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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

Minutes | 4:00pm November 17, 2021 (Virtual Zoom Meeting)

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

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➤ **Call to Order – Chairman Kurt Schmoke**

**Adoption of Agenda**

- a. Approval of the November 17, 2021, Agenda

Chair Schmoke asked for a motion to approve the Agenda. Trustee John Brothers made the motion and Trustee Leonor Tannhauser Blum seconded it. Without objections, the Agenda was adopted.

➤ **Board Actions / Consent Agenda**

- a. Approval of the October 20, 2021, Open Session Minutes  
b. Closed Session Meeting Summary  
c. Student Government Association Report

Chair Schmoke asked for a motion to approve the Open Session Minutes, the Closed Session Meeting Summary, and the Student Government Association Report. Trustee J.C Weiss made the motion to approve all three items and Trustee Rachel Pfeifer seconded it. Without objections the items were approved.

➤ **Items Removed from the Agenda**

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

➤ **New Business**

After negotiations with the American Federation of State, County and Municipal Employees (ASCME), the College Negotiation Team lead by Interim Vice President for Finance and Administration Channa Williams, brought the following MOUs before the Board.

- Exempt Bargaining Unit Memorandum of Understanding
- Non-Exempt Bargaining Unit Memorandum of Understanding
- Sworn Police Officers Bargaining Unit Memorandum of Understanding

A summary was presented by Channa Williams. In addition to cosmetic edits (correcting typos, renumbering, etc.), the following changes between the 2016 MOUs currently in effect and the MOUs that were signed in 2021, were pointed out to the Board:

- All classes of bargaining unit employees (Exempt, Non-Exempt and Sworn Police Officers, or “SPOs”) who were employed as of July 1, 2021, will receive a \$100 bonus payment within 4 weeks of ratification.

- In July 2022, all bargaining unit employees who were employed as of July 1, 2022, will receive a \$200 bonus.
- In July 2023, all bargaining unit employees who were employed as of July 1, 2023, will receive a \$200 bonus.
- Generally, employees will follow an 8 to 5 schedule, with a 1-hour lunch break. Supervisors may allow employees to work 7:30 to 4:30 or 8:30 to 5:30.
- Employees whose work schedules are changed without their permission will get 3 weeks' notice.
- "The College will not change regular work schedules absent operational need".
- Overtime requires prior supervisor approval.
- Hourly employees will be compensated in wages (not comp time) for overtime work.
- Juneteenth is added as a holiday.
- There is no limit on the leave that employees may use if they have it, but (except in cases of emergency), leaves of 30 days or more require 60 days' notice to the College.

Question asked by Trustee John Weiss, what is the policy on leave, is it unlimited, can it be accrued year to year or is there a limit to what can be carried over or is it a use it or lose it policy? There is a limit that you can accrue and carry forward. Four hundred hours is the limit that an employee can be paid out for annual leave; depending on the type of leave, there are stipulations.

- Added to the grounds for immediate termination of an employee are "Engaging in intentional misconduct, without justification, which physically injures another person, cause damages to property, or threatens the safety of the workplace" and "Engaging in conduct involving intentional fraud or illegality".
- Added to the standard equipment that Sworn Police Officers receive from the College are: 50 training rounds per year; and 2-way radios.
- If in the future the Board determines to arm the College's security force, a firearm will be added to the list of standard equipment that Sworn Police Officers receive from the College (arming the police force was not being brought before the Board today).
- Final grievance hearings are not appealable via arbitration; instead, appeals will be heard by the Office of Administrative Hearings (OAH).

In addition, each of the three MOUs have as an attachment an updated list of position titles of employees who are members of the bargaining unit, and each also features three side letters as addenda. The side letters state: 1) if necessary, the College and the Union will jointly request the General Assembly to give the OAH jurisdiction over employee grievance appeals; 2) the parties will hire an editor to clean-up and make non-substantive changes to the MOUs; 3) downtown employees will pay a stated amount for parking.

The SPO and Non-Exempt MOUs additionally attach the performance evaluation form that was attached to them in 2016, and the SPO MOU again attaches the Law Enforcement Officers' Bill of Rights.

All three MOUs have been signed by the Union negotiator. Once ratified by this Board, all three will be acknowledged via a signature from each of the members of the employee bargaining team.

Chair Kurt Schmoke asked why the parties agreed that the College and AFSCME would ask the General Assembly to allow OAH to hear grievance appeals; is there some question that OAH might not have jurisdiction?

Vice President Channa Williams deferred to Counsel Maria Rodriguez, who said that College employee grievance appeals are not currently heard by OAH and that, in 2019 when the MOUs were first negotiated, there was some doubt as to whether OAH could adjudicate those appeals. That doubt seems to have been resolved and it does not appear that OAH will decline to exercise jurisdiction over grievance appeals.

Trustee Blum stated that Columbus Day appears on the Holiday Schedule as part of the Winter Break but is actually in October. In all three documents, Martin Luther King Day appears in January. She asked whether this could be corrected.

Trustee Weiss added that Columbus Day has been changed to Indigenous People's Day and is in October.

Vice President Channa Williams responded that Columbus Day is earned in October but is not actually observed until the Winter Break (this year, it is observed on December 27<sup>th</sup>) and said the College could look into what the day is called.

Counsel Rodriguez added that Martin Luther King Day is observed on the actual day of the holiday in January and is listed as such in the MOUs.

In response to a question regarding further changes to the MOU, she stated that both sides would have to agree to any change. ASFCME and the College had envisioned that the proofreader would suggest only cosmetic changes, nothing of any substance.

Trustee Blum observed that the MOUs make no reference to Covid, and asked whether they should.

Counsel Rodriguez responded that COVID did not exist when negotiations started in 2019 and that we hopefully will not see COVID beyond this year, so that there was no reason for it to be called out in the MOUs. With respect to dealing with COVID today and in recent months, the College had been communicating with the Union.

Chairman Schmoke asked whether campus police were represented by ASCME or by the Fraternal Order of Police. Counsel Rodriguez said AFSCME represented campus police and that they had asked that the Law Enforcement Officer Bill of Rights be attached to the SPO MOU.

Trustee Oluwafemi Toriola asked what if COVID is still here next year-- what plans are in place? Dr. McCurdy responded that this requires additional dialogue needed for preparation as with any other College. Nothing will be done prematurely unless variants become widespread; then other plans would be put in place for the safety of faculty, staff and students.

Chair Schmoke moved that the Board ratify the Exempt Bargaining Unit, the Non-Exempt Bargaining Unit, and the Sworn Police Officers Bargaining Unit Memoranda of Understanding. Student Trustee Oluwafemi Toriola motioned to approve all three MOUs and Trustee Jason Perkins-Cohen seconded the motion. All were in favor; it was a unanimous vote.

- Vice President for Academic Affairs Dr. Liesl Jones brought the American Sign Language Course before the Board for approval.

She noted that in accordance with the bylaws for the Board of Trustees at Baltimore City Community College (BCCC) and subject to the Maryland Higher Education authority, the Board may approve new courses and programs. The School for Arts and Social Sciences is proposing a new course in American Sign Language, ASL 101.

Sign language is used to communicate with those who are deaf, along with autistic individuals. The country has an ever-growing autistic population many of whom are non-verbal. Parents, educators, therapists, and physicians use sign language to communicate with autistic children and adults. The College has several education programs including a Special Education Certificate. The course can be taken by educators returning to obtain their special education certificate and by current students as an open elective in the General Studies Program. Offering the course will keep BCCC competitive with other community colleges that are offering similar programs such as Anne Arundel Community College, Community College of Baltimore County, Howard Community College and Montgomery Community College. The course is the first step toward developing programs in language and interpreting.

American Sign Language (ASL) 101 is a 3-credit course. It is designed to provide an overview of American Sign Language. Course activities will include learning basic grammar, vocabulary, and syntax. Students will focus on mastering the basics of fingerspelling, numbers, colors, facial grammar, and sentence structure. Conversational and cultural behaviors will be introduced to aid students in holding a beginning-level conversation in ASL with deaf/hard-of-hearing individuals. In addition, the course will also provide background information about deaf culture to provide students with a beginning understanding of deaf language and culture.

The SEC has approved this course, as well as CIC, which is BCCC's Curriculum Committee.

Regarding the American Sign Language Certificate and credit course, Trustee Pfeifer asked if the Trustees vote on each individual course and then on the certificate pathway or how is the process handled? Vice President Jones responded that this course would be an open elective in the current general studies program. So yes, trustees will have to vote for the courses and in the spring will be asked to vote on the full certificate program of which this course will be part. Courses will be made available for workforce, dual credit and dual enrollment students to meet foreign language requirements in high schools, and will be offered both face-to-face and virtually.

Chair Kurt Schmoke asked for a motion to approve the American Sign Language Course. Trustee Pfeifer motioned to approve the course and Student Trustee Oluwafemi Toriola seconded it. All voted in favor. It was unanimously approved.

➤ **College Policies**

- None

**VI. Presentations**

- Annual Operating Budget, FY 2023

Ms. Channa Williams, Interim VP Finance & Administration, gave the Board a slide presentation regarding the FY 2023 Revenue and Operating Budget.

The Operating Budget cycle happens every year. It starts with allocations in June, receiving a file of all targeted expenditures for the year. The budget is prepared a little over a year in advance. Once

the Governor approves the budget in June, the appropriations become law and on July 1, the new budgets are available for spending.

- The FY 2023 capital budget request includes \$4 million for deferred maintenance projects and the design of the Learning Commons.
- The FY 2023 operating budget request includes \$2.1 million for deferred maintenance projects. The aging utility and building systems have exceeded their life expectancy and are constantly being repaired (i.e., building professional fees, building additions and major improvements, accessibility upgrades, flooring upgrades, security systems and grounds maintenance).
- The FY 2023 Operating Budget does not include CARES Act revenue or expenditures. Institutions must expend their HEERF grant funds within one year from the date when the United States Department of Education processed the most recent obligation of funds for each specific grant. BCCC received a total allocation of \$26 million and has a remaining balance of \$18 million. Direct payments to students who met minimum criteria tied to their financial aid and enrollment status made up \$1.43 million of the amount spent. The institutional portion of the funds was spent on books, shipping and erasing student balances before they ended up in debt collection. COVID related funds supported activities around signage, PPE, additional support for staff and students, laptops for students, free Wi-Fi, and Internet through Comcast. Workforce Development is offering free classes to students, utilizing CARES Act and GEARS funding to cover costs. They advertise through the Website, social media and partners. BCCC is mandated by the federal government to report how funds are spent and website links are used to make students aware of available funding. BCCC has until May of 2022 and, in one instance, March of 2023, to absorb and spend the rest of the \$18 million. The funds cannot be carried forward.
- The FY 2023 budgetary request includes 437 State/regular full-time equivalent (FTE) positions. A total of 319 staff and 118 faculty positions have been requested. Faculty and staff positions can be PIN and/or contractual employees.
- The FY 2023 budget request includes \$29.2 million for salary expenditures (approximately 55%). The largest allocation is for the Division of Instruction, \$10.5 million (approximately 34.6%). The Division of Institutional Support has the second largest allocation at \$6.87 million (approximately 14.9%), followed by the Division of Academic Services and the Division of Student Services at \$4.2 million and \$4.0 million, respectively.
- The total operating budget request is \$79.8 million. Salaries, wages, and fringe benefit expenditures total \$44.1 million. Technical and Special fees, which includes the cost of contractual employees, is \$6.6 million. The remaining operating costs total \$29.1 million.
- Functional expenses are presented by classifications – scholarship, auxiliary enterprises, operations & maintenance, institutional support, student services, academic support, service, and instruction – as recommended by the National Association of College and University Business officers (NACUBO).
- Auxiliary Enterprise Revenue and other revenues listed as Federal, State and Local Contracts and Grants represent approximately 21% of the operating budget. The use of the budget is restricted and must be spent in accordance with guidelines provided by the funding agency or grantor.
- WBJC 91.5 FM, “Maryland’s Classical Music Station” and the “Voice of Baltimore City Community College”, is owned and operated by the College and is a primary affiliate of Public Radio international and is the largest public radio station in Maryland. Its revenues represent approximately 2% of the College’s annual budget.

- Auxiliary enterprises, primarily driven by the College's Bookstore, decreased by \$168,104 in FY 2021 compared to FY 2020 due to COVID-19. The FY 2023 revenue projection for the Bookstore is \$1.69 million, which is up from the \$1.5 million projected in the original FY 2022 budget and is based on an enrollment projection. BCCC provided free books to students for two semesters that possibly impacted the budget.
- Auxiliary and other revenues include Lockwood lease income, parking & transportation, revenue, the Clarence W. Blount Child Development Center revenue, interest income, tower rental income, indirect cost recovery, WBJC fund allocation, food services and miscellaneous revenue. These represent approximately 5% of the operating budget.
- Although there is no operable food service right now, due to COVID, the College is looking into outsourcing food services in the future with better fees for the College. The FY 2023 tuition rate per credit remains at \$110. Tuition and fees represent approximately 18% of the total budgeted revenues and are conservatively estimated based on a projected increase in credit enrollment and a slight increase in non-credit courses compared to the original FY 2021 projections. The FY 2023 budget reflects an increase of 14% in tuition and fee revenue.
- BCCC's operating budget request for Fiscal Year 2023 is \$79,786,289; 74% of revenues are unrestricted and 26% are restricted. Restricted means there are some type of requirement, rules, or parameters around how funds can be spent. Unrestricted means funds can be used without constraints or limitations. .

Projections for 2023 were based on studies of enrollment projections from Institutional Research and Workforce Development.

The Student Government Association normally has had a budget line, but it was recently moved to cover other expenses because students have not been on campus. This will be considered as the College returns to some sort of normalcy.

#### ▪ Enrollment Report

Becky Burrell, Vice President for Institutional Research presented the Board with a slide presentation of the Fall enrollment numbers.

- At the last October Board meeting the headcount was 3,929. There was a decrease in the headcount from 4,181 to 3,864 between Fall 2020 and Fall 2021.
- Baltimore City Community College is primarily a Black institution; but looking at the demographic, there is a need for increased numbers of the Hispanic/Latino population. It was at four points but is now two points.
- Eighty percent of students are part-time (12 credits or less).
- Completion rate is about 34%. Research shows that it takes about six years for some students to complete classes at a two-year institution.
- Headcount related to gender shows that the number of females enrolled part-time is increasing. The College is looking at strategic initiatives as to how to attract more male students. It is also looking at the programs being offered, i.e., health professions.
- The age distribution indicates that 40% of students are between the ages of 25 to 50 and 48% are 24 years of age or less.
- The National Survey of Student Engagement (NSSE) will be conducted to find out more information about student needs as to programs, childcare, and other resources needed.

**Action:** Trustee Oluwafemi Toriola asked for the Fall 2020—2021 enrollment statistics indicating the percentage of international students in the overall headcount. Vice President Becky Burrell will bring this back to the next Board meeting.

Trustee Oluwafemi Toriola asked how will travel of international students impact enrollment? Vice President Becky Burrell and Daniel Velez stated that one important variable is how (in what modalities) classes are offered.

Dr. Daniel Velez, Vice President for Student Affairs, presented strategies to improve dual enrollment.

- Operations
  - Improve application processing.
  - Improve response time.
  - Improve student support and intervention.
  - Increase the number of participating schools.
  - Revamp an orientation program.
  - Increase Upward Bound participation.
- Instruction
  - Increase the number of courses that align with High school equivalencies. This has been a part of the communication with the Baltimore City School System.

Strategies to improve the Mayor's Scholars Program

- Operations
  - Enroll students in the spring.
  - Increase the number of staff recruiting. Examining the recruiting territory and metrics used for special populations.
- Instruction
  - Identify additional instructional staff.
  - Enhance summer bridge curriculum and instruction.

- Enterprise Resource Planning (ERP) Update

The College maintains a GREEN status from the State's Department of Information Technology (DoIT).

The Project Team continues to meet weekly with DoIT's Project Manager for the College to provide project updates, as well as exchange ideas with the Oversight Project Manager on implementation strategies.

The College also continues to provide official monthly 'Health Assessment' reports to the State which provides details on monthly project activities, including milestones, deliverables and spending.

Despite adjustments to the internal module go-live dates, the project is still scheduled to be completed by December 2022 as originally scheduled.

## Project Updates

- Data Validation  
Academic History Data Validation completed for round 1 data migration. (Results from the validation were used for the round 2 data migration.)
- Data Migration  
Academic History (round 2).  
Vendors (round 2).

## Integration Update

- FMIS (Financial system provided by the State).  
FMIS to Banner integration being done by Ellucian (HX File).  
Banner to FMIS integration being done by BCCC ITS (vendors, AP invoices, Journals).
- Central Payroll.  
Employee information.  
Pay cycle.
- Other Third-Party Applications.  
Prioritization.  
Vendor contact to gather requirements and specifications.  
Integration development and testing.  
Bookstore applications.

## VII. President's Report

Dr. Debra McCurdy, President, reported on the Operational and Realignment tasks of the College.

- BCCC received notice of a grant award in October of just under \$1 million for the consolidated Adult and Basic Education Literacy Services program from the Department of Labor.
- The PepsiCo Grant was submitted and notified the College that it will receive \$50,000 to support Black and Latin students to help with scholarships and mentoring programs that will lead to two year and certificate programs, with industry certification. BCCC could have received a quarter of a million dollars but did not have sufficient institutional scholarship funds as a match. The goal is to raise the amount of scholarship money that comes into the College. Discussions were held regarding the ERP and Marketing as to ways in which increase scholarship money.
- Regarding HBO dollars and the use of facilities, the College will continue to pursue and market the charge for the use of facilities on the corporate side.
- Northrop Grant - \$21,000.
- STEM Grant, \$17,000 affirmed on November 28, 2021. Other community outreach being done with Mid Atlantic Markets Affairs. Discussions were held regarding workforce scholarships, etc.
- A meeting took place with the City of Baltimore Deputy Mayor on November 9, 2021, about taking on youth programs such as the Mayor's Scholars Program, to draw more students and acquire additional funding for new youth programs.
- A meeting has been scheduled with BIC/SAVO Food Company to partner with the College to bring Culinary Arts and Hospitality to the Campus.
- Ellington E. Churchill, Jr., Secretary of DGS, brought a team of staff from the State for a photo shoot regarding the loop road.

The demolition of Harper Hall is in process .The construction of new (ADA) ramps has also been taking place.

The College is progressing well with day-to-day operations and with the realignment changes that speak to the 12 realignment tasks.

**VIII. Active Search Listing**

**IX. Motion for Adjournment**

Chairman Schmoke asked for a motion to adjourn and close the Open Session so that the meeting could continue in Closed Session. He read the following notice:

Pursuant to the general provision of Article Section 3-305(b) (1), (7), (8), (9) and (14), the meeting will now be closed so that the Board can discuss personnel matters involving specific employees, pending litigation, matters related to union negotiations and the College's participation in a competitive proposal procurement process.

A Motion to adjourn was made by Trustee Jason Perkins-Cohen and seconded by Trustee Leonor Tannhauser Blum. Without objection, the Open Session was adjourned, and the Closed Session was scheduled to begin at 5:40 p.m.

Respectfully submitted,

Debra L. McCurdy, PhD  
President