbullying. The discussion will look at identifying cyberbullying and learning what to do if your are being cyberbullied. Attendees will have an opportunity to ask questions and there will also be resources available. The sponsors of this program include Judicial Affairs and Title IX, Student Life and Engagement and Student Support and Wellness.

New Title IX Regulations Community Awareness Campaign– TBD - An awareness campaign and presentations are being developed to educate the BCCC community about the new Title IX regulations. Once approved, sessions will be held monthly with an effort to train and education all faculty staff and students.

Intimate Partner Violence Awareness and Prevention – December 9, 2020 - A Domestic Violence virtual forum will be held to raise awareness of stalking and relationship violence, in an effort to educated BCCC students, faculty and staff on the signs of stalking and how to leave an abusive domestic relationship. Information regarding on and off campus resources and ways to report will also be shared with attendees. The sponsors of this program include Judicial Affairs and Title IX, Student Life and Engagement and Student Support and Wellness.

Student Support and Wellness

Student Support and Wellness in conjunction with Student Life and Engagement partnered with NAMI Baltimore for "I Will Listen" week promoting mental illness awareness. Several area colleges participate in this week. Dr. McCurdy also participated by providing a pledge that she will listen which was promoted on NAMI's social media, our social media, and is on the home page. There were multiple daily activities to help support students.

Our office has been having 4 wellness workshops per week to give students a chance to connect on topics like the 5 Love Languages (with a guest speaker), social media diet, procrastination, and Yoga. A grief processing workshop was conducted with P-Tech due to the passing of Mr. Cottman, coordinator for P-Tech at New Era high school. We also continue to push into classrooms on topics such as time management and mental health 101.



Baltimore City Community College

CABINET UPDATE

Board of Trustees, October 21, 2020

Ms. Channa Williams, Interim Vice President Finance & Administration

General External Audit Highlights:

- The BCCC audit of the Financial Statements for FY2020 is in progress
- The CLA audit is in progress for the following components: Enrollment, CC-4, Foundation and College with an anticipated close date late October
- The College's Federal Single Audit is anticipated to close December 2020
- Due to late reporting from Department of General Services (DGS) for expenses for the Admin Wing (\$874K reported spent in FY20), caused depreciation and cost to be adjusted in FY20
- Despite lost revenues and additional expenditures due to COVID-19, due to the emphasis of controlling costs, FY20 is trending positively related to revenue, fund balance and controlled costs
- WBJC-FM has also been trending positively throughout the audit related to revenue and controlled costs
- Much of the CARES funding is still available for spending in FY21

Bursar's Office

- Continuously assisting and resolving student Fall registration issues
- Continue to setup bookstore accounts so the students will be able to use the 3rd party funds for their book purchases
- Assisted students with setting up a payment plans to enable their Fall class registration
- Collaborated with the Bookstore to setup an account in Cashnet's system so students can use their credit card to pay for their textbooks.
- Collaborated with the Financial Aid Office (FAO) to setup a database for information to be provided regularly to students reflecting their current available balances in the Bookstore system
- Collaborated with the FAO to resolve Regent student award posting
- Cross-functionally worked with Payroll and the FAO to reconcile the Federal Work Study program
- Created an automated program to resolve Heartland ECSI accounts that could not be invoiced as well as invoices being rejected from PayPal, enabling timely invoices to students

Controller Office and General Accounting

- Providing auditors with various requests for the College, Enrollment, CC-4 and Single Audit
- Worked with Student Affairs and the auditors to finalize the Howard P Rawlings Excellence Awards Financial Aid FY2019 audit.
- Worked with Student Affairs and auditors to facilitate providing the necessary information regarding the Financial Aid audit from FY2019 (this is being finalized)
- Supported the Budget Office and other divisions on the Managing for Results (MFR) requirements
- Continuing to work with the Treasurer's Office and BB&T to convert the Bookstore system, the Cashier system, and WBJC-FM from Bank of America to BB&T (as required by the State of Maryland).
- Worked with the Grants Office and Grants Development Office on various required reporting metrics
- Continued to transition the banking information to the new State of Maryland Wells Fargo account for various third parties and Grants that provide funding.
- Working with Property Administration with the monthly and annual reconciliation of assets.
- Supported Accounts Payable and the Bookstore in paying past due invoices



Accounts Payable

- Compiled and provided documentation for the annual statutory year-end audit
- Continuing to work with the Bookstore and other areas on past due invoices
- Supported payroll in distribution of manual checks

Budget Office

- Submitted FY2 Budget Revenue & Expenditure Summary to DBM along with other revenue projection adjustments for FY22
- Created SharePoint site for BCCC's FY 2022 Budget Detail
- Reviewing FY22 budget reduction options for \$3.6M (appropriation reduction proposed by the state)
 - Worked with the Payroll Department to determine salary savings for both PIN and contractual salaries
- Submitted the (MFR) Managing for Results to align with the State's strategic plan
- Worked with the payroll department to fund various unrestricted accounts and restricted grants for contracts
- Set up various restricted budget amendments in FMIS
- Worked with HR to complete monthly PIN vacancy report
- Working on draft documentation of the College's internal and external budget development process
- Facilitated the collaboration, review, and consolidation of College-wide provided information and documents to submit a comprehensive submission to the State Treasurer's Office to secure certificates of insurance for the College Allied Health programs (credit and non-credit) for 2020-2021 school year
- Continue to support staff with FMIS access and collaborative training with procurement
- Completed RFP financial analyses to evaluate ERP contract expenditure schedule and multi-year financial impact

Foundation Accounting

- Continue to work with CLA by providing audit deliverables to the auditors for sample selection and testing
- Continuing to outline workplan to establish a process with the Grants Administration Department to align potential grant funds with the Foundation's projected revenue on a monthly basis
- Drafting outline to establish monthly internal controls and reporting metrics

Procurement

- **Campus wide ERP Implementation RFP**
 - Submitted documentation to DGS-OSP for approval and to be included on the October 21, 2020 agenda meeting. However, we were slated for the 11/4/2020 BPW agenda meeting. BCCC received approval from Doit and DGS-OSP and the BPW team is currently reviewing.
- **ERP Debriefing**
 - Debriefing requested by Jenzabar on 9/21/20, regarding not being awarded the RFP for Campus wide ERP Implementation. Debriefing granted on 9/22/20. OSP/DGS/PBW notified of the debriefing and the procurement file was updated. The protest period ended on 9/30/2020. No protests have been received.
- **IFB Generator Maintenance and Emergency Service** -



- Solicitation for preventative maintenance and service for the generators to include emergency service with a total contract value of \$99,075 for a 3-year base and 2 – 1-year renewals.
- **Procurement and FMIS training**
 - Draft Procurement and FMIS training under review
 - Retrained employees in FMIS
- **Retroactive Contract Approval Requests**
 - Submitted documentation for review regarding retroactive forgiveness for Class Act in the amount of \$202,804.50. Currently under review for approval.
 - Submitted documentation for review regarding retroactive/proactive forgiveness for Heartland/ECSI in the amount of \$784,899.43. Currently under review for approval.
- **Contract Approval requiring BPW approval**
 - Submitted documentation to exercise Option 1 for Regent Education in the amount of \$170,000. Currently being reviewed by the VP and the President.
- **Contract Awarded**
 - A solicitation for Two-way Radios for Public Safety was issued in August 2020. One proposal was received from Motorola. Doit and the department approved the solicitation and award for \$65,225.19. A Purchase Order is being issued this month to the vendor.
- **Other Business**
 - Continue working with vendors to remove automatic renewals from their Terms and Conditions, (especially software). This also includes terminating services that are no longer being utilized.
 - Procure laptops for students.
 - Closed out Unfrist contract for (rental garments and mats) in order to comply with MOU requirements.
 - Procurement processed 50 Purchase Orders for a total of \$541,598.06.
- **State of Maryland Procurement Meeting**
 - All solicitations (RFP, IFB, Contracts, Agreements, etc.) must be reviewed and approved by Legal Counsel prior to submitting to the Office of State Procurement (OSP).
 - All Retroactive contracts required Board of Public Works (BPW) approval. All retroactive contracts are considered Sole Sources and must be reviewed and approved by the AAG prior to submitting to DGS/OSP and BPW.



Baltimore City Community College

CABINET UPDATE

Board of Trustees, October 21, 2020

Mr. Stephan Byam, Chief Information Officer

TECHNOLOGY

Enterprise Resource Planning (ERP) Project

The ERP Project continues to maintain a “Green” status from Maryland’s Department of IT (DoIT).

The College completed contract negotiations with the ERP vendor, signaling the completion of the work that the College needed to perform in order to make a recommendation to the State. During the contract negotiations, the College engaged other state agencies to ensure the appropriate level of collaboration, awareness and due diligence was provided to the process. Members from the State’s Attorney General office, DoIT’s legal team and DoIT’s Oversight Project Manager were all engaged in varying degrees in the process.

On September 18, 2020, the College submitted its recommendation to the Department of General Services’ (DGS) Office of State Procurement (OSP). Subsequently, DGS and DoIT have approved the proposal and it is slated to be on the Board of Public Works’ agenda on November 4, 2020. Once the College receives approval, the President can execute the contract and the College can issue a “Notice to Proceed” to begin the implementation work.

Operations

Multi-Factor Authentication (MFA) & Self-Service Password Reset:

The College continues to bolster its security posture and has been actively enrolling faculty and staff in programs that allows for more secure management of user accounts.

Additionally, the ITS is preparing to offer cyber security awareness training for all faculty and staff in conjunction with DoIT.

Disaster Recovery Testing:

The Office of Information Technology Services conducted a Disaster Recovery Testing exercise in conjunction with many of the business and student affairs offices. The exercise tested the College’s ability for continuity in the event that the College’s datacenter was severely impacted. The test yielded positive results and ITS continues to document “lessons learned” from the exercise.

Sponsored Internet:

Since the COVID-19 global pandemic, it has become apparent that there is a large digital divide amongst students, where many of BCCC’s students are lacking access to computers and the internet. ITS continues to identify resources to close the gap for its students.

One such resource is Comcast’s Sponsorship Program. This program allows the College to “sponsor” internet services for many of its underserved students. The College recently signed an agreement with Comcast which will allow up to 1,000 students to be sponsored through the end of May, 2021, provided the student maintains their enrollment at the College.



Baltimore City Community College

CABINET UPDATE

Board of Trustees, October 21, 2020

Ms. Dawn Kirstaetter, Vice President, Advancement and Strategic Partnerships

COMMUNICATIONS/PUBLIC RELATIONS

Through continued relationship building with local print and broadcast media, the following appearances and interviews were secured for the purpose of elevating the College's brand awareness, recognition and image. Below are highlights of those efforts for the month of September.

- "Ways to Pay for College" on Maryland Public Television (MPT), September 24 at 7 p.m. *Ways to Pay for College* show provides viewers valuable insights into successfully navigating the college selection and financial aid process through the one-hour program. *Ways to Pay for College* began at MPT in 1981 under its original name, *You Can Afford College*.
 - Successfully negotiated BCCC's debut appearance on the 39-year-old show.
 - Additionally, negotiated BCCC as the potential college host site for the 2021 program.
 - Media prepped with mock interviews with Dr. Jason Morgan, Director of Admissions
 - Provided historical information and feedback on MSP questions for interview
- Booked interview on *The Larry Young Show*, but scheduling conflicts require rescheduling.

Media and PR writing includes press releases announcing major College initiatives, standard public announcements, president communications pieces and general college communications.

- "I Will Listen" video script for Dr. McCurdy
- 10-Week Session Press Release
- BCCC Extends Enrollment Period with New 10 Week Session
- Newsletter – 9/24
- PSA for WBJC, 10-week Session

Media Mentions

Monthly news clips showing mentions of BCCC, which may include College generated stories or stories in which BCCC is highlighted.

Media Outlet	Published Date	Headline (active article links)	Media Type
Sunday Capital	Sept. 27	Edward Jackson	Print
Baltimore Sun	Sept. 24	3 things to know about Edward Jackson, Annapolis police chief	Web
Baltimore Sun	Sept. 26	Demolition of East Baltimore's McGarvey Industrial Park marks first step of 'Equality Equation'	Web
Baltimore Sun	Sept. 28	Answers to some pressing questions about voting	Print



Media Outlet	Published Date	Headline (active article links)	Media Type
Baltimore Sun	Sept. 26	A FIRST STEP IN 'EQUALITY EQUATION'	Print
Baltimore Business Journal	Sept. 17	The city should revisit the Greenspring Ave. corridor's development potential	
Baltimore City Paper	Sept. 14	Heres where Baltimore Citys 24 Election Day voting centers will be located	Web
Baltimore Sun	Sept. 14	Here's where Baltimore City's 24 Election Day voting centers will be located	Web
Baltimore Sun	Sept. 14	TikTok is 'language' of youths	Print
Citybizlist	Sept. 10	Sweeping \$200M Project Seeks to Begin the Transformation of Baltimore East 9/10/20	Print

Media Outreach

Reached out to media representatives, as the continued process of relationship building for the purpose of engaging the outlets to do stories about the College.

Outlet	Contact Person	Results
AACC, Community College Daily	Matthew Dembicki Editor of Community College Daily	Meeting via Zoom week of 10/4/20 RE: Introduction and relationship building
Afro American Newspaper	Sean Yoes Baltimore Editor	RE: Relationship building
Baltimore Times	Joy Bramble Owner	RE: Relationship building
CharmTV	Joe Delbalso Operations and Traffic Manager	RE: Relationship building and booking on “5 Minutes with Gabby” show on CharmTV and early discussions of programming to finalize after the November 3 election and new administration is in place
Fox 45 News	Tiffany Watson, Assignment Desk - Day	RE: Relationship building and working on establishing interviews for the president
The Larry Young Show WOLB-AM, Radio	Demetrius R. Upshaw Sr. Integrated Marketing Specialist	RE: Establishing radio interviews for the president
WBAL-TV	Dr. Tim Tooten News Reporter	RE: Relationship building
WERQ-FM, 92Q Radio	Demetrius R. Upshaw Sr. Integrated Marketing Specialist	RE: Establishing radio interviews for the president



MARKETING

Creative Design

The Design team completed the following projects over the past month:

- Digital program cards for Biotechnology, Dental Hygiene, EMS, Health Information Technology, Nursing, Physical Therapy Assistant, Respiratory Care, Surgical Technology and School of Arts and Social Sciences
- Dual Enrollment digital flier
- New 10-week Session promotion web billboard, digital ad and social tiles and updated radio ads to include new session
- Updated academic calendar formatted for web
- Early Spring Registration Banner
- Photoshoot with students and models
- Early Enrollment banner
- Community ESL Flier
- Brandmark Exercise (logo)
- SGA Elections 2020 flyer
- ¼ and full-page GBC Ad
- WBJC: Four sponsorship postcards
- BCCC Letterhead edits
- Mask mailing
- Early and General Election billboard, digital ad, and social tile
- Admissions Hobsons headers and footers
- Admissions images for use with HTML email

Website

Webpages Content Updates (Ongoing)

Ongoing regular and special campaign content updates and page restructuring to improve the user experience. Regular updates include relevant homepage updates including updated billboards, What to Know section, website calendar and other homepage navigation and content features. These routine updates encourage user engagement and ensure content is student centered. Specifically, the following edits were made:

- Coronavirus Updates
- Yellow Banner Updates – 1
 - Billboards
 - Fall Registration 2020
 - Fall Registration 2020 10 week
 - Virtual Welcome Week Fall 2020

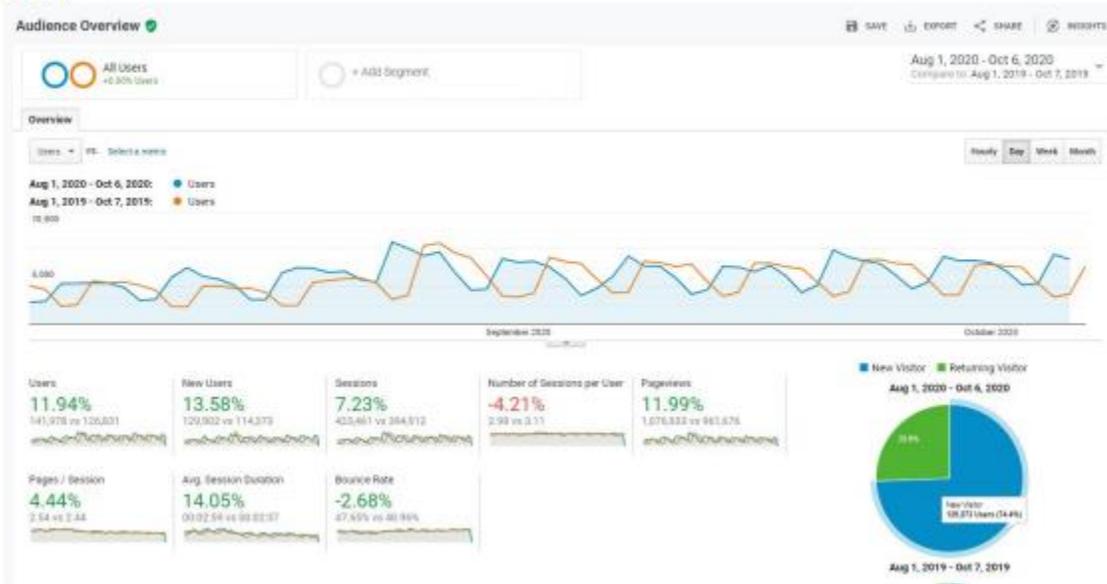


- Attend BCCC Tuition Free
 - Vote 2020; copy written
 - On screen alert launched for Registration
 - HR landing page updated
 - Foundation Board webpage updated
 - New Dual Enrollment webpage launched
 - Adult Basic Education webpage updated
 - APEX Griggs Alternative Diploma Options webpage launched
 - BCCC Stationary SharePoint webpage launched
 - Economic Impact Study 2016 webpage launched
 - Vote 2020 webpage created and launched
 - Faculty and Staff Application Links webpage created
 - Headlines
 - BCCC Extends Enrollment Period
 - Information to know
 - Voter Registration Day
 - Ways to Pay for College live video
 - Virtual Welcome Week
 - Attended Webinar “The State of Site Search on Higher Ed Websites 2020”
- Routine Website Maintenance and Webpage Content Updates
 - Academic Calendar Updated (Three times)
 - BCCC Directory Updated
 - BCCC Strong webpage updated
 - BOT Agenda Updated
 - BOT Minutes Updated
 - Captcha testing with ITS
 - Credit Schedule Fall 2020 updated
 - Dual Enrollment programs added
 - Viewbook SEO implemented
 - Website Calendar updated
- Ongoing
 - Reworking of hub pages project
 - Taking the BCCC website to the next level
 - Proposal for next 90 days



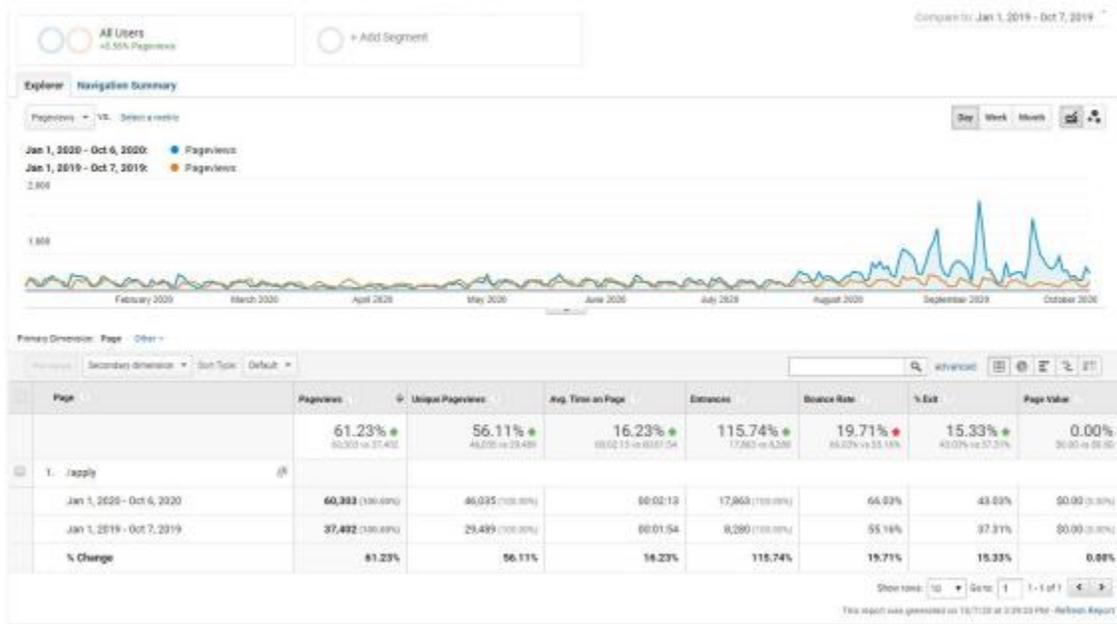
Metrics

Overview/Homepage - Compare All Users (Aug 1, 2020 - Oct 6, 2020) to (Aug 1, 2019 - Oct 7, 2019)

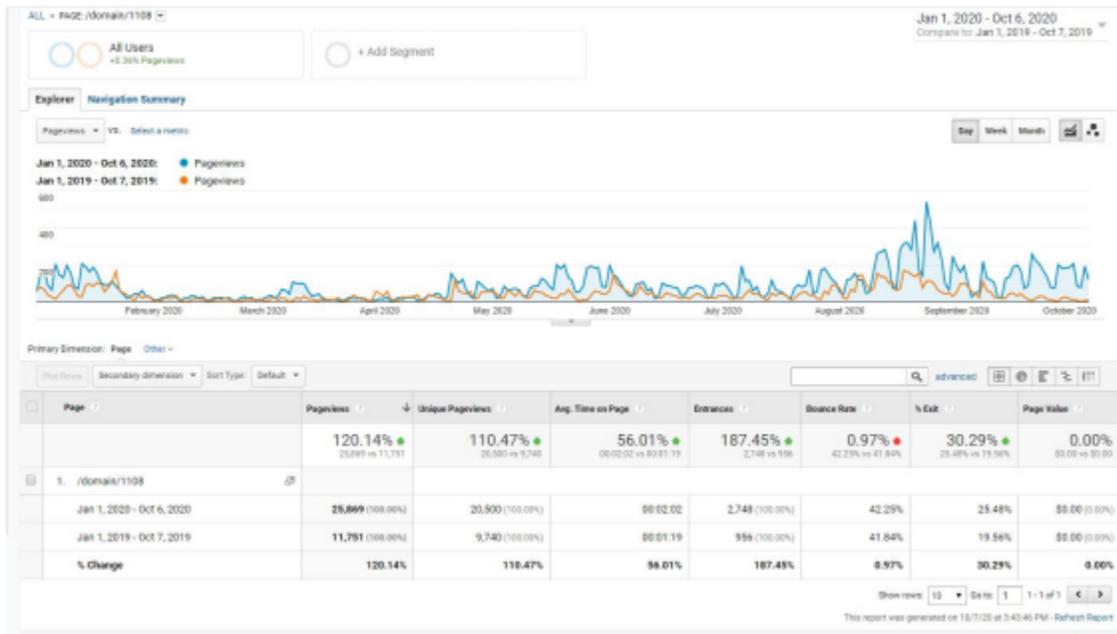




Apply Webpage - Compare All Users (Jan 1, 2020 - Oct 6, 2020) to (Jan 1, 2019 - Oct 7, 2019)

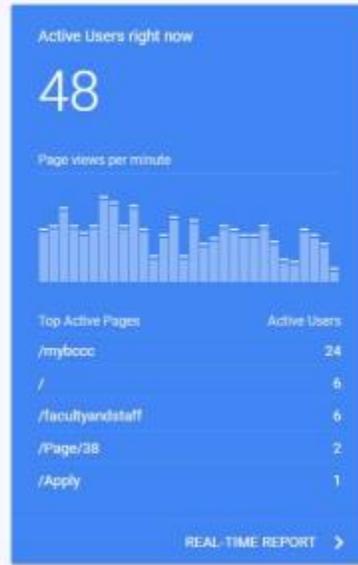


Register Webpage - Compare All Users (Jan 1, 2020 - Oct 6, 2020) to (Jan 1, 2019 - Oct 7, 2019)



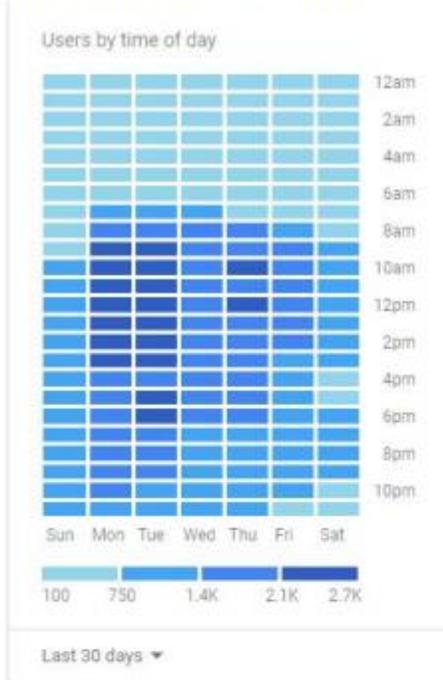


Last 28 Days





Users by time of day - Last 30 Days

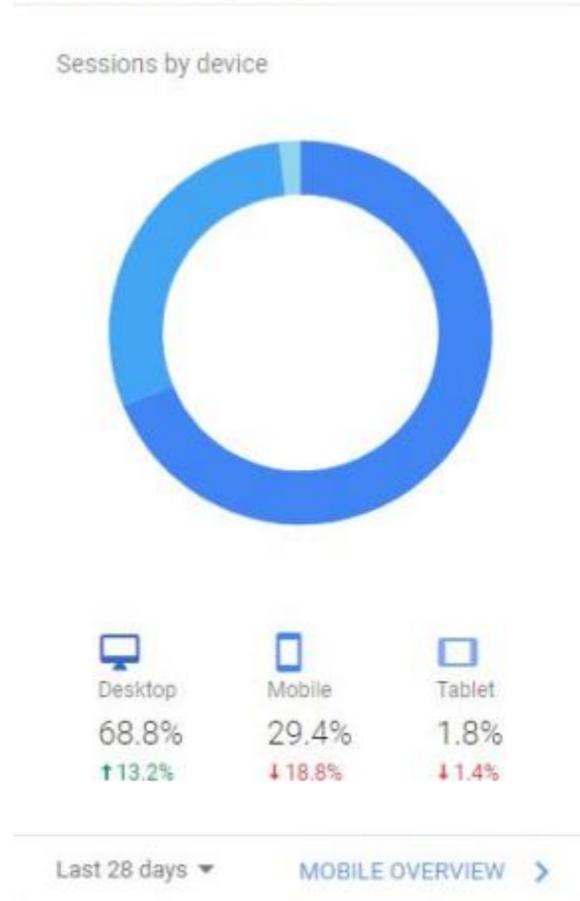


Top visited pages - Last 28 days

Page	Pageviews	Page Value
/mybccc	134,354	\$0.00
/	87,623	\$0.00
/facultyandstaff	24,105	\$0.00
/apply	11,440	\$0.00
/domain/18	8,987	\$0.00
/domain/10	5,582	\$0.00
/bccc	4,378	\$0.00
/domain/1108	3,988	\$0.00
/domain/36	3,832	\$0.00
/Page/38	3,793	\$0.00

Last 28 days ▾ [PAGES REPORT >](#)

Top Devices - Last 28 days



Analysis

1. 11.94% increase to Homepage over same period last year.
2. 61.23% increase in **Apply** page users over same period last year
 - a. The pages most used are on the Top visited pages. **Apply** is one of them at 11,440 views.
3. 120.14% increase in register page users over same period last year
4. In the last 28 days, we are trending up 0.6% over the prior month.
5. Most people are using a desktop at 68.8%, while mobile is coming in at 29.4%

These stats tell me that we have produced traffic to the web page, but if we are down on enrollment, then we lost them at the web page. Thus, the discussion to create a more marketing-



friendly site, which is the proposal Chris is working on to present to you shortly, becomes that much more critical.

Social Media

With coronavirus pandemic, we abandoned “college business as usual” posts, scaled back frequency of posts significantly, and limited content to information related to COVID-19 and BCCC’s response.

Facebook

Metric	August 2020	September. 2020	Difference
Published Posts	63	49	Down 22.2 %
Fans	5,763	5,690	Up 0.49 %
Net Page Likes	85	28	Down 64.10 %
Impressions	199,239	87,085	Down 47.33 %
Engagements	5,527	3,237	Down 32.8%
Post Click Links	791	914	Up 15.5 %

Twitter

Metric	August 2020	September. 2020	Difference
Published Posts	38	40	Up 5.26%
Followers	1,614	1,618	Up 0.2%
Engagement Rate	3.4%	2.1%	Down 38.3 %
Impressions	12,693	8,969	Down 29.3 %
Engagements	431	188	Down 56.4%
Post Click Links	41	24	Down 42.5 %

Instagram

Metric	August 2020	September. 2020	Difference
Published Posts/Stories	48	55	Up 3.8 %
Followers	850	1,119	Up 2.47%
Net Follower Growth	60	27	Down 32.50%
Impressions	15,535	13,254	Down 58.2 %
Engagements	800	343	Down 79.5%
Engagement Rate/Impression	5.1%	2.6%	Down 51.09%

Analysis

The Social media metrics for September showed a decrease in engagement across platforms. This is attributed to:

1. Posting more than 3-4 posts on some days; posting less helps grow reach and engagement.



2. The lack of video posts/content, videos perform best on Facebook and Instagram in terms of reach and engagement. We must seek a method of improving this area.
3. The reduced student centric events (not as many as pre-COVID).
4. August had a high number due to virtual commencement streaming on Facebook.

Recommendations to improve social metrics for the month of October:

1. Improve selection of images for posts. Test images on platforms that are not image centric, such as Twitter and LinkedIn and measure its impact on engagement.
2. Reuse old videos to push for more video content or request stock photography
3. Showcase more students, alumni, faculty, and testimonials.
4. Include paid post boosts for significant/important posts.
5. Promote Top five program/courses
6. Bring back Faculty & Staff appreciation posts (if approved)
7. Have small giveaways (BCCC Swag) on social media (if approved), can be mailed from the college,

Besides the above marketing and social media tasks, a member of the Marketing team assisted on the virtual helpdesk for the entirety of September.

DEVELOPMENT

Primary focus was on the Award Management for the Baltimore City Community College Foundation. I worked collaboratively with Accounting, Bursar, Financial Aid, Student Affairs, and coworkers.

Newsletter

The Alumni newsletter, Issue IV was developed and circulated to the Alumni and staff on September 15. The articles included back to school, free virtual events, voting information with BCCC being a site for early voting, reminders about staying safe during the pandemic. The three featured articles were Alumnus Senator Cory McCray; The Virtual Graduation (the ability to click to the event), and Alumnus Devin Allen's second cover on the Time Magazine. The issue ended with a photo and a reminder for BCCC to stay strong.

Newsletter stats:

Sent	5,471	74%
Successful Deliveries	4,201	
Bounces	1,450	27%
Opens	548	14%

Foundation-Appeal Letter-Sent 9-10-20

A letter was developed and sent to Constant Contact donors in an effort to receive donations for BCCC Foundation. The Stats are as follow:



Sent	10,735	73.3%
Successful Deliveries	7,867	
Bounces	2,868	28%
Opens	1224	15.5%

EVENTS

Highlights

- Virtual Helpdesk Process Improvement
- Virtual Helpdesk Coverage
- Mask Assembled for Distribution to Faculty and Staff
- Virtual Commencement Feedback/Debrief

Events

- Packed and Mailed Mask and Note to Full Time Faculty & Staff
- Served on Virtual Help Desk

September Events – cancelled due to COVID-19

Rho Xi Omega (AKA) Executive Committee Meeting	September 8, 2020
Neighborhood Institute 2020 (HOLD)	September 12, 2020
Neighborhood Institute 2020 (HOLD)	September 19, 2020
Year Up Baltimore Alumni Meeting	September 19, 2020
Year Up Baltimore New Hire Orientation	September 22, 2020
Year Up Baltimore New Hire Orientation	September 24, 2020
Rho Xi Omega (AKA) Chapter Meeting	September 28, 2020

October Events – cancelled due to COVID-19

Rho Xi Omega (AKA) Executive Committee Meeting	October 13, 2020
Year Up Baltimore Alumni Meeting	October 17, 2020
Rho Xi Omega (AKA) Chapter Meeting	October 26, 2020

Additional Telework Tasks



- Managed Zoom Meetings for Team
- Virtual Help Desk Training & Assistance

Ten-Week Website Billboard



Ten-Week Facebook Cover Image



Ten-Week Digital Advertisement





Link Clicks: 432

Reach: 14,051

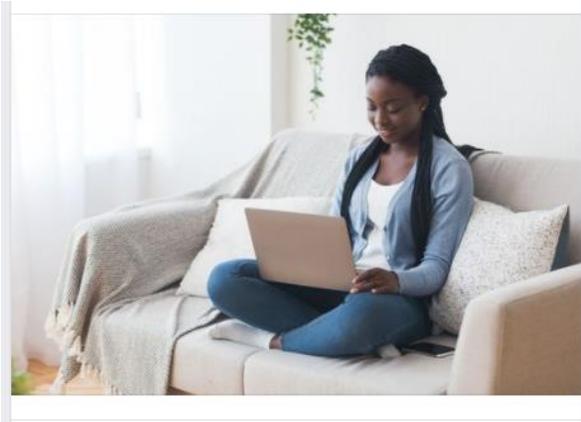
Impressions: 9,926

Ten-Week Facebook Posts

Still looking to enroll for Fall classes. Apply online for the NEW 10-week session at BCCC. BCCC offers Online and Live Virtual classes this Fall. Visit <https://bit.ly/2XHtojw> for more information. #Fallsemester #BCCC #WeAreBCCC

Reach : 145

Clicks : 19



There is still time to register for college classes. BCCC offers a New 10-session for Fall 2020. BCCC has also made free tuition available for eligible students by combining federal, state, city, and institutional awards.

Click here <https://bit.ly/3bUPipb> to learn more on how you can attend BCCC Tuition Free. #Fall2020 #BCCC #BCCCStrong

Reach : 153

Click : 17



Baltimore City Community College
Published by Sprout Social (9) · September 14

There is still time to register for college classes. BCCC offers a New 10-session for Fall 2020. BCCC has also made free tuition available for eligible students by combining federal, state, city, and institutional awards.
Click here <https://bit.ly/3bUPipb> to learn more on how you can attend BCCC Tuition Free.
#Fall2020 #BCCC #BCCCstrong

Top performing Posts for September:

<p>Baltimore City Communi... Wed 9/16/2020 12:05 pm EDT</p> <p>Join us in celebrating Latino Heritage Month! Hispanic Heritage Month is celebrated September 15-October 15</p> <p>Engagement Rate (per Im...) 15.9%</p> <p>Impressions 580</p> <p>Engagements 92</p>	<p>Baltimore City Communi... Wed 9/30/2020 4:56 pm EDT</p> <p>Thank you to all those who attended the virtual SGA Meet & Greet session today! Follow us here to keep up to d</p> <p>Engagement Rate (per Im...) 11.7%</p> <p>Impressions 256</p> <p>Engagements 30</p>	<p>Baltimore City Communi... Fri 9/18/2020 7:24 pm EDT</p> <p>Engagement Rate (per Impr...) 9.5%</p> <p>Impressions 283</p> <p>Engagements 27</p>
--	--	---

<p>Baltimore City Communi... Tue 9/22/2020 11:23 am EDT</p> <p>BCCC's Director of Admissions, Dr. Jason Morgan will be interviewed on the @MarylandPublicTelevision program</p> <p>Impressions 348</p>	<p>Baltimore City Communi... Wed 9/2/2020 12:02 pm EDT</p> <p>Fall Registration is still open for the 16-week session. Head over to website to register for fall classes. Add/drop per</p> <p>Register Now</p> <p>Types of Class Instruction BCCC offers virtual (face to face) and online with classes designed to provide quality instruction in a safe environment.</p> <p>Impressions 317</p>	<p>Baltimore City Communi... Fri 9/18/2020 7:23 pm EDT</p> <p>Start your new career today Virtual morning, afternoon & evening classes available*</p> <p>Workforce Development and Continuing Education Programs at Baltimore City Community College are designed to provide students with high quality, short-term workforce training. Enroll today in one of a variety of courses and become prepared to enter the workforce upon completion of your program. Contact BCCC today to find out how you can be part of our mission to train our students with the skills they need for their careers.</p> <p>6-8 week classes are starting soon in:</p> <ul style="list-style-type: none"> • Certified Nursing Assistant • Pharmacy Technician • Patient Care Technician • Customer Service • IT Fundamentals <p>Impressions 301</p>
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Post Date	Impressions	Potential Reach	Engagements	Engagement Rate (per Impre...)
Wed 9/30/2020 4:56 pm EDT	194	1,619	6	3.1%
Tue 9/29/2020 4:53 pm EDT	232	1,616	1	0.4%
Tue 9/29/2020 11:47 am EDT	264	1,616	5	1.9%

**GBC Full and Quarter Page Ads
(Two different publications; same advertisement)**

BCCC
Baltimore City Community College

**Fueling
Baltimore's
Workforce**

Learn how you can partner
with us at bccc.edu



8-Week Billboard



8-Week Facebook Cover Image



8-Week Social Post

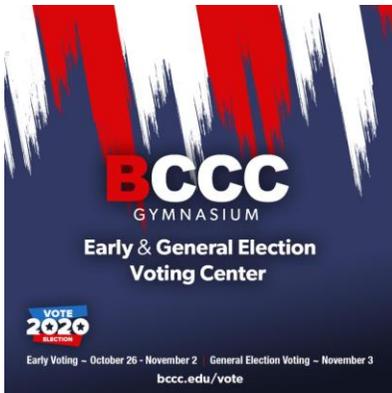




Voting Center Billboard

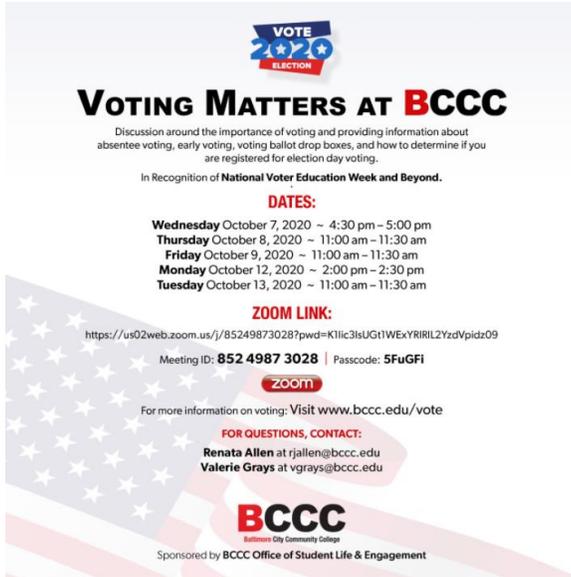


Voting Center Social Post





Voter Education Flyer



VOTE 2020 ELECTION

VOTING MATTERS AT BCCC

Discussion around the importance of voting and providing information about absentee voting, early voting, voting ballot drop boxes, and how to determine if you are registered for election day voting.

In Recognition of **National Voter Education Week and Beyond.**

DATES:

- Wednesday** October 7, 2020 ~ 4:30 pm – 5:00 pm
- Thursday** October 8, 2020 ~ 11:00 am – 11:30 am
- Friday** October 9, 2020 ~ 11:00 am – 11:30 am
- Monday** October 12, 2020 ~ 2:00 pm – 2:30 pm
- Tuesday** October 13, 2020 ~ 11:00 am – 11:30 am

ZOOM LINK:

<https://us02web.zoom.us/j/85249873028?pwd=Kllc3lsUGt1WExYRlRlL2YzdVpidz09>

Meeting ID: **852 4987 3028** | Passcode: **5FuGFI**

zoom

For more information on voting: Visit www.bccc.edu/vote

FOR QUESTIONS, CONTACT:

- Renata Allen** at rjallen@bccc.edu
- Valerie Grays** at vgrays@bccc.edu

BCCC
Baltimore City Community College

Sponsored by BCCC Office of Student Life & Engagement

Voter Banners



BCCC
Baltimore City Community College
bccc.edu/vote

VOTE 2020

EARLY & ELECTION DAY
VOTING CENTER

VOTE HERE



EARLY ELECTION & VOTING CENTER

@ BCCC GYM

VOTE 2020



New Voting Web Page



Early Voting - General Voting Fall 2020

Baltimore City Community College (BCCC) has been selected by the State Elections Board as an early and general election day voting center. This is the first time the college has been able to provide this opportunity for City residents.

Location:
Baltimore City Community College (BCCC)
2901 Liberty Heights Avenue (Main Entrance,
parking available)
Gymnasium
Baltimore, MD 21215



Canvas Mail

Early Voting (October 26 - November 2)

If you would like to vote in person, you have the option to vote during the early voting period.

Early voting will occur over an eight-day period beginning on Monday, October 26 to Monday, November 2 (including Saturday and Sunday) from 7 a.m. to 8 p.m., with early voting centers also open on Election Day, Tuesday, November 3.

Approximately 80 vote centers will be open statewide during early voting including BCCC. Voters can cast their vote at any vote center in their jurisdiction. You can find a complete list of all the locations [listed at the State Board of Elections website](#).

General Election Day Voting (November 3)

Due to the COVID-19 pandemic, every voter will receive an application for a mail-in ballot, and we encourage you to vote by mail. If you prefer to vote in person, you may vote on Election Day. You will receive a mailing in October that will tell you where and when you can vote in person.

To make in-person voting safe, we will keep voters six feet apart and limit the number of people inside vote centers at one time. This may result in lines and wait times. The best time to vote in person is on weekends during early voting and between 10 a.m. and 3 p.m. on election day. On election day, approximately 315 voting centers will be open statewide.



Early & General Election Voting Center

[Vote registration and mail-in ballot request](#)

Important Dates

Oct 13 - Deadline to register to vote

Oct 26 - Deadline for the Board of Elections to receive applications for mail-in ballots

Oct 26 - Early voting begins (through Nov. 2)

Nov 03 - Election Day (mail-in ballots must be postmarked on or before November 3 or dropped in a drop-off box location by 8 p.m.)

ESL Flyer




FREE English Classes

BCCC Community ESL Program

Morning, Day and Evening

VIRTUAL CLASSES



Build your confidence in the four language skills:

Reading • Writing • Listening • Speaking

Like us on Facebook at www.facebook.com/bcccbels. 

Call now to register at 410-986-5430 or email ESL@BCCC.edu.

Community ESL • English as a Second Language



Baltimore City Community College

CABINET UPDATE

Board of Trustees, October 21, 2020

Ms. Lyllis M. Green, Chief Internal Auditor

INTERNAL AUDITS, REVIEWS, and INVESTGATIONS

Internal Audit activity during the month of September focused on:

- reviews and follow-up of external audit findings,
- tests of internal controls related to Information Technology external audit findings, and
- support in the preparation of institutional reports required by various oversight agencies.

The internal audit activities required collaboration with the College's President, General Counsel, the Assistant Attorney General, and the President's Cabinet. Additionally, several staff members from the Administration & Finance Division, Information Technology Services, the Office of Public Safety, and the Office of Human Resources provided information and/or assistance.

HUMAN RESOURCE RELATED ACTIVITIES

EQUAL EMPLOYMENT OPPORTUNITIES (EEO)

EEO activity included the preparation of the EEO report. The EEO report is a compilation of data on the employees of BCCC in various categories (employee classifications). Information from the Affirmative Action Plan is used to populate the data in the annual EEO report coupled with applicant information from the HR database. Staffs in Institutional Research, Human Resources, and Internal Audit work collaboratively in gathering, reviewing, and confirming the accuracy of data. The final phases of data confirmation are in progress and the report is expected to be submitted on October 19.

TITLE IX

Title IX was revised to include specific requirements for addressing and resolving the types of sexual misconduct identified in the revisions. The revisions to the regulations became effective August 14, 2020 and the College's Title IX Policy was approved by the Board before the effective date. The development of procedures for the latest revisions to the Title IX regulations is a current project involving collaboration between the General Counsel, the Assistant Attorney General's Office, the BCCC Judicial Affairs Director and the Internal Auditor.

EXTERNAL AUDITS

Annual Financial BCCC Audit

This year, the College's annual financial audit is being performed by Clifton, Larson, Allen LLP. We are familiar with the audit firm as they have audited the BCCC Foundation for the past several years. Internal audit involvement included responses to the section on Internal Controls and input on issues related to the BCCC Foundation. However, the coordination of the audit was through the VP Finance and Administration.



Legislative Auditors (OLA)

The College continues to address the findings and recommendations from the last Legislative Audit Report that was issued in November 2017. Of the eight findings noted, four have been implemented and the remaining four are partially implemented or in progress. This report shows additional progress on Finding #6c – Malware, regarding evidence of users’ inability to modify security related applications on workstations. The status of this portion of the finding has been upgraded from “partially implemented” to “implemented and ongoing.”

<i>Finding</i>	<i>Recommendation (Excerpts from November 2017 OLA Report)</i>	<i>Observations</i>	<i>Status @ 08/31/2020</i>
1. facilities planning and operations			Partially implemented
2. corporate purchase cards,			Implemented (includes repeat finding)
3. Payroll			Implemented
4. affiliated foundation,			Implemented with compensating controls
Information systems (2), 5. Sensitive Personally identifiable information			Partially Implemented
6. Malware protection for BCCC computers was not sufficient	<p>a. ensure, on an ongoing basis, that all active computers have current signature files, and up-to-date malware protection software installed, and operational;</p> <p>b. limit the assignment of administrative rights on workstations to specific system/network administrators and those users specifically allowed such rights, with any such assignments to non-information technology administrators being justified, approved, documented, and regularly reviewed to determine whether they are still needed (repeat); and</p> <p>c. ensure that all workstations are kept up-to-date for critical security related updates for commonly vulnerable applications (repeat).</p>	<p>a. ITS implemented a process to have all active computers up-to-date and operational and current with signature files and malware protection software consistently.</p> <p>b. The process was initiated in June with full implementation during August. Procedures are being developed with cooperation from the Office of Human Resources to ensure timely notification of assignment and removal of administrative rights.</p> <p>c. The malware protection reporting is up to date for all workstations that are powered up on campus. The plan to update workstations that are not powered up will be completed as ITS staff return to campus</p>	<p>a. Implemented</p> <p>b. Implemented</p> <p>c. Implemented and on-going</p>



<i>Finding</i>	<i>Recommendation (Excerpts from November 2017 OLA Report)</i>	<i>Observations</i>	<i>Status @ 08/31/2020</i>
		and gain access to offices where the workstations reside. Additional documentation was provided as evidence of users' inability to modify security related applications. The evidence confirms that internal controls over security applications are working as intended.	
7. cash receipts			Implemented
8. equipment			Partially implemented
Note: The complete OLA, November 2017 report can be viewed at: https://www.ola.state.md.us/Search/Report?keyword=&agencyId=5a8ac903cc9d721804e01114&dateFrom=&dateTo=&reportTypeId=1			

OFFICE CHANGES

As previously reported, the Chief Internal Auditor has been involved in several EEO and ADA employee issues on behalf of the vacant EEO position. Additionally, there is involvement in the Office of Human Resources' reporting responsibilities for the Affirmative Action Plan (AAP), the Annual Equal Employment Opportunity Report and the development of procedures for the Title IX Sexual Misconduct Policy that became effective this year.



Attachment H.

Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, October 21, 2020

Dr. Debra L. McCurdy, President

Realignment Task #1

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

Dr. Liesl Jones Vice President for Academic Affairs

Strategic schedule and curriculum development

The data from the schedule analysis is being used by the Deans to determine priorities for hiring, allocating resources, and sunsetting or growing programs. The three schools have begun the review of their Education Plans to begin to update the programs in their areas that were identified in the schedule analysis. The data regarding course scheduling was used to develop the fall schedule and to develop the spring schedule and highlight high enrolled general education courses to offer in the Winter term. These current changes and continued review of the schedule will help to build schedules that are student centered.

Program Development

During this Academic year Nursing, Physical Therapy Assistant and Dental Hygiene will ask their accrediting bodies for a substantial change in programs to increase the number of students admitted. We are evaluating the expansion of Health Profession programs to include Occupational Therapy and Radiology Technician. These two areas show a potential need in the labor market and will allow growth both in the credit and noncredit programs.

Workforce

Workforce and Academic Affairs have met with the Police Academy to begin to develop a plan for accepting their courses as part of our Criminal Justice program and providing them with a credential on the workforce side. Courses will be developed to offer in Workforce programs that can be used as exemptions/substitutions in Associate degree programs or for courses that serve as prerequisites. These actions will help students move between the different credential opportunities at the College.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, October 21, 2020

Dr. Debra L. McCurdy, President

Realignment Task #2

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

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

Workforce Development Program Development and Expansion

The Workforce Development Department develops training programs are designed to meet industry requirements while advancing student opportunities for employment and career advancement. The Workforce Development Department also works closely with the Career Services Office (Panther Center) to support graduates transitioning to employment.

- The college is expanded student access to funding, including through the WIOA Eligible Training Providers List. The college is adding three (3) programs (Construction, Warehouse Logistics, and Cybersecurity) to the approved list (currently 5 programs).
- In September, the college received notification of an additional FY21 Department of Human Service/Baltimore City Department of Social Services (DJS/DSS) grant award to support workforce training. This increase in Federal FY21 funding brings the total access to free training to 490 new students in a BCCC training programs.
- In September, 90 DHS-SNAP and 90 GEER eligible students enrolled in workforce training in the areas of CNA, IT Fundamentals, Patient Care Technician, Pharmacy Technician and Customer Service. The college is in process of screening and providing orientation for an additional 300 students who are interested in BCCC workforce training programs.
- In September, the college launched a new partnership with Bon Secours Community Works to provide student support services for Grads2Careers students as they start training as Certified Nursing Assistants and Certified Pharmacy Technicians. These are recent high school graduates who will receive additional case management services, financial literacy training, and essential skills training.
- The college is also renewing training contracts with business and community partners, such as Goodwill (for Certified Pharmacy Technicians) and Gore Brothers (for Court Reporting). Other contract training agreements are in the process of renewal with Johns Hopkins and University of Medical System (for Certified Nursing Assistants and Advanced Patient Care Technicians).
- The Career Services team continues to work with hiring partners to place current students and graduates in employment. In September, this team expanded on-line outreach and one-on-one support for those impacted by the pandemic.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, October 21, 2020

Dr. Debra L. McCurdy, President

Realignment Task #3

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

Dr. Liesl Jones, Vice President for Academic Affairs

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

Multiple/Alternative Measures

This summer we implemented multiple or alternate measures to place students in their math and English courses. Some of the measures that were used to review transcripts for placement were overall high school GPA, SAT/ACT scores, grades in AP courses, GED and completion of the high school Transition Course. The rubric outlined in the State’s Career and College Readiness Toolkit was used to develop the alternate measures for placement. This fall just over 50% of the students that entered the college this fall were placed into Developmental courses as compared to just over 90% last fall. We will be collecting data in the fall and spring semesters from the previous academic year and the current academic year to assess the use of multiple measures for placement as compared to using ACCUPLACER.

Program Development

Current education plans are under review to confirm accuracy to update articulation agreements with our four-year institutions. We analyzed a number of our programs for transferability and are looking to change areas of concentration in Sciences to create a Biology degree and a Chemistry degree. We are looking to develop programs at BioPark such as Biomedical Engineering and programs on Liberty Campus such as Game Design.

MSP Staffing

The Mayor’s Scholars Program began with a fairly large and insular staff that duplicated pre-existing College functions. With Cohorts II and III, staffing has evolved to a streamlined office of two, a director and administrative coordinator, who collaborate regularly with the offices that provide student support services. Complete integration of student services allows the college to maximize resources and students are supported by professionals in each area. Student Affairs, Academic Affairs, Workforce and Continuing Education work with MSP on a daily basis to ensure that scholars are an integral part of the student body.

MSP Student Demographics

Student demographics with regard to race have held steady. The gender balance has shifted slightly with an increased proportion of women from 63% and 64% in the two previous cohorts to 70% for Cohort III (See Exhibit 3.1).

Exhibit 3.1, Cohort III Gender and Race

GENDER	COHORT I (2018)	COHORT II (2019)	COHORT III (2020)
Male	37%	36%	30%



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, October 21, 2020

Dr. Debra L. McCurdy, President

Realignment Task #4

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

Dr. Liesl Jones Vice President for Academic Affairs

Memorandum of Understanding BCPSS

Meetings were held this summer to discuss P-Tech, Dual Enrollment and the current MOU with Baltimore City Public Schools. Previously we have had two MOU's one for BCPSS and one for Renaissance Academy. The main MOU for City Schools does not expire until June 2023.

Dual Enrollment

For the fall semester we will be offering 15 sections of courses across 5 different high schools. We have developed a communication protocol to better inform the high schools of how their students are progressing in the courses. The communication plan is designed to better support the students. Additionally, the embedded tutoring model begun in spring 2020 for the fall will include faculty having office hours in the online tutoring shells. These changes will be assessed throughout the semester to determine what is working and what needs to change. We have also begun to redesigning the Canvas training for the students.



Female	63%	64%	70%
RACE			
African American	77%	85%	84%
Hispanic/LatinX	13%	9%	11%*
White	2%	2%	3%
Asian	1%	1%	1%
American Indian	1%	0	1%
Multi-racial	6%	0	0
Other	1%	3%	8%

*For 2020, this category was surveyed as ethnicity and is not included with reporting on race.

Source: BCCC Student Information System and MSP Records

The continuing partnership between BCCC and BCPSS is strong, evidenced by the high schools that consistently send ten or more students to the Mayor’s Scholars Program (see Exhibit 3.2).

Exhibit 3.2, BCPSS High Schools sending 10 or more students to MSP

High School	Cohort I	Cohort II	Cohort III
	2018	2019	2020
Number of Students			
Acad For College & Career Exploration	15		
Augusta Fells Savage Institute		10	
Baltimore City College High School	10	12	
Baltimore Design School	13		
Baltimore Leadership School for Young Women			16
Baltimore Polytechnic Institute	18	16	19
Benjamin Franklin Masonville			13
Carver Vocational Technical	14	21	
City Neighbors High School	19	25	
Digital Harbor High School	24	18	16
Edmondson/Westside High School	23		18
Forest Park High School	25		
Frederick Douglass HS		13	
Green Street Academy			12
Mergenthaler Vocational-Technical High School	29	15	19
National Academy Foundation	13		



New Era Academy	10		10
Patterson Park High School	16	36	12
Paul Laurence Dunbar High School		19	
REACH Partnership School		13	
Renaissance Academy		11	
Western High School	18	17	19

Source: MSP records and BCCC SIMS

MSP Enrollment and Retention

Graduates

Two Cohort I MSP scholars graduated this summer. Christopher Davis transferred to the University of Baltimore with a Parsons Scholarship and Yitzchok (YY) Vidal is attending Towson University.

Enrollment

Two hundred fifty-eight (258) Cohort III students enrolled in the Summer Bridge program. Included in this number were:

- Youthworks participants 87
- CASA scholarship recipients 24
- ESL students 23
- Workforce students 32

Fall enrollment and retention numbers for all cohorts of Mayor’s Scholars are below. The final enrollment for Summer Bridge 2020 was 258, 23% less than 2018 enrollment and 32% less than 2019 enrollment. The session began with 394 students and ended with 258, a decline of 35%. A number of factors may have contributed to the decline. Notably, the transition to a virtual environment for academics and student support affected many students. Some expressed discomfort with the online environment and chose to delay college. Others were adversely impacted by the pandemic and chose family obligations as a priority. The enrollment goal of 250 was exceeded however; there is a clear need to revisit recruitment and support for the next cohort.

Exhibit 3.3, MSP Fall Enrollment and Retention

Semester	Cohort 1	Cohort 1 Retention	Cohort 2	Cohort 2 Retention	Cohort 3	Total
Fall 2018	335	n/a	n/a	n/a	n/a	335
Fall 2019	143	43%	381	n/a	n/a	524
Fall 2020	79	24%	157	41%	246	482

Source: BCCC Student Information System and MSP Records

As of October 9, 2020, 482 scholars were enrolled in the Fall 2020 semester. This number included 63 English Language Institute (ELI) credit students and 6 non-credit Workforce Development students. The Cohort 3 scholars enrolled in ESL courses during the summer progressed to credit level classes this Fall leaving no students enrolled in non-credit English language courses. There may be an opportunity to enroll additional students in the A2 session (second 8-week accelerated session) so these numbers may not be final.



MSP Summer Bridge 2020

Planning and preparation for Summer Bridge was a lengthy collaborative process and involved Cabinet level leadership from the divisions of Academic Affairs, Student Affairs, Workforce Development and Continuing Education (WDCE), Institutional Effectiveness, Research & Planning (IERP), Advancement and Strategic Partnerships (ASP), and Information Technology (IT) and their staffs. Academic Affairs offered professional development for MSP instructors in preparation for offering the entire academic program online. In addition, there was close collaboration with the Baltimore City Public School System to facilitate timely receipt of final high school transcripts.

The 2020 Summer Bridge differed from 2018 and 2019 by offering more credit accumulation and developmental course completion opportunities for students. It was also innovative by necessity, using Zoom as a platform to deliver all of the student support services. The virtual help desk implemented by the Mayor’s Scholars Program has become a platform for providing advising, financial aid and general student support for the fall semester.

Academics

Students were offered college-level and developmental courses which allowed them to accumulate from one to six credits during the Summer II session. Students who had earned college credits via dual enrollment or PTECH were enrolled in general education courses. Non-credit courses were also offered for Workforce and English language students. The courses offered included:

Exhibit 3.4, MSP Summer Bridge Courses

Course Code	Course Title	Credits
PRE 100	Preparation for Academic Achievement	1 credit
ENG 101	English Writing	3 credits
RENG 91	English and Reading Skills	4 credits
RENG 92	Composition Skills	4 credits
MAT 128	Pre-calculus I: College Algebra	3 credits
MAT 107	Modern Elementary Statistics	3 credits
MAT 92	Intermediate Algebra	4 credits
MAT 86	Integ Pre & Intro Algebra	5 credits
PSY 101	Introductory Psychology	3 credits
SOC 101	Introduction to Sociology	3 credits
MSPE101	Mayors Scholars Program – English	Non credit
MSPW1	MSP Workforce Workwise	Non credit

Source: BCCC Records

Innovation

An innovation begun to support students during the current environment, the Virtual Help Desk was started during the MSP Summer Bridge when support was offered to students during the office hours as they acclimated to online courses. In collaboration with Student Affairs, the help desk evolved to become a key system to ensure that students have access to advising, registration and financial aid support, in addition to general services such as resetting PINs to access the Panther Portal, submitting change of student information and change of major forms, accessing Canvas and ordering textbooks. Help desk hours are from 9am to 5pm (Monday, Thursday, Friday), 9am to 7pm (Tuesday, Wednesday), and 10am to 1pm (1st, 3rd, and 5th Saturdays).

Between August 17 and September 11, a total of 1,473 students (duplicates included) visited the virtual help desk. Excluding Saturdays, the daily average is 79 students. A staff of 12 supports the help desk.



Three staff members are assigned fulltime (temporarily) and nine (9) others contribute from two to five hours per day. The Student Success Advisors use this platform for academic advising, a financial aid representative is available, and the TRIO/SSS-STAIRS team is advising their students and recruiting new students via the platform.

Forthcoming Reports

The forthcoming report to the Joint Chairmen will include data on credit accumulation for Cohorts I and II and a detailed report on financial aid received by Mayor's Scholars.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, October 21, 2020

Dr. Debra L. McCurdy, President

Realignment Task #6

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

Ms. Channa Williams, Interim Vice President, Finance and Administration

The College continues to take a comprehensive review of all positions including faculty and staff. BCCC is still in Phase 2 of this Realignment Task to review and determine position need. In this phase, the College is looking at the level of staff spread across many divisions to determine if positions can be consolidated, eliminated, or outsourced. This work continues to be in line with the Schafer Center Report which recommended that the College implement a transformational leadership model throughout the institution to focus the administration, faculty and staff on providing a quality education linked to the needs of the students.

With data integrity and accuracy at the forefront, the review of employees has been a significant priority. As a result, we have modified our categorical employee classifications to reflect accurately by isolating the contractual conversion employees based on our Board approved policy and procedures. 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.

In Fiscal Year 2020, the college continued to review both staff positions and contractual positions to determine conversion options. Per this review, there were no Fiscal Year 2020 contractual conversions to PIN employees.

BCCC’s Contractual Conversion policy is voluntary for contractual employees. Employees are chosen based on tenure and have the option to be converted to a PIN. Several employees have declined conversion for various reasons including retirement or financial concerns.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, October 21, 2020

Dr. Debra L. McCurdy, President

Realignment Task #7

“Establish strong relationships with key stakeholders.”

Ms. Dawn Kirstaetter, Vice President for Advancement & Strategic Partnerships

Strengthening & Expanding Existing Partnerships

The College is continuing our partnerships with the Mayor’s Office, various City of Baltimore agencies and City Schools. We recently partnered with the City’s Board of Elections to become an Early Voting and General Election Day Voting site.

We have expanded our partnership with CVS-Health to offer free COVID-testing in our South Pavilion and are exploring the possibility of establishing a Minute Clinic to offer flu shots and various other health services.

Developing Partnerships

The College is working with Parks & People and Rowdy Orbit to serve as a Wi-Fi point of presence for a tower to serve communities in West Baltimore.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, October 21, 2020

Dr. Debra L. McCurdy, President

Realignment Task #8

“Develop and market a brand.”

Ms. Dawn Kirstaetter, Vice President for Advancement & Strategic Partnerships

Creative Design/ Publications

The Design team completed the following projects over the past month:

- Digital program cards for Biotechnology, Dental Hygiene, EMS, Health Information Technology, Nursing, Physical Therapy Assistant, Respiratory Care, Surgical Technology and School of Arts and Social Sciences
- Dual Enrollment digital flier
- New 10-week Session promotion web billboard, digital ad and social tiles and updated radio ads to include new session
- WBJC sponsorship postcards
- Mask mailing
- Early and General Election billboard, digital ad, and social tile
- Admissions Hobsons headers and footers and images for use with HTML email



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, October 21, 2020

Dr. Debra L. McCurdy, President

Realignment Task #9

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

Mr. Stephan Byam, Chief Information Officer

Enterprise Resource Planning (ERP):

Background: The College needs to replace its legacy business and student systems with a modern, integrated Enterprise Resource Planning (ERP) system. To date, the College has published two Request for Proposals (RFPs) for an ERP system through the State of Maryland’s eMaryland Marketplace. Unfortunately, neither RFP processes yielded a product selection or an executed contract.

Current State: The ERP Project has continued to maintain a “Green” status from Maryland’s Department of IT (DoIT).

The College completed contract negotiations with the ERP vendor, signaling the completion of the work that the College needed to perform in order to make a recommendation to the State. During the contract negotiations, the College engaged other state agencies to ensure the appropriate level of collaboration, awareness and due diligence was provided to the process. Members from the State’s Attorney General office, DoIT’s legal team and DoIT’s Oversight Project Manager were all engaged in varying degrees in the process.

On September 18, 2020, the College submitted its recommendation to the Department of General Services’ (DGS) Office of State Procurement (OSP). Subsequently, DGS and DoIT have approved the proposal and it is slated to be on the Board of Public Works’ agenda on November 4, 2020.

Once the College receives approval, the President can execute the contract and the College can issue a “Notice to Proceed” to begin the implementation work.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, October 21, 2020

Dr. Debra L. McCurdy, President

Realignment Task #10

“Develop or sell all unused or underutilized real estate, including the Inner Harbor Site.”

Ms. Channa Williams, Interim Vice President, Finance and Administration

The College has moved forward with addressing underutilized real estate. The leased space at Preston Street, known as the Workforce Development Center, was closed May 30, 2020, and functions were relocated to the South Pavilion. This consolidation saved the College over \$116,000. The North Pavilion is currently being evaluated for possible demolition or other partnership opportunities. The West Pavilion is currently being evaluated along with other school system partners for a potential consolidated Pathways in Technology Early College Highschool (P-TECH) location. Additional available space at the South Pavilion is planned to be used as swing space during the Construction of the Learning Commons Renovation and Addition and the Nursing Building Renovation and Addition. Leased space at the Reisterstown Plaza Office Center is being evaluated as well.

BCCC’s lease at the Market Street location that currently houses many of the college’s continuing education programs is a relatively short term lease that contains a Termination for Convenience clause that will allow the College to vacate that space when it becomes beneficial to do so.

As part of the Loop Road project, Harper Hall needs to be demolished, which will require a further consolidation of space to accommodate the functions currently in this building including the Child Care Center, the IT Department, and the Internal Audit Department.

The property that currently houses the Bard Building and the adjacent lot on which the Holocaust Memorial is located are currently the topic of discussion involving BCCC, the stewards of the Holocaust Memorial, the Attorney General’s office, the Department of General Services (DGS), and representatives of a private consulting firm (CBRE). BCCC cancelled the RFP and the College is not going forward with the redevelopment of the property with the Cordish Companies. BCCC engaged CBRE several months ago to assist with an RFP to clear the site and receive revenue from surface parking until the property can be further developed. The release of the RFP has been postponed due to the economic impact of the COVID-19 pandemic. It is unclear at this point what will happen with respect to the property on which the Holocaust Memorial now sits.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, October 21, 2020

Dr. Debra L. McCurdy, President

Realignment Task #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.”

Mr. Kevin Large, Director of Government Relations

The College sought to address the identified barrier of limited procurement authority during the 2020 Maryland General Assembly legislative session. This work built on the progress that was made during the 2019 legislative session. In 2019, BCCC worked closely with legislative partners to draft legislation to empower the Board of Trustees to develop policies and procedures to govern procurement. These policies and procedures would require approval from the Board of Public Works and the Joint Committee on Administrative, Executive, and Legislative Review. Once approved, BCCC would be able to conduct procurements, governed by the policies and procedures, internally, up to \$500,000. The legislation ultimately did not pass either chamber.

BCCC determined a \$300,000 procurement authority would better reflect the College’s needs. The legislation (Senate Bill 159 / House Bill 207 – Baltimore City Procurement Authority) had its hearings in both the House and Senate on February 4. The Senate approved the legislation on February 27 by a vote of 39-7. The legislation, however, ultimately did not pass the House Health and Government Operations Committee.

Considerable progress was made toward Realignment Task #11 during the 2020 legislative session and BCCC will continue to work closely with the legislature to determine how best to proceed so that the College can move forward and be more responsive to the procurement needs that exists. BCCC will also work to identify other barriers that may exist and determine what actions need to be taken.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, October 21, 2020

Dr. Debra L. McCurdy, President

Realignment Task #12

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

President McCurdy & Cabinet

The College is strengthening its infrastructure and overall performance by aligning institutional planning activities: (1) Strategic Planning, (2) Master Planning, (3) Operational Planning, (4) State of Maryland Legislative Realignment Tasks and (5) Middle States Commission on Higher Education regional accreditation.

BCCC's strategic planning process integrates planning and budgeting. The College is making aggressive efforts to reduce costs and create more effective and efficient ways of operating. The operational, capital, and strategic budget processes are undergoing continuous improvement to better leverage resources.

President McCurdy, who joined the College in 2019, will expand on the Board of Trustees approved framework for the **Strategic Plan** (2018-2022). With a full complement of executive staff in place, the work of developing a comprehensive Strategic Plan will involve engaging members of the College community to create strategies and targets during the 2020-2021 academic year.

The 2019-2029 **Facility Master Plan** has been developed with assistance from the Noelker and Hull Associates Inc. architectural firm. The Plan is a continuation of the 2010-2019 Master Plan and will be submitted to the Maryland Department of Budget Management November 2020. The Master Plan was integrated with justification and programming for three capital projects that were identified: the (1) Learning Commons/Library, (2) Nursing Building, and (3) the deferred systems replacement program.

The College's operational **Information Technology Plan** was submitted to the Department of Legislative Services in July 2020. Key executive staff meet weekly with the Department of Information Technology to oversee the development of the Enterprise Resource Planning (ERP) System project which is a major component of the College's Information Technology Master Plan. See Realignment Task #9 for additional details regarding the ERP.

Additional institutional plans are at various stages of refinement for continuous alignment with the Strategic Plan, including:

- Strategic Enrollment Management & Retention Plan;
- Academic Master Plan;
- Marketing Plan;
- Financial Master Plan;
- Emergency Response Plan; and
- Business Continuity Plan.

The **Middle States Commission on Higher Education** Mid-Point Peer Review occurs October 2020 through January 2021. Pre-planning for the Middle States Comprehensive Site Visit 2023-2024 is underway and will include institutional support from the Middle States liaison. The College's priorities are aligned with the Middle States Standards for re-accreditation.

BCCC 2018-2022 Strategic Plan Framework:

Goal 1: Student success – Provide equitable access to a learning environment that supports a diverse population of learners and promotes student goal attainment.

- 1.1 – Align, support and deliver courses, programs, and services to ensure progression, transferability and employability.
- 1.2 – Utilize contemporary educational methods to improve and advance students’ academic and workforce preparation and goals.
- 1.3 – Enhance the student experience by increasing awareness of and engagement with College activities and support services.
- 1.4 – Increase persistence and goal attainment across all student populations.

Goal 2: Community engagement – Implement a comprehensive approach to engage current and future students, alumni, and the community.

- 2.1 – Reposition the College’s brand to increase awareness of programs and services and highlight targeted initiatives.
- 2.2 – Grow partnerships with business and industry, government agencies, community members, educational institutions, and all potential partners in serving our students and community.
- 2.3 – Strengthen partnerships to promote and increase access to student learning and transfer opportunities, collaborative planning, and resource sharing.

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

- 3.1 – Ensure facilities, technology, staffing 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 – Develop and implement a plan to ensure faculty and staff knowledge retention and fluid transition during times of employee turnover.
- 3.5 – Improve the College's financial sustainability.

Plan Framework was approved by the BCCC Board of Trustees on April 18, 2018.



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 10 | Presentations

- College Enrollment



Baltimore City Community College

ENROLLMENT REPORT

Board of Trustees, October 21, 2020

Dr. Rose Reinhart, Vice President, Student Affairs

Recruitment, retention, and completion continues to be a focus in Student Affairs. Going remote as a result of COVID-19 required BCCC to move much of the processes and procedures into an online format. We continue to evaluate and solicit information from our students on how we can assist with applying, registering, and paying for courses but also how to provide them with the services they need to be successful.

BCCC sponsored an initiative in partnership with COMCAST to provide students with free internet access in their homes through May 2021. One thousand access codes are available with over 300 students completing the form following the first email. A follow-up text is going out this week with another email going out before the end of the month.

Enrollment Areas

Admissions

The Admission Office continues to work with students who have expressed an interest in attending BCCC not only for the Spring but for future semesters. Tracking information remains a challenge; however, we continue to work with Institutional Research, Information Technology and Registrar's Office to find better ways to code our data. Updated documentation on coding structure will provide the College with an improved dataset in order to make better decisions.

The application continues to be reviewed with an eye toward revision. As the College continues to look at special student populations for possible enrollment, the need to track this information is paramount. These revisions will also assist with missing student information and application requirements.

Students continue to tell us that they prefer us to communicate with them through text. Student Affairs is working with Information Technology to explore texting software options. While BCCC currently has a texting software, it is limited and does not provide the College with the analytics needed to make decisions.

Student applications from previous semesters in which the student had not registered continue to be reviewed and worked. There are currently several thousand of these students and admissions staff are doing outreach to these students to gain enrollment for the upcoming semesters.

Registration

Student registrations are coordinated between Advising and Registrar's Office. The College still is using a multiple measure review for student placement which includes a high school transcript, a college transcript or SAT/ACT scores. In addition, Academic Affairs provided Student Affairs with a list of courses that a student could enroll in without transcript or testing information.

The Winter 2020 session and the Spring 2021 semester schedule of courses have been received and are being entered. The College is planning on a mid-November registration for current students with new



students starting to register in early December. A complete registration blitz is being planned which will focus on registering students for the Winter and/or Spring.

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 help desk as many of the calls coming into the campus are from current students who have registration questions surrounding advising. Review of the advising model is beginning. With students continuing in the remote format, advising also needs to adapt. Other areas throughout campus will be involved in the review as advising is more than a Student Affairs function. Best practices in advising will be researched including up-to-date information from the National Academic Advising Association.

Financial Aid

While not seen as a typical component of enrollment, Financial Aid helps recruit and retain students by identifying ways for the student to pay for their education. 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 process and procedures in Financial Aid are being reviewed and simplified. Processes are being revised to make them more electronic and to allow the student to upload their information rather than coming to campus. This will help reduce the number of students who will be dropped for non-payment.

Dual Enrollment

The 10 week and second 8-week sessions which helped with the overall enrollment for Fall 2020. As we shared in the September meeting, the 10-week session assisted with the dual enrollment registrations. We were able to register 304 students from 5 high schools into 15 sections. Discussion has started on the Spring 2021 offerings and includes possible course offerings for the Winter session (December 21-January 11). Student Affairs and Academic Affairs meet daily to review dual enrollment status and to update areas on enrollment, registration, and academic issues. 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.



Fall Credit Unduplicated Enrollment Update for October 16, 2020 AM

Total Headcount Change from Prior Year -9.1% 53 days after start of classes

	Fall 2019	Fall 2020	% Change		
Eligible FTEs	1254.4	1037.5	-17.3%		
Ineligible FTEs	133.2	112.7	-15.4%		
Total	1387.6	1150.2	-17.1%		
	Fall 2019 as of 10/18/2019 (n=4,601)	Fall 2020 as of 10/16/2020 (n=4,181)	Total Change from Prior Year	Fall 2019 as of 10/18/2019 (n=4,601)	Fall 2020 as of 10/16/2020 (n=4,181)
Entry Status	Headcount	Headcount	% Change in Headcount	% of Headcount	% of Headcount
New to BCCC	1296	1061	-18.1%	28.2%	25.4%
Continuing from Spring	2596	2555	-1.6%	56.4%	61.1%
Returning from Sessions before Spring	709	565	-20.3%	15.4%	13.5%
Total	4601	4181	-9.1%	100.0%	100.0%
Gender					
Women	3175	3151	-0.8%	69.0%	75.4%
Men	1426	1030	-27.8%	31.0%	24.6%
Total	4601	4181	-9.1%	100.0%	100.0%
Ethnic Background					
African American/ not Hispanic	3685	3363	-8.7%	80.1%	80.4%
White/ not Hispanic	287	285	-0.7%	6.2%	6.8%
Hispanic	233	208	-10.7%	5.1%	5.0%
Asian	164	130	-20.7%	3.6%	3.1%
Two or more races	119	110	-7.6%	2.6%	2.6%
Other	113	85	-24.8%	2.5%	2.0%
Total	4601	4181	-9.1%	100.0%	100.0%
State Residence Status (Tuition Status)					
City	3346	2982	-10.9%	72.7%	71.3%
County	907	870	-4.1%	19.7%	20.8%
Other State	54	60	11.1%	1.2%	1.4%
Other Country	294	269	-8.5%	6.4%	6.4%
Total	4601	4181	-9.1%	100.0%	100.0%
Academic Goal					
AA Degree	3690	3137	-15.0%	80.2%	75.0%
Certificate	326	239	-26.7%	7.1%	5.7%
No degree; Courses to Transfer	306	349	14.1%	6.7%	8.3%
No Degree or Certificate	275	450	63.6%	6.0%	10.8%
Other	4	6	0.0%	0.1%	0.1%
Total	4601	4181	-9.1%	100.0%	100.0%
Dual Enrollment	227	381	67.8%		
Registered for Fall; grad HS after Summer.					

Source: BCCC Student Information Management System.

BCCC OIR - 10.16.2020



HISTORICAL ENROLLMENT REPORT

Baltimore City Community College (BCCC) experienced an unprecedented enrollment decline of 21.5% (1,496 students) in fall 2012 due to a number of factors including changes in **federal financial aid requirements**. The Middle States Commission on Higher Education regional **accreditor placed BCCC on probation** in 2011 which continued through 2012. The College’s accreditation status changed to “warning” in 2014 after the 2013-2014 comprehensive evaluation. The “warning” status was removed in 2015. The enrollment decline continued through fall 2017. In addition to more stringent aid regulations, BCCC experienced the **closure of its Bard building at the Inner Harbor site and discontinued several programs in 2011**. The Bard location was host to many general education courses and programs that had lab components associated with their curriculum. The degree programs that were discontinued include *Electronics, Developmental Disabilities, Dietetic Technician, Telecommunications, Fire Science, Computer Science, PC Applications, Environmental Science, Food Service Management/Hotel Restaurant Management, Word and Information Processing, Medical Transcriptionist, Legal Administrative Assistant, and Medical Administrative Assistant*. The **increase to the number of times the College “purged” students** who are disenrolled for non-payment also impacted enrollment in fall 2012.

Historical Fall Enrollment Headcount Trends (2000-2010)					
Fall Semester	Full-Time Headcount	Part-Time Headcount	Total Headcount	Students Purged for Non-Payment ⁺	Number of Purges
2000	1,884	3,999	5,883	~	~
2001	2,018	4,250	6,268	~	~
2002	2,219	4,876	7,095	~	~
2003	2,393	4,906	7,299	~	~
2004	2,694	4,624	7,318	~	~
2005	2,630	4,530	7,160	1,806	3
2006	2,787	4,306	7,093	1,616	2
2007	2,740	4,074	6,814	1,398	2
2008	2,779	4,138	6,917	1,497	2
2009	2,795	4,158	6,953	1,924	2
2010	2,972	4,188	7,160	1,914	2

+ Students count is duplicative. The same student can be counted more than once.



Historical Fall Enrollment Headcount Trends (2010-2020)					
Fall Semester	Full-Time Headcount	Part-Time Headcount	Total Headcount	Students Purged for Non-Payment ⁺	Number of Purges
2010	2,972	4,188	7,160	1,914	2
2011	3,104	3,982	7,086	1,243	6
2012	1,803	3,671	5,474	2,106	45
2013	1,779	3,592	5,371	2,312	40
2014	1,653	3,616	5,269	1,485	20
2015	1,494	3,232	4,726	1,599	26
2016	1,329	3,080	4,409	1,375	19
2017	1,333	2,855	4,188	1,286	25
2018	1,547	2,976	4,523	1,561	23
2019	1,579	3,330	4,909	0	0
2020*	1,174	2,996	4,170	TBD	TBD

+ Students count is duplicative. The same student can be counted more than once.

*Enrollment as of October 16, 2020 which includes 16-week, 12-week, 10-week and 1st 8-week but not 2nd 8-week.



BOARD OF TRUSTEES
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TAB 11 | Active Search Listing
