

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

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

Board Members Present: Chair Kurt L. Schmoke, Mr. J. C. Weiss, III, Dr. John Brothers, Ms. Leonor Tannhauser Blum, Mr. Oluwafemi Toriola, Ms. Leila Parker, and Mr. Jason Perkins Cohen.

Absent: Dr. Rachel Pfeifer, Mr. John Lewis

Also Present: Dr. Debra McCurdy, President

I. Call to Order

Chair Kurt L. Schmoke called the Open Session of the Board of Trustees to order at 4:05pm.

Adoption of Agenda

Chair Schmoke asked for a motion to adopt the February 16, 2022, Agenda. Trustee Brothers moved to adopt the Agenda and Trustee Weiss seconded it. There were no objections, and the Agenda was adopted.

II. Board Actions / Consent Agenda

Chair Schmoke noted, before having the Trustees to vote on the Consent Agenda, as included in the minutes for the Closed session, there will be a review of our committee structure. As was noted in the minutes any other committees would be Ad Hoc until the bylaws are changed, but we will move ahead with the current committees.

- a. February 16, 2022, Open Session Minutes
- b. Closed Session Meeting Summary
- c. Finance Committee Meeting March 10, 2022, Minutes
- d. Student Government Association Report

Chair Schmoke asked for a motion to approve the Consent Agenda. Trustee Brothers moved to adopt the Consent Agenda and Trustee Weiss seconded it. There were objections, and the Consent Agenda was adopted.

III. Items Removed from the Agenda

- a. AFSCME Local #1870 at BCCC Report
- b. Faculty Senate Report

IV. New Business

- a. Cybersecurity Digital Forensics Program

Dr. McCurdy reported that the Board would begin to see changes brought forward for some courses; more importantly, there will be programs recommended for change. These initiatives will come before the College's review process before being recommended Board approval. She asked Vice President

Jones to present the Cybersecurity Forensic Degree Program and Certificate for Board consideration and approval.

- i. AAS Degree
- ii. Certificate

The Cybersecurity and Assurance Program will teach students how to build and monitor security systems for companies and organizations. In the Digital Forensics Program students will learn to break the security systems and back track through the systems to identify anyone attempting to penetrate a security system.

This program came about when Dr. Holland was awarded a \$300,000 NASA capacity building grant (Cybersecurity Education Programs) to increase access for students at HBCUs and minority serving institutions. A part of the grant, over \$42,000, will be awarded for scholarships to students who enter the program. The new program is comprised of ten courses; Vice President Jones provided an overview of each course.

Students can obtain an AAS Degree or a Certificate which allows them timely entry into the job market. Entry level salaries approximate \$60,000 a year. Nationally there is a need for employees with a cybersecurity background. It is anticipated that twenty-two students will enroll in the fall semester and the number will continue to grow. Cohorts can begin in the fall and spring. There is no program accreditation cap.

Trustee Toriola asked if the courses have lab hours attached and will the labs be on campus or virtual. Dr. Jones responded that students will work on a closed caption network and labs will be on campus and will have virtual simulations.

Trustee Cohen asked if there is any assistance for students in getting jobs. Dr. Jones responded that internships are available with corporate partners and with the Workforce and Employment Development Office. The Capstone Program allows students to have access to jobs as well.

Chair Schmoke asked whether the courses would be taught by existing faculty and transferable to four-year institutions. Dr. Jones responded that there are two well qualified faculty at BCCC, and their schedule will allow them to teach the courses and the credits are transferable. The Program Chair, Dr. Holland is looking at the curriculum and looking at the BCCC four-year partner institutions. Once the Cybersecurity Program is approved, we can work on an Articulation Agreement with the University of Baltimore (Criminal Justice, Cybersecurity, and Digital Forensics).

Chair Schmoke also asked about a delay in implementing the program since Dr. Holland received this grant some time ago. Dr. Jones responded there were steps to building the program. Also, money is in place to admit and provide scholarships for the students. Chair Schmoke would like an update regarding the number of students placed in jobs after the completion of the Program.

Chair Schmoke asked for a motion to approve the Cybersecurity Digital Forensics Program. Trustee Tannhauser Blum moved to approve; Trustee Brothers seconded it. There were no objections, and the Cybersecurity Digital Forensics Program was approved.

b. Finance Committee March 10, 2022

Dr. McCurdy reported that this information is a result of the work of the Finance Committee and there are no initiatives or procurements that need approval. The Board will continue to receive the procurement procedures as procurements are presented for approval and to see how institutional

monies are expended. Ms. Anna Lansaw, Director of Procurement reported that two of the procurements will be coming to the Board for approval in April 2022 and the Board eventually will see more of the awards rather than notifications of pre-approvals. Dr. McCurdy stated that these are all a part of the Facilities Master Plan and are what gives the College credibility.

- i. Notification of Procurements (Section 1.1.4.2)
- ii. Procurements over \$25,000 to \$99,999
 - Main Building Duct Work Cleaning (\$49,000)
 - Floorcare Equipment Replacements (\$43,360)
 - Student Services Wing Door Repair (\$46,000)
 - Carpet Replacement (\$93,944)
 - LSB Skylight Repair (\$26,000)
 - SP Stairwell Rubber Flooring (\$32,610)
 - Mail Room Machine Lease Agreement (\$67,754.40)
 - Promotional Items for Radio Subscribers (\$31,489)

Chair Schmoke reminded the Trustees that the Finance Committee will review these matters prior to the Board of Trustees meetings.

Trustee Weiss commented that it is exciting to watch all this work get started, some maintenance and some image, such as the loop road, exterior building improvements and the Bard building demolition. He indicated the opportunity for the College to think longer term strategically, specifically toward a PR campaign that weaves in these incredible changes. Dr. McCurdy indicated that with some of the major work now in progress, we would begin to look at community relations.

Dr. McCurdy stated that improvements change the face of the institution and remove the critical element that the institution has been subjected to. We will be leaning on the Board to support us when we are pushing the Legislature to provide additional funding that needs to be appropriated to this institution

- iii. Forthcoming Approval Requests
 - Vector Media: CUBE & BUS Signage (\$111,255)
 - Exterior Door Replacement (\$160,000)

V. College Policies

- a. None

VI. Presentations

- a. Enrollment Report

Vice President Becky Burrell introduced Ms. Eileen Hawkins, Institutional Research Director to share the statistical enrollment data.

- Completed all enrollment for the Spring term; the 16, 14, 12, 10 A1 A2 sessions
- Shared a slide presentation reflecting five years of trend data for Spring 2022 Credit Headcount Enrollment as of March 15, 2022. Every semester the Maryland Institution of Higher Education submits enrollment files to the Maryland Higher Education Commission. For Spring 2018 – Spring 2021 the final number submitted was just over 4,000. In 2019, the number of students

remained the same and in 2020 to Spring 2021 experienced a decline due to Mayor's Scholars Cohorts and COVID-19. Spring 2020 3,713 to Spring 2022 – 3,014, a 15.2% decline.

- Institutional Research prepares regular updates, looking at various characteristics such as entry status, gender, ethnic background, state residence status, tuition status and academic goals. A range of subpopulations saw declines from Spring 2021 – 2022 (Allegany, Anne Arundel, Baltimore City, Baltimore County, Carroll, Cecil, Chesapeake, Frederick, Garrett, Montgomery, except for Howard).

Enrollment Strategies

Vice President Burrell addressed enrollment projections for this upcoming summer and fall.

Admissions/Financial Aid/ Records & Registration/Enterprise Resource Planning

- Quick admit, form stack to CRM Recruit
- Degree works (automated Audit system)
- Academic Calendar Development
 - Summer 2022 and Fall 2022
 - Three-year calendar
- Recruitment by zip codes and territory
 - Hiring two new recruiters. Ms. Sheila Alvelo and Jordan Lyles are currently going out to various schools and organizations.
- Special populations (TRIO, International, Veterans)
- Aligning Baltimore City Public School System Recruitment Planning (Athletics)
- Continuing the Dual Enrollment Program
- Continuing the Mayor's Scholars Program Summer Bridge and 2022-2023 programs
- Coordinate with the Admissions' Workforce Development and Continuing Education Pathway
- Revitalizing the Advising Model with faculty
 - Hiring two new advisors
- Revamping the Early Alert System
- Communication Planning (e.g., health/wellness, Disability Support Services, activities)

Chair Schmoke asked whether communication going out to the students who register for fall 2022 will be in Banner.

Chair Schmoke also asked for Vice President Burrell to elaborate on the Mayor's Scholars Program's new Director's background/role. Dr. McCurdy answered that the Director's name is Aries Reed Coleman, and she came to BCCC in 2021 with a number of years of Admissions experience from Morgan State. She will interface with Baltimore City Public Schools and the surrounding community to recruit students. Also she interfaces with other units at the College to support the students. There are approximately 400 students in the program, not just from Baltimore City. The Mayor's Scholars Program (MSP) model changed so that it would not be operationally separate, but integrated into BCCC functions. For example, students can access a BCCC advisor and not just a specific MSP advisor.

Trustee Toriola questioned the ratio of students to advisors. Vice President Burrell stated this will be given consideration in addition to the new hires recently made. Dr. McCurdy added that the number is not reflective of advisors who are in specific areas such as Veteran's Affairs, Admissions, and the International offices.

Trustee Tannhauser Blum asked how aggressive the follow up was with students who drop out of school. Dr. McCurdy responded that the oversight for Near Completers has transitioned to a new area

and in the past the outreach had not been aggressive. One Step Away Grants can be used to entice students to return to the College.

Action: At the next Board meeting, a summary can be provided regarding Near Completers.

b. Enterprise Resource Planning (ERP) Update

Mr. Michael Rading, Chief Information Officer, presented on the Enterprise Resource Planning Project (ERP) status.

- The College maintains a green status from the State Department of Information Technology (DoIT).
- Meeting of the project team
- ERP 2022 Project Timeline
 - Financial Aid 2/28/2022
 - Student Enrollment 5/23/22
 - Student Affairs 7/11/22
 - Human Resources 4/1/22
 - Finance 7/1/22
- Key Milestones
 - 2/28/222 Financial Aid is live
 - 3/28/22 Packaging student loans for students
 - 8/2022 Disbursement loans awarded to student for the Fall term in August.
 - May 2022, Students will begin using self-service for the course catalog and registration.
- Lessons Learned
 - Moving from a legacy system (HPLan) to BANNER is challenging.
 - The cross functional team spent more time than anticipated doing data validation.
 - Content expertise of data owners to develop and apply complex rules for data conversion was required.
 - Data validation and complexity meant that additional resources were required.

VII. President's Report

a. Operational

b. Realignment

Dr. McCurdy reported on the completion of the Legislative Hearings for the Operating and Capital budgets and reiterated the Hearing dates for BCCC : February 18, 2022, February 22, 2022, and February 23, 2022.

Included in the Board of Trustees packet are the Legislative Fiscal Notes. The Fiscal notes must be responded to for the FY 23 Operational budget. Last year we had 90 plus, and 50 plus this year fiscal notes for responses. Information is sent to the State regarding the Capital budget and Operating budgets; the College provided written and oral testimony for the Legislative hearings.

Dr. McCurdy recounted some of the College's responses to questions from the Legislative Hearings.

FY 23 Operational Budget

1. The College has had success in attracting the Dual Enrollment population. The College increased the number of dual-enrolled students by 80.4% from Fall 2019 (245) TO FALL 2020 (442) despite the overall enrollment decline. The increase continued in fall 2021, with 481 dual-enrolled students, because of concerted efforts to strengthen relationships with City Schools, customized orientation

sessions for dual enrolled students, a streamlined application process, and enhanced communications.

2. More students are benefitting from completing developmental coursework. BCCC's developmental completion rate increased from 26.6% for the Fall 2013 cohort to 36.4% for the Fall 2016 cohort. The College continues to use an embedded tutoring model created to support students in developmental courses and other gatekeeper courses.
3. HEERF money was utilized to offset further COVID-19 related budget shortfalls. BCCC will have roughly \$7.0 million in the HEERF used for Campus Safety & Security Replacement/Upgrades, Student, Aid, Institutional Support, Facilities Upgrades/Safety Protocols, and Instructional Support. Examples include tuition and fee assistance for students impacted by COVID-19, tuition and fee support for the Mayor's Scholars Program participants in the 2022 Summer Bridge Program, support for summer textbooks for students free of charge, and free shipping for textbooks throughout the academic year.
4. A host of contributors impacted the 27% vacancy rate. Retirements, resignations, and mutual consent played a major role in the elevated vacancy rate.
5. Maryland community colleges experienced a total decline of 10% in eligible FTEs from FY 2020 to FY 2021. BCCC experienced a decline in its Fall 2021 enrollment; however, the winter 2022 enrollment increased. In Winter 202, the College expanded its course offerings and adjusted the calendar to begin the session earlier than in previous years. The winter session student headcount was 35 in 2020 and grew to 247 in Winter 2021 and 289 in Winter 2022.

Chair Schmoke asked if MSP enrollment data had to be reported to the city. Dr. McCurdy responded that a summary will need to be provided to reconcile the cohort billings, but we will be revisiting with the City to request the extended partnership and funding.

FY 23 Operating Budget

1. BCCC will continue to report on the 12 Realignment Tasks. The Budget Committee requested a report on the institutional realignment plan that further documents progress on the realignment plan's objectives. The report is due October 3, 2022.
2. Two reports are required for Enrollment and the Mayor's Scholars Program. The reports are due June 17, 2022, and November 30, 2022, to the Joint Chairs. The June report includes updated information on MSP for the 2021 to 2022 academic year; and the November report identifies what actions are being taken to increase enrollment and FTEs.
3. The Information Technology Infrastructure Renovations report is due August 31, 2022. The report documents the status of the implementation of the IT infrastructure retrofit, including whether internal timelines were met, the accuracy of cost estimates, as well as any additional findings that occurred from the upgraded system.

FY 23 Capital Budget

Given the increases to the capital budget, the meeting date for BCCC was removed from the legislative agenda along with the dates for other institutions. In turn, because there were other variables to be addressed, we asked to be able to present BCCC's budget requests to the Committee.

An additional request was made for the following consideration in the Supplemental Budget.

1. \$12 million of deferred maintenance for FY 2023 Capital budget (which amounted to an additional \$3 million).
2. \$2.368 in funding to begin the design of the Nursing Renovation and Addition in the FY 23 Capital budget.

3. \$1.5 million to demolish the North Pavilion to minimize the risks associated with the deteriorated building and consider this real estate for useful purposes.
4. Retain and utilize remaining funds from the \$7.4 million (Bard demolition appropriation) included in FY 2022 Supplemental Budget to design a facility to reduce leased space and co-locate bio-park courses, general and basic Adult Education, Workforce Development and culinary arts/hospitality management.

Chair Schmoke noted that Dr. McCurdy included various bills related to the College, and asked if we usually receive that number of fiscal notes. Dr. McCurdy responded that was not unusual from the history of the College and more were received last year and in the previous years. Some of the fiscal notes were common to other institutions as well.

Dr. McCurdy noted that the Bard building and the Loop Road are on schedule.

VIII. Active Search Listing

IX. Motion for Adjournment

Chair Schmoke asked for a motion to adjourn the Open Session. The meeting will continue in Closed Session.

The motion was moved by Trustee Tannhauser Blum and seconded by Trustee Parker. There were no oppositions.

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

This statement was made by Kurt L. Schmoke, Board Chair.

The Trustees adjourned at 5:32pm and reconvened in Closed Session at 5:40pm.

Respectfully submitted,
Debra L. McCurdy, PhD
President

NEXT MEETING: April 20, 2022, at 4:00pm

Attendance:

- Dr. Debra L. McCurdy, President
- Ms. Maria Rodriguez, Esq., General Counsel
- Mr. Michael Thomas, Vice President of Workforce Development
- Dr. Liesl Jones, Vice President of Academic Affairs
- Ms. Lyllis Green, Chief Internal Auditor
- Ms. Becky Burrell, Vice President of Institutional Effectiveness and Planning
- Mr. Michael Rading Chief Information Officer

- Mr. Peter Farrell, Deputy Chief Information Officer
- Mr. Charles Hall, Assistant Vice President of Human Resources
- Ms. Katherine Dixon, Assistant Vice President of Facilities
- Ms. Anna Lansaw, Director of Procurement
- Ms. Eileen Hawkins, Director of Institutional Research

BCCC Faculty/Staff Present:

Kristin McFarlane; Richard Walsh; Carol Taylor; Noah Grant; D. FitzGerald Smith; Fred Banks; Darryl Pope; Will Hug; Darryl Rogers; Mike Stephens; Chris Jordan; Dorothy Holley; Sharon Stoddard; Nicole L. Deutsch; Sylvia Rochester; Kathryn Singleton; Brian Terrill; Bryan Miller; Leslie Jackson; Saleem Chaudhry; Michael Berends; Stanley Cavouras; Denise Holland; Katana L. Hall; Elizabeth Purswani; Angela Donn; Aaries Coleman; Edward Harper; Sung Yoon Kim; Shawnette Shearin; Shawn Williams; Valerie Grays; and Nana Gyesie.