

**Baltimore City
Community College**

**Board of Trustees
Open Session**

Dr. Debra L. McCurdy
President

Mr. Kurt L. Schmoke
Chair

WEDNESDAY | DECEMBER 15, 2021

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 1 | Approval of the December 15, 2021 Agenda

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Agenda | 4:00pm December 15, 2021 (Virtual Zoom Meeting)

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

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 December 15, 2021 Agenda (Tab 1)	
II. Board Actions / Consent Agenda (Vote)	Mr. Kurt L. Schmoke, <i>Chair</i>
a. Approval of the November 17, 2021 Open Session Minutes (Tab 2)	
b. Closed Session Meeting Summary (Tab 2)	
c. Student Government Association Report (Tab 3)	
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)	Mr. Kurt L. Schmoke, <i>Chair</i>
▪ None	
V. College Policies (Tab 8)	Mr. Kurt L. Schmoke, <i>Chair</i>
▪ Procurement Policies & Procedures (Vote)	Dr. Debra McCurdy, <i>President</i> Ms. Channa Williams, <i>Interim VP Finance & Admin.</i>
VI. Presentations (Tab 9)	Mr. Kurt L. Schmoke, <i>Chair</i>
▪ Facilities Project Update	Dr. Debra McCurdy, <i>President</i> Mr. Michael Thomas, <i>VP Workforce Development</i> Ms. Katherine Dixon, <i>Asst. VP Facilities</i>
▪ Enrollment Report	Dr. Debra McCurdy, <i>President</i> Dr. Daniel Velez, <i>VP Student Affairs</i> Ms. Becky Burrell, <i>VP Institutional Effectiveness</i>
▪ Enterprise Resource Planning (ERP) Update	Dr. Debra McCurdy, <i>President</i> Mr. John Schiesler, <i>Director, Enterprise Applications</i>
VII. President's Report (Tab 10)	Dr. Debra McCurdy, <i>President</i>
a. Return to Campus Update	
b. Operational	
c. Realignment	

VIII. **Active Search Listing (Tab 11)**

Mr. Kurt L. Schmoke, *Chair*

IX. **Motion for Adjournment (Vote)**

Mr. Kurt L. Schmoke, *Chair*

BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

BOARD ACTIONS / CONSENT AGENDA

TAB 2 | Approval of the November 17, 2021 Minutes

TAB 2 | Closed Session Meeting Summary

TAB 3 | Student Government Association

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 2 | Approval of the November 17, 2021 Minutes

TAB 2 | Closed Session Meeting Summary

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

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

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

➤ **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 27th) 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



BOARD OF TRUSTEES BALTIMORE CITY COMMUNITY COLLEGE

Summary of Closed Session | November 17, 2021 (Virtual Zoom Meeting)

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

Also Present: Dr. Debra L. McCurdy; Ms. Maria E. Rodriguez, Esq.; Ms. Kristin McFarland, Esq.; Ms. Becky Burrell, BCCC VP of Institutional Effectiveness and Research; Ms. Channa Williams, BCCC VP of Budget and Finance.

Chairman Schmoke brought the closed session meeting to order at 5:35 PM.

Upon motion by Mr. Brothers, seconded by Mr. Lewis, all Board members present voted unanimously to approve the consent agenda.

Discussion:

The trustees discussed employee assessment and recruitment issues and an upcoming procurement.

The closed session was adjourned at 6:16 PM following a unanimous vote upon a motion made by Mr. Weiss.

Respectfully submitted,

Debra L. McCurdy, PhD
President

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 3 | Student Government Association Report



Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 15, 2021

Student Affairs

STUDENT GOVERNMENT ASSOCIATION

This past month the Student Government Association interviewed and filled the remaining open executive board positions of secretary, treasurer, and parliamentarian. There are up to positions open for senator, therefore the board will be encouraging students to apply for those positions for the Spring 2022 semester. An SGA Canvas page was created to post SGA meetings, event information, student organization events, and the recordings of the meetings.

SGA Meetings

November 2, 2021 - SGA Meet and Greet - Members of the Student Government Association held a “Meet and Greet” for students, faculty and staff members. The purpose of the meeting was to give the BCCC community a chance to meet the new officers, gather ideas and inform them of the board positions still needing to be filled. The meeting was held from 10 – 10:30am via the Zoom platform.

November 16, 2021 - SGA General Meeting - The first official SGA General Meeting consisted of the remaining executive board officers being installed. The installed officers are as follows: Lorraine Ricks, secretary, Sykiara Crawford, treasurer and Mofeyisayo Adebusoye, parliamentarian. With the executive positions having been filled, a complete office hour schedule will be updated on the Student Life and Engagement Canvas page and the Student Government Association Canvas page. The meeting was held from 10 – 11am via the Zoom platform.

November 16, 2021 - SGA General Meeting - This SGA General Meeting consisted of a review of upcoming student club and organization registration process via SharePoint forms, information regarding upcoming events, and a discussion about the upcoming Spring semester on campus. Dr. Daniel Velez, Vice President for Student Affairs was a special guest of the meeting and shared his excitement for the spring semester. He asked SGA questions to gain a pulse on the current students and learned that students are extremely excited to come back to campus and that they are looking for ways to get involved.

Activities and Events

November 11, 2021 - Veterans Day Celebration

The Student Government Association and the Office of Student Life and Engagement held a virtual event to recognize BCCC campus veterans. Those celebrated were students, faculty and staff. The event program included a Welcome by Elizabeth Purswani, Director of the Office of Student Life and Engagement, a musical selection by Natalie Comas of the TRIO/SSS-STAIRS Program, History of Veterans Day by Valerie Grays of the Office of Student Life and Engagement and a poem read by Gbemisola Adewumi, SGA President. The program also included a time for sharing personal stories by BCCC veterans, faculty and staff. The program was held from 1:30 – 2 pm via the Zoom platform.

November 19, 2021 – Keeping It Real Lecture Series with Baba Kondo - 15 of the Worst Myths Taught in American Education

The second session of the “Keeping it Real” lecture series was held virtually during the month of November. The topic discussed was “15 of the Worst Myths Taught in American Education” The event was sponsored by the History Club, Anthropology Club, the Depart of Education, Social & Behavior Sciences, and the Office of Student Life & Engagement. The event was held from 6 - 8 pm via the Zoom platform. There were 65 guests in attendance for this event.

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

Reporting Period:

Greetings:

The academy has shared many of our joys and concerns since May 2021. This report focuses on the lingering concerns at the end of the 2021 academic year. It is our hope that resolution can be realized before the Fall 2021 semester concludes.

Faltering Student Communications, Student Support, Student Retention and Customer Service:

Here is a letter from a great student at the college to their professor articulating their frustrations (shared with me and asked to be forwarded upline):

“Hello Professor:

So this is a message I sent to my delegate about BCCC but also sent to you and someone from (MHEC). But these are problems at BCCC. I also had to write a petition on one teacher at one point and you can talk to XXXX the advisor about me and all the things I’ve told XXX also.

I’m sorry to bother you but I have a request and I don’t know who else to go too.

There are a lot of problems going on in Baltimore City Community College as far a communication, organization, and leadership. I have been awarded financial aid and scholarships and still have not received the awards from BCCC. When I’d call and ask literally no one can tell me why or what is going on. Also, my federal Pell grant I was awarded no longer shows up on my account. I asked to speak with the director of each department and no one will contact me. I am not the only student this is happening too.

I plan on transferring to Towson University and using my award money to put back into education and am not able to because of the unprofessionalism going on at BCCC. I have attended BCCC for two years and it’s always the same thing. I really believe the school needs to be looked at as a whole and investigated into why none of the staff has answers and why no one returns students calls, or emails.

I also know if people who served as SGA and I was informed the whole time they served they were never able to meet with the president Debra or the VP to be able to address the issues at hand throughout their academic journey at BCCC (an email can be provided to current and former SGA members if needed). If you could please reach back out to me concerning this issue I would really appreciate it.

Respectfully,
BXXX G.”

Concerns/questions posed in May 2021, August 2021, September 2021, and October of 2021 to the VPAA:

Financial Improprieties/Maltreatment of the Teaching Faculty

Outstanding Payments Due as of/or not resolved until November 2021

9 months to disperse MHEC awarded scholarships to faculty recipients (March 2021).

6+ months to pay faculty for services rendered to the college (End of Year Payouts and related payments from May 2021) still outstanding.

6+ months to reimburse faculty for individual/organizational memberships/student certifications, etc. required (by the program's accrediting bodies).

5 months and Faculty are still due contracts/payment for services rendered over the summer 2021.

3 weeks into the start of summer session one Faculty were expected to work without contracts 2021.

Outstanding Dues, Registration, Fees, and Memberships

The college still owes AFFACT money for faculty who attended the 2020 conference (\$595.00), the annual membership fee. (\$924.91), and owes money for faculty who attended the 2021 conference (\$110).

NLN (National League for Nursing) membership had not been paid.

MOADN (Maryland Organization of Associate Degree Nursing) membership fees have not been paid

Hostile Work Environments in Academic Affairs

Faculty are treated by some Division deans like chattel via emails noting changes to teaching schedules but articulating that there will be no discussion with faculty about the changes.

Faculty are told what they can and cannot teach, without respect for seniority, rank, BCCC documents and the Faculty Handbook's procedures and protocols.

Faculty with release time for one assignment (3 credits-45 hours) are randomly being given additional workloads and responsibilities for the same release time.

Faculty are being asked to do the work of coordinators without consideration of release time to accomplish the additional tasks and responsibilities assigned.

Expertise of Faculty not utilized in discussions that affect teaching and learning, but faculty are expected to accept the outcomes and rally to clean up the ensuing mess.

Faculty are getting push back when seeking Reasonable Disability Accommodations, a federal requirement, from some of the Academic Affairs Division Administrators.

Faculty feel bullied and are fearful of retaliation

Non-adherence to BOT Approved Policies and Procedures

Repeated violation of BCCC Board Approved Policy (Promotion Policy and Faculty Evaluation Policy in particular).

Tardy and Inaccurate Posting of Courses

We should post our academic schedules for students at least a year in advance so that we can recruit, fill courses, and retain students properly.

The BCCC Course Look Up evidenced errors, omissions and technical glitches that impede student success in registering for Winter and Spring 2022 courses.

Fulltime Faculty Teaching Schedules for Spring 2022 are not finalized.

No Evidence of Shared Governance in the Division of Academic Affairs

The Vice-President of Academic Affairs had not met with Program Coordinators monthly, as she promised in the Spring of 2021.

Since the of Spring 2020, program faculty, program coordinators have not been included in the process/ discussions had about course scheduling needs but are expected to identify problems that arise after the fact as we review the BCCC Course Look Up, electronic Catalogue, and Educations Plans.

Roles and responsibilities of Program Coordinators are changing without faculty being included in the discussion or uniformly notified.

Ineffective Communication in Academic Affairs

No status updates for Contracts.

No notice to the academy about Faculty Promotion (we learned about promoted faculty in a BOT Report).

Responses to request for payments past due (faculty reimbursements, academic/professional/organizational dues, memberships, and outstanding registration invoices) for professional/academic conferences for two years still outstanding 9-3 months later..

Flawed schedules (Teaching Schedules and Teaching Assignment Units constantly changing with no preparation time for course updates, modifications or uploading to Canvas afforded faculty).

Follow-up to faculty emails is sporadic and takes 1-5 months or no follow-up at all.

Maintenance of faculty privacy and confidential information being violated as some administrators forward information in emails.

Safety Protocols Now and for Spring 2022 Return to Campus

1. Current Public Safety and housekeeping presence unarticulated.
2. Current safety protocols unarticulated.
3. No guidance for return to campus safety.
4. Would students be required to be vaccinated and wear masks to attend physical classes? What about Faculty?
5. When students attend classes, would they be required to self-check for temperature and if so, how would the college enforce exclusion of students with elevated temperature or prevent students who develop high fever from attending classes?
6. Should a student who has been observed sneezing and coughing repeatedly in a face-to-face class be asked to leave or be excused from the physical classroom?
7. Under what conditions should a faculty member engage in a student's well-being/class participation because of COVID-19 concerns?
8. Would faculty members be required to enforce the mask mandate in class?
9. How would the college perform deep cleaning of classrooms, computers, and equipment between classes?

Additionally, faculty would like a BCCC Safety Protocol policy or statement that could be added as an addendum to the teaching syllabus. This would create uniformity and cohesion as we attempt to make the learning environment a safe one for all. We would like to receive such a statement before we leave for the Winter break so that we can include it in our posted syllabi on Canvas for the Spring 2022 semester (Faculty Senate Working Conditions Committee).

Aequitas in educatione,

Katana L. Hall

Katana L. Hall, Ph.D.
Professor of English and Theatre
Faculty Senate President
Program Review and Evaluation Committee Chair
Department of English, Humanities, Visual and Performing Arts
Baltimore City Community College

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 6 | Items Removed from the Agenda

- AFSCME Local #1870 at BCCC Report

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 7 | New Business

- None

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 8 | College Policies

- Procurement Policies & Procedures **(Vote)**

Proposed Procurement Policies



Administration & Finance

By: Channa Williams, Vice President

Date: December 15, 2021

Proposed Procurement Policies

Presentation Contents:

1. Senate Bill 326 - Overview
2. Senate Bill 326 - Requirements
3. Roles and Responsibilities
4. Procurement Manual
5. Required Actions

Proposed Procurement Policies

Senate Bill 326 - Overview

- Effective on July 1, 2021
- **Exempted BCCC from State procurement oversight by the Control Agencies:**
 - Department of General Services
 - Department of Information Technology
- **Increased BCCC's Procurement Delegation to \$500K**
- Board of Public Works approvals needed for capital improvement and **service contracts over \$500,000**
- Similar delegation given to University of Maryland System, Morgan State University, and St. Mary's College of Maryland

Proposed Procurement Policies

Senate Bill 326 -Requirements

- **Contracts valued of \$100K or less** must be reviewed and approved by the BCCC's President or the president's designee (**Director of Procurement & CFO**)
- **Contracts exceeding \$100K but no more than \$500,000** must be approved by the Board of Trustees
- BCCC's capital improvement and service contracts equal to or **more than \$500,000 are subject to review and approval by the BPW**
- The Maryland State Board of Contract Appeals' authority over contract claims related to BCCC contracts **terminates for any contracts awarded on or after July 1, 2021**, but the BCCC board of trustees can elect to restore its authority, subject to approval by BPW.
- Establishment of BCCC's Procurement Policies and Procedures must be reviewed and approved the following:
 - BCCC Board of Trustees (**December 15, 2021 Board Meeting**)
 - Joint Committee on Administrative, Executive, and Legislative Review of the Maryland General Assembly
 - Board of Public Works
- **Participation in Minority Business Enterprise Program** and other similar programs

Proposed Procurement Policies

The Board and President's Roles and Responsibilities

- Board of Trustees
 - Approve all **contracts** with a value of **more than \$100,000**
 - Approve any **contract modifications** that **exceeds \$100,000**
 - Approve the use of **obligation bonds** prior to the utilization of the bonds
 - **Amend procurement policies and procedures** from time to time to stay consistent with the law and best practices.
 - Establishes the College's Procurement **Delegation of Authority**
- President
 - Approves all **contracts up to \$100,000.00**
 - Prior approvals needed to conduct the following:
 - Any **procurements exceeding \$500,000**
 - Any **sole source procurements exceeding \$100,000**
 - Any **personal service contracts over \$25,000**

Proposed Procurement Policies

President and BPW Roles and Responsibilities

- President (cont.)
 - Establish specific **internal procurement requirements** and compliance
- Board of Public Works
 - Approves any contract for **capital improvement** or services with a value that exceeds **\$500,000**
 - Approves any **modifications to contracts for capital improvements** or services in excess of **\$500,000**
 - Approves the **utilization of obligation bonds**
 - **Approves the College's Procurement Policies and Procedures** and any changes thereafter.

Proposed Procurement Policies

Procurement Manual

- **Section 1 – General Information**
 - Outlines the purpose, delegation of authority, and roles and responsibilities of the President, Board of Trustees, and BPW approval authority on contracts and procurement exclusions.
- **Section 2 – Advertising and Competition Requirements**
 - This section outlines the advertising requirements for procurement based on dollar value and sole source procurements:
 - \$5,000 > competition is preferred but not required.
 - \$5,000 > \$15,000 shall have at least two written bids/ proposals
 - \$50,000 < shall be advertised for at least 20 days
- **Section 3 – Electronic Procurement Authorization**
 - This section allows the College to conduct procurement transactions by electronic means.

Proposed Procurement Policies

Procurement Manual

- **Section 4 – Procurement Methods**

This section outlines the various procurement methods, associated requirements and documentation needed for each procurement method including modifications, renewals options, cancellations, and terminations.

- **Section 5 – Contract Types**

This section outlines the allowable contract types that the College can utilized when establishing a contract in order to be meet the operation's needs.

- **Section 6 – Contract Administration**

The section outlines the administration duties and requirements for all contracts after execution per Section 11-203 (e) of the State Finance and Procurement Article.

Proposed Procurement Policies

Procurement Manual

- **Section 7 – Vendors**

This section outlines the requirements of vendor to be considered responsible and responsive in order to be awarded a contract by the College.

- **Section 8 – Socio-Economic Policies and Compliance**

This section outlines the mandated socio-economic programs that the College must abide by per law.

- **Section 9 – Protests and Claims**

The section outlines the procedures, and roles and responsibilities of the College, the Approving Authority and the Maryland State Board of Contract Appeals when dealing with protests and claims.

- **Section 10 – Definitions**

This section outlines the various definitions on words being used throughout the manual.

Proposed Procurement Policies

Required Action(s) by the Board:

- Delegation of Authority - defines the College's procurement delegation of authority - establishes dollar thresholds for the procurement officers, director, and President or designee.
- Approval of the Procurement Manual
- Decision to continue to allow the Maryland State Board of Contract Appeals the authority to oversee contract claims / protests by vendors – this will be subject to approval by the Board of Public Works

Questions?

Please contact me with any questions? Thank you.



Contact Information:

Anna Lansaw

Director of Procurement

Email: Alansaw@bccc.edu

Office: (410) 209-2378



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PROCUREMENT POLICIES

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Baltimore City Community College's

Board of Trustees on December 15, 2021

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Originally Reviewed by Joint Committee on Administrative, Executive, and Legislative Review of the Maryland General Assembly on *insert date*

Originally Approved by the Board of Public Works on *insert date*

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SECTION 1. GENERAL INFORMATION

1.1 Authority and Delegation

1.1.1 The Board of Trustees of Baltimore City Community College approved on *(insert date)*, these procurement policies and procedures for the governance of procurements by Baltimore City Community College of Maryland consistent with the mandate of Chapter 732 of the Laws of Maryland 2021 (Senate Bill 326). Furthermore, the Board of Trustees has delegated to the President of the College the authority to implement and/ or to delegate, as appropriate, these policies and procedures.

1.1.2 The President or Designee shall establish specific internal procurement requirements and practices, in compliance with these policies and procedures, to ensure efficient and appropriate implementation of procurement actions. In addition, the President or Designee shall identify the Procurement Officer for various types of procurements by the College.

1.1.3 Pursuant to Chapter 732 of the Laws of Maryland 2021, Higher Education- Baltimore City Community College - Authority and effective July 1, 2021, "except as otherwise provided in this subsection [11-203(e) (2) of the State Finance and Procurement Article] this Division II [of the State Finance and Procurement Article] does not apply to Baltimore City Community College."

1.1.4 Approval of Award Actions

In addition to the authority and delegations provided for herein, the following notifications and approvals apply:

1.1.4.1 Prior notification must be given in writing to the President or Designee for any procurement *exceeding \$500,000*.

1.1.4.2 Prior notification must be given in writing to the President or Designee for any sole source procurement exceeding *\$100,000*.

1.1.4.3 Prior notification must be given in writing to the President or Designee for sole source personal service contracts in excess of *\$25,000*.

1.1.5 Board of Trustees

1.1.5.1 *Any contract with a value that exceeds \$100,000 and any modifications to a contract that increase the value of the contract in excess of \$100,000 shall be submitted to the Board of Trustees for review and approval.*

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Commented [LA2R1]: It's Chapter 732

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Commented [MK3]: I know this tracks St. Mary's language but the approval requirement is based on the total value of the contract.

1.1.5.2 Any procurement, regardless of dollar amount, that uses State general obligation bond proceeds authorized by the General Assembly, must be submitted to the Board of Trustees for approval prior to being submitted to the Board of Public Works for approval.

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1.1.6 Board of Public Works

1.1.6.1 Any contract for capital improvements or services with a value that exceeds \$500,000 and any modifications to contracts for capital improvements or services where the modification increases the value of the contract in excess of \$500,000 shall be submitted to the Board of Public Works for review and approval.

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1.1.6.2 Any procurement, regardless of dollar amount, that uses State general obligation bond proceeds authorized by the General Assembly, must be submitted to the Board of Public Works for approval prior to execution of the contract. *See Md. State Finance & Proc. Code Ann., § 8-301.*

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1.1.6.3 Contracts, including modifications, which are subject to approval by the Board of Public Works, are subject to applicable Board of Public Works rules and advisories.

1.2 Purpose

1.2.1 These Procurement Policies and Procedures are designed to support and facilitate the educational, research, and public service missions of Baltimore City Community College through the acquisition of goods and services by applying best methods and business practices that provide for public confidence in the College.

1.2.2 This document employs policies that are relevant to the College environment while providing for a procurement process of quality and integrity, broad based competition, fair and equal treatment of the business community, increased economy in the procurement process, and uniform procurement procedures. These values promote the purposes of State procurement law and strike a balance between needed self-management and the Board of Trustees' responsibility to govern the College.

1.3 Applicability

1.3.1 General Applicability

1.3.1.1 These Procurement Policies and Procedures apply to contracts by Baltimore City Community College for the acquisition, rental, purchase or lease of Commodities, Supplies, Services, Maintenance, Capital Improvements, Information Technology services, and Architectural and Engineering services.

1.3.1.2 A procurement contract executed before the effective date of these Policies or Procedures shall be governed by those laws, policies, and procedures in effect at the time of the contract execution unless the procurement contract expressly acknowledged by its terms that it would be subject to these Procurement Policies and Procedures, upon their approval and adoption.

1.3.1.3 Subcontracts and sub-recipients' contracts and other agreements entered into by the College in fulfilling its obligations under federal, state, local and private grants and contracts where the subcontractor or sub-recipient are specifically identified in the grant agreement or primary contract are not procurement actions and are therefore not subject to these Policies and Procedures.

1.3.1.4 The Board of Trustees may, from time to time, amend these policies and procedures in order that they remain consistent with the law and current best methods and business practices. Material changes shall be submitted to the Board of Public Works and the Administrative, Executive, and Legislative Review Committee of the Maryland General Assembly for approval.

1.3.2 Exclusions

These policies and procedures do not apply to the following procurements. The President or Designee will have sole discretion in interpreting the applicability of any procurement relative to these exclusions.

1.3.2.1 Collective bargaining agreements with employee organizations (labor contracts).

1.3.2.2 The lease, sale, purchase, transfer, disposal, or any other action involving an interest in Real Property.

1.3.2.3 The sale, transfer, and/ or disposal of surplus personal property.

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Commented [MK4]: St. Mary's has a separate section in its P&P on procuring these services. Confirming that no separate section will be included in these P&P.

Commented [LA5R4]: No, there is no separate section for the A & E.

Commented [LA6R4]:

Commented [MK7]: My understanding is if the grant agreement does NOT designate the sub-recipient and the College must identify one, it is a procurement (thinking of IRC agreements). I want to be sure our understanding is consistent with this language.

Commented [LA8R7]: I agree with your understanding however, others may not and we may have to clear this language up to be more precise – it's a little ambiguous

Commented [MK9]: What about revenue generating contracts, i.e., pouring rights, bookstore, vending, dining services?

Commented [LA10R9]: Revenue generating contracts are usually procured as well that would include such items that you have listed.

Commented [MK11R9]: FYI. SMCM and USM exclude these types of contracts from procurement. Seems like a business decision.

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- 1.3.2.4 Collaborative undertakings that support the missions of the College.
- 1.3.2.5 Reimbursement contracts for which user eligibility and cost is set by law or by rules and regulations (e.g. Medicaid).
- 1.3.2.6 Intergovernmental contracts or like-business agreements.
- 1.3.2.7 Purchases in support of enterprise activities for purposes of direct resale or remanufacture and subsequent resale.
- 1.3.2.8 Agreements creating contractual employee relationships.
- 1.3.2.9 Cultural, entertainment, and exhibitions or displays on college property, and intercollegiate athletic procurement contracts.
- 1.3.2.10 Protection and administrative intellectual property rights.
- 1.3.2.11 Surveying and evaluating architecturally, archeologically, historically, or culturally significant properties, and other than as to architectural services, preparing historic preservation planning documents and educational material.
- 1.3.2.12 Housing, food, and related supply or service contracts for conference facilities, and/ or activities.
- 1.3.2.13 Revenue-generating contracts such as pouring rights and the campus bookstore, that support the on-going operations of the College and its activities.
- 1.3.2.14 Contracts of the College for programs and operations located or implemented outside of the United States of America.
- 1.3.2.15 Any procurement or contracts to the extent of any conflict with a governing federal law, regulation, assistance instrument, or other requirement; or the terms of gift.
- 1.3.2.16 Contracts for the purchase, use, or development of curricular materials.
- 1.3.2.17 Membership fees, dues, subscription as it relates to employee development and certification.
- 1.3.2.18 Honorariums and Stipends which means one-time payment to an individual (who is not College employee) for services to the College.

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SECTION 2. ADVERTISING AND COMPETITION REQUIREMENTS

2.1 Advertising Requirements

2.1.1 Advertising Thresholds:

2.1.1.1 The following advertising requirements apply to all procurements.

A. Less than \$50,000-no formal advertising required.

B. \$50,000 and above – advertised at least 20 days.

2.1.1.2 In addition to the above, the Procurement Officer is responsible to ensure that a solicitation provides reasonable time for prospective offerors to prepare and respond to the solicitation.

2.1.2 Advertising Methods:

To the extent practicable, solicitations shall be published in a manner that best meets the needs of the solicitation. Examples of resources available to the Procurement Officer for publishing a solicitation include but are not limited to:

2.1.2.1 eMaryland Marketplace Advantage (required)

2.1.2.2 College Bid Board

2.1.2.3 Trade Journals

2.1.2.4 Business Journals

2.1.2.5 Other publications as determined by the Procurement Officer

2.1.3 Solicitation Pre-Advertising:

Contracts with an estimated value greater than \$500,000 may be pre-advertised at least 20 days in advance of the solicitation for bids or proposals. The pre-advertisement will give a brief description of the project, the estimated price range, a description of the procurement method, and an estimated date that the actual solicitation for bids or proposals is planned to be issued.

2.2 Full and Open Competition

2.2.1 The Procurement Officer shall ensure full and open competition for all contract actions with a total value, including options, exceeding \$50,000 through the use of competitive procedures described elsewhere in these Policies and Procedures. Delivery orders being issued under indefinite delivery contracts awarded by

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the College are exempt from this requirement. The competitive procedures available to ensure full and open competition are defined in Section 3 below.

2.2.2 Solicitations shall be provided to a reasonable number of potential proposers known to the College and those requesting a copy of the solicitation in order to assure adequate competition.

2.3 Other than Full and Open Competition

The Procurement Officer shall take reasonable steps to avoid entering contracts without full and open competition, except in circumstances where it is both necessary and in the best interests of the College. Further, the Procurement Officer shall take reasonable action to avoid the need to continue to procure the same construction, commodities, supplies and/or services without full and open competition. The Procurement Officer shall ensure that each contract that is entered into without full and open competition contains all the required clauses, representations, terms, conditions, and certifications, as required by these Procurement Policies and Procedures. The Procurement Officer shall negotiate the most favorable price and conditions notwithstanding the nature of the procurement.

The following circumstances may permit the use of other than full and open competition:

2.3.1 Contracts whose total value, including options, is less than **\$50,000**:

2.3.1.1 For procurements less than **\$5,000** competition is preferred but not required.

2.3.1.2 Procurements between **\$5,000** and **\$15,000** shall have at least two written bids/proposals.

2.3.1.3 Procurements between **\$15,000** and **\$50,000** shall have at least three written bids/proposals.

2.3.2 When the Procurement Officer determines that there is only one available source that will satisfy the College's requirements and/or circumstances present (i.e., sole source). In the event that a sole source product or material may be required in multiple procurements, then the sole source justification may be approved on a class action basis. Class action approvals will be for a time period of no longer than 3 years).

2.3.3 With the prior approval of the Office of the Attorney General, the College may enter into agreements for services in connection with threatened or pending litigation, appraisals of real property for acquisition by the College, or collective

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bargaining as permitted by State Finance and Procurement Article § 13-107(b). These contracts do not require full and open competition and may be entered as sole source contracts.]

2.3.4 Conditions Involving Unusual and Compelling Urgency or Emergency

When the College's need for the commodities or services is of such an unusual and compelling urgency, as provided herein, the Procurement Officer is permitted to limit the number of sources from which he/she solicits bids or proposals and negotiate on a sole source or limited competition basis. Full and open competition need not be provided. This authority applies in those situations where-

- 2.3.4.1 An emergency condition exists that prevents the use of formal competitive procurement methods in awarding or modifying a contract that is essential to the College; and
- 2.3.4.2 The emergency condition threatens (1) serious injury to health or safety of person(s) or animal(s), (2) serious harm to the preservation or protection of property; or (3) serious harm to the continuance of necessary College functions.
- 2.3.4.3 Contracts awarded using this authority shall be supported by the written justifications and approvals described in Section 2.4 below. These justifications may be made after the contract award when preparation and approval prior to award would unreasonably delay the procurement.
- 2.3.4.4 The Procurement Officer is not required to publicize the solicitation of a procurement made on an emergency basis. This authority requires that the Procurement Officer request offers or proposals from as many potential sources as is practicable under the circumstances.
- 2.3.4.5 The emergency procurement shall be limited to the procurement of only the types of items and quantities or time period sufficient to meet the immediate threat and shall not be used to meet long-term requirements.

2.3.5 Authorized or required by Federal or State of Maryland law.

When a particular procurement is subject to a federal or State of Maryland law and that law requires or prohibits the use of a specific source, other than full and open competition is permitted. The Procurement Officer shall document in the contract award documents the specific law being applied that limits the competition.

2.4 Justifications and Approvals for Other than Full and Open Competition

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(i) threatened or pending litigation;
(ii) appraisal of real property for acquisition by the State; or
(iii) collective bargaining.
Md. Code Ann., State Fin. & Proc. § 13-107

- 2.4.1 For procurements under \$50,000 the approval of the contract itself constitutes approval to utilize Other than Full and Open Competition methods. Justification and approval requirements stipulated below do not apply.
- 2.4.2 The Procurement Officer shall not commence negotiations for a sole source contract, commence negotiations for a contract resulting from an unsolicited proposal, or award any other contract without providing for full and open competition unless the Procurement Officer:
 - 2.4.2.1 Justifies the use of such actions in writing;
 - 2.4.2.2 Certifies the accuracy and completeness of the justification; and
 - 2.4.2.3 Obtains the approval required by Section 2.4.7 below.
- 2.4.3 Faculty and staff employees, who generate the requirements for the goods and services being procured, are required to provide and certify as accurate and complete necessary data to support their recommendation for other than full and open competition. Faculty and staff shall forward such written justifications to the Procurement Officer.
- 2.4.4 Justifications may be made on an individual or class basis. Whenever a justification is made and approved on a class basis, the Procurement Officer must ensure that each contract action taken pursuant to the authority of the class justification and approval is within the scope of the class justification and approval and shall document the contract file for each contract action accordingly.
- 2.4.5 The justifications for a contract awarded under the authority of *Unusual and Compelling Urgency or Emergency* may be prepared and approved within a reasonable time after contract award when preparation and approval prior to award would unreasonably delay the procurement.
 - 2.4.5.1 *Unusual and Compelling Urgency/ Emergency* procurements require prior approval upon declaration of such an event. Only the President or Designee may declare and approve an emergency procurement.
- 2.4.6 Each justification shall contain sufficient facts and rationale to justify the use of the specific authority cited, including the following information, as appropriate under the circumstances:
 - 2.4.6.1 Nature and/or description of the action being approved (i.e., sole source, emergency procurement, etc.)

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- 2.4.6.2 A description of the commodities, construction, supplies or services required to meet the College's needs (including the estimated value).
- 2.4.6.3 A description of efforts made to ensure that offers are solicited from as many potential sources as is practicable under the circumstances, including whether a notice was or will be publicized as required by Section 2.1 above, and, if not, why.
- 2.4.6.4 Any other material facts supporting the use of other than full and open competition,
- 2.4.6.5 When *Unusual and Compelling Urgency or Emergency* is cited as justification, the justification shall include the date the emergency first became known, data, estimated cost, or other rationale as to the extent and nature of the harm to the College.
- 2.4.6.6 A listing of the potential vendors or contractors, if any, that expressed, in writing, an interest in the procurement.
- 2.4.6.7 A certification that the justification is accurate and complete to the best of the Procurement Officer's knowledge and belief.
- 2.4.7 Contracts involving other than full and open competition shall be approved in writing:
 - 2.4.7.1 For a proposed contract over \$50,000, the President or Designee shall approve the contract.
 - 2.4.7.2 The approval level for a class justification for other than full and open competition shall be determined by the estimated total value of the class.
 - 2.4.7.3 The estimated dollar value of all options shall be included in determining the value of the proposed contract.

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SECTION 3. ELECTRONIC PROCUREMENTS AUTHORIZATION

2.1 Authority and Delegation

3.1.1 Unless prohibited by law, the College may conduct procurements by electronic means as provided in the Maryland Uniform Electronic Transactions Act, Commercial Law Article, Title 21, Annotated Code of Maryland.

3.1.2 Procurement transactions conducted by electronic means may include:

- 3.1.2.1 Solicitations;
- 3.1.2.2 Bids or proposals;
- 3.1.2.3 Awards
- 3.1.2.4 Execution
- 3.1.2.5 Contract Administration
- 3.1.2.6 Modifications and/ or Renewal Options
- 3.1.2.7 Protests; and
- 3.1.2.8 Claims

3.2 Requirements

3.2.1 The College shall conduct electronic procurements for the purposes of soliciting, evaluating, negotiating, awarding, modifying, and / or managing a contract through electronic means. A solicitation or a contract shall specifically identify:

- 3.2.1.1 Transactions for which electronic means are authorized;
- 3.2.1.2 Specific means of conducting each authorized electronic transaction, including:
 - A. Facsimile.
 - B. Electronic mail;
 - C. Specific electronic bidding platforms;
 - D. Internet;
 - E. Electronic funds transfer;
 - F. Electronic data interchange; and
 - G. Any other electrical, digital, magnetic, wireless, optical, or electromagnetic means of electronically conducting transactions;
- 3.2.1.3 The format for electronic transmission of required information;
- 3.2.1.4 The information processing systems to be used to conduct the electronic procurement transactions and how to access such systems;
- 3.2.1.5 The time, place, and manner of receipt of electronic transactions from a bidder, offeror, or contractor; and

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Commented [MK13]: Anna, did you create this section or take it from another agency? I do not see it in St. Mary's P&P.

Commented [LA14R13]: Yes, I created - I felt that this would be needed as it applicable

Commented [MK15R13]: Electronic procurements as described in this section have been done during COVID, right? But, if I am understanding this correctly, if this section had been in place during COVID, those procurements would be invalid.

Commented [LA16R13]: No, this COMAR section was added in 2018/2019 as part of the procurement reform as no relevance to COVID - since the State has acknowledge electronic signatures - it makes it easier for the procurement process to be handled electronic. That's why DGS has upgraded the eMMA as the official bid board and contract management tool of the state.

Commented [MK17R13]: I understand that it is unrelated to COVID. But with much of procurement being done electronically since the pandemic, this requirement to explicitly include authorization for electronic procurement in the solicitation is a significant change—I do not think it is in the solicitations the College has used. So I wanted to be sure I understood.

Deleted: The College shall conduct all solicitations and contract via electronically. ¶
If electronic means are permitted or required, a solicitation or a contract shall specifically identify:

3.2.1.6 The fees to be charged, if any, for use of the specified electronic means.

3.3 Unauthorized Transactions Prohibited.

3.3.1 An attempt by a bidder, offeror, or contractor to conduct an electronic procurement transaction may not be considered by the procurement officer unless the solicitation or contract specifically authorizes the electronic means for the specified transaction.

3.3.2 An attempt by a bidder, offeror, or contractor to conduct a transaction by electronic means, including any acknowledgement, bid, proposal, protest, or claim, does not satisfy the requirements of these Procurement Policies and Procedures unless the solicitation or contract specifically authorizes the use of electronic means for the specified transaction.

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SECTION 4. PROCUREMENT METHODS

Set forth below are the generally accepted methods of procurement, which may be adjusted from time to time in the best interest of Baltimore City Community College to reflect current business practices.

4.1 Simplified Procurement Procedures

4.1.1 Simplified Procurement Limit

The Simplified Procurement limit is \$100,000. Procurement requirements shall not be artificially divided to constitute simplified procurements.

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4.1.2 Procurements Using a Corporate Purchasing Card

For purchases not to exceed \$5,000 per transaction, the preferred method of purchase is using the corporate purchasing card, where accepted by a vendor, and in accordance with the policies and procedures set forth by the College and the State of Maryland.

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4.1.3 Non-competitive Small Procurement Orders

Where the simplified procurement order does not exceed \$5,000, competition is preferred, but is not required.

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4.1.4 Competitive Simplified Procurements

4.1.4.1 Advertisement and competition requirements provided in Section 2 shall apply to simplified procurements over \$5,000.

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4.1.4.2 Simplified procurements can be accomplished using any approved procurement type as described within Section 4.

4.1.4.3 Solicitations for simplified procurements shall include mandatory requirements as provided in Appendix A of these Procurement Policies and Procedures.

4.1.5 Records

Adequate records shall be kept for simplified procurements and may include the following:

- 4.1.5.1 Name of authorized purchaser
- 4.1.5.2 Date of purchase
- 4.1.5.3 Name of vendor and vendor's social security number or federal employer identification number (FEIN).
- 4.1.5.4 If applicable, charge slip or telephone purchasing card log
- 4.1.5.5 Itemized receipt, packing slip, or itemized repair order, if applicable
- 4.1.5.6 Copy of written or published solicitation, if used
- 4.1.5.7 Solicitation documentation including names of vendors, copies of any written responses received, bid or offer amounts, basis for the award, identification of MBE/SBE vendors, or copy of sole source justification or explanation for single bid response
- 4.1.5.8 Approved by Controller or designee for fund availability to satisfy the contractual requirement.
- 4.1.5.9 Copy of purchase order or contract.

4.1.6 Modifications

Modifications to a simplified procurement shall be approved by the Director of Procurement. However, any modifications that accumulate over the dollar threshold of a simplified procurement threshold, shall obtain prior approval in writing by the President or Designee.

4.1.7 Required Solicitation and Contract Clauses

In addition to those terms, conditions and specifications necessary to the particular procurement, simplified acquisitions shall include terms and conditions in accordance with Appendix A of these Procurement Policies and Procedures.

4.2 Competitive Sealed Bidding

4.2.1 Use of Competitive Sealed Bids

Competitive Sealed bidding, also called "Invitation for Bid", is a method of procurement which results in a contract awarded to the lowest evaluated responsive bid from a responsible bidder based on the specifications set forth in the solicitation. Typical reasons why Competitive Sealed Bids may be used include:

- 4.2.1.1 The award will be made based on price and other price-related factors.
- 4.2.1.2 It is not necessary to conduct negotiations with the responding sources about contract specifications or their bids.
- 4.2.1.3 Time permits the solicitation, submission, and evaluation of sealed bids.

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4.2.1.4 There is a reasonable expectation of receiving more than one sealed bid.

4.2.2 Required Solicitation and Contract Clauses

4.2.2.1 In addition to those terms, conditions, and specifications necessary to a particular procurement, written solicitations, purchase orders, and written contracts resulting from competitive sealed bidding must include terms and conditions in accordance with Appendix A of these Procurement Policies and Procedures.

4.2.2.2 The solicitation shall state the date, time, and method for submission of bids. The Procurement Officer will establish a reasonable time, but no less than the minimum time period provided in Section 2 of these Procurement Policies and Procedures, for prospective bidders to prepare and submit their bids.

4.2.3 Pre-Bid Conference

Unless otherwise stated in the solicitation document, attendance of prospective bidders at pre-bid conferences is not mandatory.

4.2.4 Amendments or Addenda

If any amendments or addenda are required, the Procurement Officer shall send a copy of the amendments to all potential bidders that are known to have received a copy of the solicitation. All amendments shall include a statement to the effect that bidders are required to acknowledge receipt of any amendments to the request for bids. If appropriate, the due date shall be adjusted to ensure that sufficient time is given to prospective bidders to consider the information contained in the amendment for preparation of their responses.

4.2.5 Bid Opening

4.2.5.1 Once received, all bids and modifications to bids shall be placed in a secure place until the date and time for the bid opening. After the receipt of bids and before the bid opening, the College shall not disclose the identity of any bidder.

4.2.5.2 Bids are to be opened publicly via electronic bid board. The name, bid price and other relevant information shall be read aloud or otherwise made available to those in attendance at the bid opening.

4.2.5.3 All bids received must be recorded, tabulated, or summarized.

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Commented [LA20]: I added "via electronic bid board". Also I removed section 4.2.87 as this was covered under Section 2. .

4.2.6 Late Bids, Late Withdrawals, and Late Modifications

- 4.2.6.1 Any bid, request for withdrawal, or modification of a bid that is not received at the designated location, time, and date set forth in the bid documents will be considered late and will not be considered. Delivery of the bid to the specified location at the prescribed time and date is the sole responsibility of the bidder.
- 4.2.6.2 At the sole discretion of the Procurement Officer, exceptions may be made only when the reason for the late bid, late request for withdrawal or late modification of a bid, is due to the action or inaction of the College's personnel directing the procurement activity or their employees.
- 4.2.6.3 A record of the late bid, request for withdrawal, or modification of a bid, shall be made in the appropriate procurement file.

4.2.7 Form of Bids

A bid form shall be provided on which the bidder shall state the price, sign and submit along with all necessary submission. Bids may be submitted electronically or mailed in as indicated on the solicitation by the specified due date and time.

4.2.8 Bid Requirements

- 4.2.8.1 Bids shall be based upon the specifications contained in the solicitation.
- 4.2.8.2 Unless provided for in the solicitation documents that electronic forms of bid transmission are acceptable, each bid shall be typewritten or written legibly in ink.
- 4.2.8.3 If in writing, all erasures or alterations shall be initialed in ink by the person who signs the bid.
- 4.2.8.4 The bid shall be submitted in an envelope which clearly indicates that it contains a bid.
- 4.2.8.5 If specifically permitted by the invitation for bids, electronic records and signatures satisfy the requirement for written bids and signatures, as provided in the Maryland Uniform Electronic Transactions Act, Commercial Law Article, Title 21, Annotated Code of Maryland.
- 4.2.8.6 Oral Bids. Oral bids may be accepted only if oral bids are solicited. All oral bids shall be followed immediately by a written confirmation detailing the information required in the solicitation.

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4.2.8.7 Unless otherwise indicated in the bid documents, each bid shall be submitted in an envelope that clearly indicates that it contains a bid and identifies the bid by the bid number.

4.2.9 Mistakes, Errors, and Withdrawals of Bids

4.2.9.1 Technicalities or minor irregularities in bids may be waived if the Procurement Officer determines that it shall be in the College's best interest. The Procurement Officer may either give a bidder an opportunity to cure any deficiency resulting from a technicality or minor irregularity in its bid, or waive the deficiency if it is to the College's advantage to do so.

4.2.9.2 A bidder may correct mistakes discovered before the time and date set for bid opening by withdrawing or correcting the bid as provided in Section 4.2.6 above.

4.2.9.3 If the Procurement Officer knows or has reason to conclude that a mistake has been made, the bidder may be requested to confirm the bid. Situations in which confirmation should be requested include obvious, apparent errors on the face of the bid or a bid unreasonably lower than the other bids submitted. If the bidder alleges mistake, the bid may be corrected or withdrawn upon the written approval of the Procurement Officer if any of the following conditions are met:

A. If the mistake and the intended correction are clearly evident on the face of the bid document, the bid shall be corrected to the intended correct bid and may not be withdrawn.

B. A bidder may be permitted to withdraw a low bid if:

- 1) A mistake is clearly evident on the face of the bid document, but the intended correct bid is not similarly evident; or
- 2) The bidder submits proof of evidential value that clearly and convincingly demonstrates a mistake was made.

4.2.9.4 Mistakes may not be corrected after award of the contract except when the Procurement Officer makes a determination that it would be unconscionable not to allow the mistake to be corrected. Changes in price are not permitted. Corrections shall be submitted to and approved in writing by the Procurement Officer.

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4.2.9.5 When a bid is corrected or withdrawn, or correction or withdrawal is denied, the Procurement Officer shall prepare a determination showing that the relief was granted or denied in accordance with these policies and procedures.

4.2.10 Bid Evaluation and Award

4.2.10.1 Unless otherwise specified in the solicitation documents, bids shall remain irrevocable for a period of 90 days after the bid opening. If the Procurement Officer determines that this is not sufficient time to make an award, the time may be extended upon written request to the bidders. The Procurement Officer shall request of each bidder, that his bid shall continue to be irrevocable for the specified period of time.

4.2.10.2 An award will be made to the bidder offering the most favorable price that has been determined to be both responsible and responsive in meeting the requirements set forth in the solicitation. The College may make multiple awards if it is deemed to be in the best interest of the College, and if provided for in the solicitation. Bids may not be evaluated on criteria other than those set forth in the solicitation documents.

4.2.10.3 The College reserves the right to make an award as a total, item by item or by groups of items as determined to be in the best interest of the College.

4.2.10.4 If a single bid is received in response to a solicitation and the Procurement Officer determines that the bid is responsive and from a responsible bidder and other bidders had a reasonable opportunity to respond, a negotiated award may be made if it is determined by the Procurement Officer to be in the best interest of the College.

4.2.10.5 Unless it is specifically stated in the solicitation that multiple or alternate bids will be accepted, they may not be accepted. If they are to be accepted, the solicitation should set forth how such bids are to be treated.

4.2.10.6 Bids conditioned upon the award of another contract are not acceptable.

4.2.10.7 Alternates: If additive and/or deduct alternates are solicited in the solicitation, the College reserves the right to select alternates regardless of the order in which they are listed.

4.2.11 Tie Bids

4.2.11.1 Tie bids are responsive bids from responsible bidders that are identical in

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price, terms, and conditions and which meet all the requirements and evaluation criteria set forth in the invitation to bid.

4.2.11.2 The award shall be made to the in-state business if identical favorable bids are received from in-state and out-of-state bidders. However, in order for Baltimore City Community College to achieve its overall minority participation goal, a contract may be awarded as follows:

- A. If identical favorable bids are received from an in-state certified minority business enterprise and an in-state non-minority business enterprise, or an out-of-state non-minority business enterprise, the award may be made to the certified minority business enterprise.
- B. If identical favorable bids are received from in state and out-of-state certified minority business enterprises, the award may be made to the certified minority business enterprise having the greatest amount of certified minority business enterprise participation in the particular contract.
- C. If identical favorable bids are received from in-state and out-of-state non-minority business enterprises, the award may be made to the non-minority business enterprise having the greatest amount of minority participation in the contract, including staff or certified minority business enterprise subcontract participation in the contract.
- D. If identical favorable bids are received from in-state bidders or from out-of-state bidders and no rules for implementing a procedure for solving a tie bid apply, a drawing shall be conducted. A witness shall be present to verify the drawing and shall certify the results on the bid tabulation sheet.

4.2.11.3 Records shall be made of all invitations for bids on which tie bids are received.

4.2.12 Cancellation of invitations after opening

- 4.2.12.1 Preservation of the integrity of the competitive bid system dictates that, after bids have been opened, award must be made to that responsible bidder who submitted the lowest responsive bid, unless there is a compelling reason to reject all bids and cancel the invitation.
- 4.2.12.2 Every effort shall be made to anticipate changes in a requirement before the date of opening and to notify all prospective bidders of any resulting modification or cancellation. This will permit bidders to change their bids and prevent unnecessary exposure of bid prices.

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4.2.12.3 As a general rule, after the opening of bids, an invitation should not be cancelled and re-solicited due solely to increased requirements for the items being acquired. Award should be made on the initial invitation for bids and the additional quantity should be treated as a new acquisition.

4.2.12.4 The Procurement Officer may reject all bids and cancel the invitation before award but after bid opening, and proceed with a new solicitation, when the Procurement Officer determines, in writing, that:

- A. Inadequate or ambiguous specifications were cited in the invitation.
- B. Specifications have been revised.
- C. The supplies or services being procured are no longer required.
- D. The invitation did not provide for consideration of all factors of cost to the College.
- E. Bids received indicate that the needs of the College can be satisfied by a less expensive article differing from that for which the bids were invited; or
- F. For other reasons when cancellation is clearly in the best interest of the State of Maryland or the College.

4.2.12.5 The Procurement Officer, with approval of the President or Designee, may reject all bids and, without issuing a new solicitation, convert the solicitation to a Negotiated Competitive Sealed Bid as provided for in Section 4.2.15 of these Procurement Policies and Procedures, when:

- A. All otherwise acceptable bids received are at unreasonable prices, or only one bid is received and the Procurement Officer cannot determine the reasonableness of the bid price;
- B. The bids were not independently arrived at in open competition, were collusive, or were submitted in bad faith; or
- C. No responsive bid has been received from a responsible bidder.

4.2.12.6 Should administrative difficulties be encountered after bid opening that may delay award beyond the time period established in the solicitation for which bids are irrevocable, bidders whose bids have not expired (irrespective of the acceptance period specified in the bid) may be requested, before expiration of their bids, to extend in writing the bid acceptance period (with consent of sureties, if any) in order to avoid the need to re-solicit the procurement.

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4.2.13 Records

When bids have been rejected or canceled before the due date, bids shall be returned to the bidders unopened. When an award has been made copies of the opened bids and any supporting documentation shall be retained in the procurement file.

4.2.14 Multi-Step Sealed Bidding

A "multi-step sealed bid" is a multiple-phase process in which bidders first submit un-priced technical offers or samples, or both, to be evaluated by the College and then, those bidders whose technical offers or samples, or both, have been found to be acceptable submit price bids which are then considered. Bidders whose technical offers or samples are found to be unacceptable will be so notified prior to the College requesting pricing from acceptable bidders. The procedures set forth in Section 4.3.13 are to be followed when debriefing unsuccessful bidders.

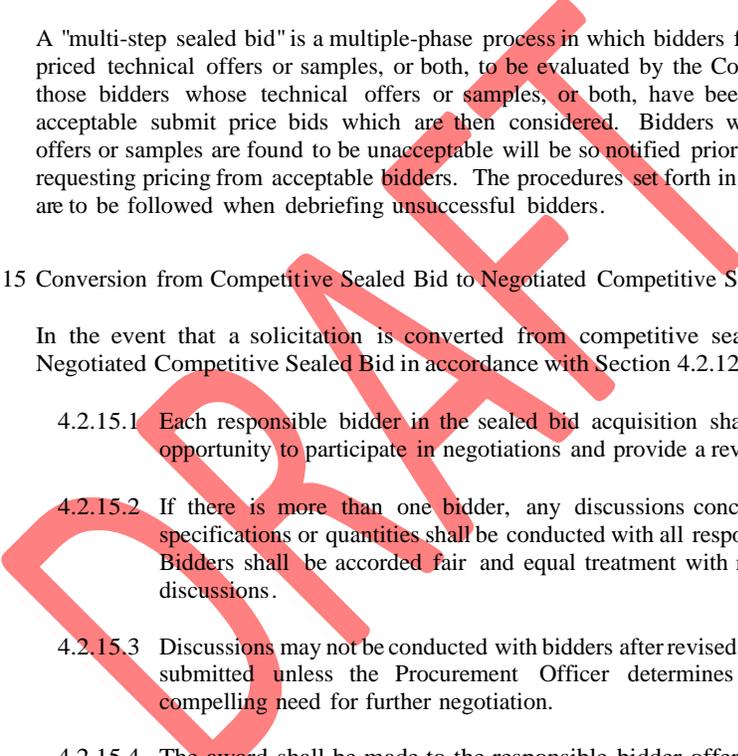
4.2.15 Conversion from Competitive Sealed Bid to Negotiated Competitive Sealed Bid

In the event that a solicitation is converted from competitive sealed bids to a Negotiated Competitive Sealed Bid in accordance with Section 4.2.12.5 above:

- 4.2.15.1 Each responsible bidder in the sealed bid acquisition shall be given an opportunity to participate in negotiations and provide a revised bid;
- 4.2.15.2 If there is more than one bidder, any discussions concerning revised specifications or quantities shall be conducted with all responsible bidders. Bidders shall be accorded fair and equal treatment with respect to any discussions.
- 4.2.15.3 Discussions may not be conducted with bidders after revised bids have been submitted unless the Procurement Officer determines that there is compelling need for further negotiation.
- 4.2.15.4 The award shall be made to the responsible bidder offering the lowest negotiated price.

4.3 Competitive Sealed Proposals

4.3.1 Request For Proposals (RFP)



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This procurement method employs an RFP for the solicitation of Competitive Sealed Proposals which are evaluated on the basis of factors that include but are not limited to price. Evaluation shall be based on the factors set forth in the request for proposals in order to determine which proposal best meets the needs of the College.

4.3.2 Issuance and Content of Proposals

- 4.3.2.1 The Procurement Officer shall issue a written solicitation containing all information necessary for prospective proposers to prepare a proposal. Identical information shall be furnished to all potential proposers. If indicated in the solicitation, facsimile or electronic proposals may be authorized.
- 4.3.2.2 The solicitation may be divided into multiple steps for receipt of technical and price proposals.
- 4.3.2.3 The Procurement Officer shall insure that sufficient time, but no less than that established in Section 2.1 above, is given to potential proposers to prepare responses.
- 4.3.2.4 An RFP shall include:
 - A. Date, time, and place for receipt of proposals.
 - B. The evaluation factors and an indication of the relative importance and/or order of importance of each evaluation factor (including price). Numerical rating systems may be used but are not required. If used, numerical factors need not be disclosed in the solicitation.
 - C. A statement of the services, items, or equipment required.
 - D. A statement as to how and when price proposals will be submitted (if not received at the same date and time as technical proposals).
 - E. All mandatory solicitation requirements in accordance with Appendix A.
 - F. If any amendments or addenda are required, the Procurement Officer shall send a copy of the amendments to all potential proposers that are known to have received a copy of the solicitation.
 - G. All amendments shall include a statement to the effect that proposers are required to acknowledge receipt of any amendments to the request for proposals. If appropriate, the due date shall be adjusted to ensure

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that sufficient time is given to prospective proposers to consider the information contained in the amendment for preparation of their responses.

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4.3.3 Pre-Proposal Conference

Unless otherwise stated in the solicitation document, attendance of prospective bidders at pre-proposal conferences is not mandatory.

4.3.4 Receipt of Proposals

4.3.4.1 All proposals shall be placed in a secure place until the due date and time. Proposals may not be opened publicly. The Procurement Officer shall ensure that appropriate procedures are in place for the opening of proposals.

4.3.4.2 A register of proposals shall be prepared identifying each proposer submitting a proposal. In no event shall the register be disclosed subsequent to the due date of the financial offers and prior to the award.

4.3.4.3 After contract award, proposals shall be open to the public subject to the provisions of the Public Information Act, General Provisions Article, Title 4 of the Annotated Code of Maryland.

4.3.5 Mistakes, Errors, and Withdrawal of Proposals

Mistakes, errors, and withdrawals of proposal shall be treated in the same manner as provided for in competitive sealed bids in Section 4.2.9 above.

4.3.6 Late Proposals, Late Modifications, and Late Withdrawals

Late proposals, late modifications and late withdrawals shall be handled in accordance with Section 4.2.9 above.

4.3.7 Classification of Proposals

4.3.7.1 The Procurement Officer may classify proposals as:

- A. Reasonably susceptible of being selected for award; or
- B. Not reasonably susceptible of being selected for award.

4.3.7.2 Proposers judged by the Procurement Officer as not responsible or proposals not reasonably susceptible of being selected for award, shall be so classified and the proposer(s) so notified.

4.3.8 Evaluation of Proposals

- 4.3.8.1 Prior to the technical evaluation, the Procurement Officer shall establish the basis for the evaluation.
- 4.3.8.2 During the evaluation of the proposals, information contained in proposals shall not be disclosed to a prospective proposer or anyone outside of the evaluation committee except to those deemed necessary to assist the committee in evaluating the proposals. Any outside evaluator or person helping the committee shall be advised that the information discussed will be used only for evaluation purposes and shall not be further disclosed.
- 4.3.8.3 Proposals determined to be reasonably susceptible of being selected for award shall be evaluated as set forth in the solicitation.
- 4.3.8.4 Technical and price proposals shall be evaluated independently of each other. Price evaluations may be done at the completion of the technical evaluation or at the same time as the technical evaluation so long as it is done independently and the results not revealed until such time as the technical evaluation is completed.
- 4.3.8.5 Performance (past and present) may be used as an evaluation factor in determining the proposer's ability to perform under the contract. If performance is to be considered, that must be stated in the solicitation. Proposers shall be asked to provide references. In addition, the College may use itself as a reference as well as other references that may be known to the College but not provided by the proposer.
- 4.3.8.6 Multiple or alternate proposals, if permitted by the solicitation documents, shall be handled in accordance with Section 4.2.10.5 above.
- 4.3.8.7 At the discretion of the Procurement Officer following the recommendation by the evaluation committee, a short-list of qualified proposals may be established during the technical evaluation. Only those firms short-listed would continue in the evaluation process. Those firms not short-listed shall be so advised. At this point, a second phase of the technical evaluation may take place. The second phase may include oral presentations with further discussions and refinements with the short-listed firms.
- 4.3.8.8 At the conclusion of the evaluation, the Procurement Officer shall document the following:
 - A. An analysis of the technical proposals including an assessment of each

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proposer's ability to meet the technical requirements of the solicitation;

B. A summary of the findings of the evaluation committee.

4.3.9 Price Proposals

- 4.3.9.1 In accordance with Section 4.3.2.4 above, the RFP shall stipulate how and when price proposals shall be received.
- 4.3.9.2 If price proposals are received concurrently with technical proposals, price proposals will only be evaluated from proposals determined to be reasonably susceptible for award or from short-listed proposers.
- 4.3.9.3 If price proposals are received after the evaluation of technical proposals, the Procurement Officer shall solicit price proposals only from those proposers whose proposals are determined to be reasonably susceptible for award or from short-listed proposers.

4.3.10 Discussions and/or Negotiations

- 4.3.10.1 At the sole discretion of the Procurement Officer, discussions and/or negotiations may be held with all proposers still under consideration.
- 4.3.10.2 Proposers shall be treated fairly and equally with respect to any opportunity for discussions, negotiations, and clarifications. The Procurement Officer shall establish the procedures and schedule for conducting any discussions.
- 4.3.10.3 Discussions may take place at any point during the evaluation process. To the extent that information revealed during the discussions affects the ranking of proposers during the technical or price evaluation phase, the rankings may be adjusted accordingly.
- 4.3.10.4 If any discussions reveal information that requires a substantive clarification of, or change to the request for proposals, the Procurement Officer shall amend the request for proposals to incorporate the change(s) and a copy of the amendment shall be sent to all proposers still under consideration.
- 4.3.10.5 During discussions, the Procurement Officer shall not disclose or permit to be disclosed any information from a competing proposal or advise a proposer of its standing relative to another proposer.
- 4.3.10.6 The Procurement Officer may allow the proposer a reasonable

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opportunity to submit any technical, cost, financial, or other information and materials, or revisions to its proposals that may result from the discussions.

4.3.10.7 A record of each discussion shall be kept in the procurement file.

4.3.11 Best and Final Offers

4.3.11.1 When the Procurement Officer determines it is in the best interest of the College, proposers may be permitted to revise their proposals by submitting a best and final offer or series of best and final offers.

4.3.11.2 The Procurement Officer shall establish a due date and time for best and final offers.

4.3.11.3 A proposer's previous offer shall be deemed final unless a new best and final offer is submitted as requested.

4.3.12 Basis of Award

Award shall be made to the responsible proposer whose overall technical and financial proposal was evaluated as best meeting the needs of the College as set forth in the RFP. The College may make multiple awards if it is deemed to be in the best interest of the College, and if provided for in the solicitation.

4.3.13 Debriefing of Unsuccessful Proposers

4.3.13.1 Unsuccessful proposers may request a debriefing. If the proposer chooses to do so, the request must be submitted in writing to the Procurement Officer within ten days after the proposer knew or should have known its proposal was unsuccessful. Debriefings shall be limited to discussion of the specific proposer's proposal only and shall not include a discussion of a competing offeror's proposal. Debriefings shall be conducted at the earliest feasible time.

4.3.13.2 The debriefing may include information on areas in which the unsuccessful proposer's proposal was deemed weak or insufficient.

4.3.13.3 Debriefing may not include discussion or dissemination of the thoughts, notes or rankings of individual members of an evaluation committee.

4.3.13.4 Debriefing may include a summary of the Procurement Officer's rationale for the selection decision and recommended award.

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4.3.14 Award of Competitive Sealed Proposals

Notice of award shall be published in the College's official bid board and/or by direct notification to all proposers.

4.4 Unsolicited Proposals

4.4.1 Defined

At the recommendation of the Procurement Officer, the College may accept an unsolicited proposal for evaluation if the proposal:

- 4.4.1.1 is innovative and unique;
- 4.4.1.2 was independently originated and developed by the Proposer;
- 4.4.1.3 was prepared without the supervision of the College
- 4.4.1.4 includes sufficient detail to permit a determination that College support would be worthwhile; and
- 4.4.1.5 shows that the proposal would benefit the College.

4.4.2 Documentation

Unsolicited proposals shall contain information to permit consideration in an objective and timely manner, such as;

- 4.4.2.1 The Proposer's name and address and type of organization, such as profit, nonprofit, educational, or certified minority business enterprise;
- 4.4.2.2 The names and telephone numbers of technical and business personnel to be contacted for evaluation or negotiation purposes;
- 4.4.2.3 The identification of proprietary data to be used only for evaluation purposes;
- 4.4.2.4 The signature of a person authorized to represent and contractually obligate the proposer;
- 4.4.2.5 The proposed price or total estimated cost for the effort in sufficient detail for meaningful evaluation;
- 4.4.2.6 The period of time for which the proposal is valid;
- 4.4.2.7 The type of contract preferred; and
- 4.4.2.8 The proposed duration of the effort.

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4.4.3 Evaluation of Unsolicited Proposals

When performing an evaluation of an unsolicited proposal, the following factors shall be considered, in addition to any others appropriate for the particular proposal:

- 4.4.3.1 The unique and innovative methods, approaches, or concepts demonstrated by the proposal;
- 4.4.3.2 The overall scientific, technical, or socio-economic merits of the proposal;
- 4.4.3.3 The potential contribution of the effort to the College's specific mission.
- 4.4.3.4 The proposer's capabilities, related experience, facilities, techniques, or unique combinations of these which are integral factors for achieving the proposal objectives; and
- 4.4.3.5 The qualifications, capabilities, and experience of the proposed team leader or key personnel who are critical to achieving the proposal objective.

4.4.4 Return of Unsolicited Proposals

The College must reject an unsolicited proposal and it shall be returned to the proposer, citing reasons, when its substance meets any of the following:

- 4.4.4.1 It is available to the College without restriction from another source;
- 4.4.4.2 It closely resembles a pending competitive procurement; or
- 4.4.4.3 It does not demonstrate an innovative and unique method, approach, or concept, or if it does, another method, approach, or concept may be available to the College on the basis of competitive proposals.
- 4.4.4.4 If the proposal is deemed not in the best interest of the College or is deemed by the College as not of value to the College.
- 4.4.4.5 If the College has no requirement for what is proposed and/or the proposal is not affordable.

4.4.5 Requirement to Make an Award

A favorable evaluation of an unsolicited proposal does not, by itself, require the

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College to make an award.

4.4.6 Negotiations: The Procurement Officer may negotiate.

4.4.7 Notice of Award: The Procurement Officer will post a notice of award for any accepted unsolicited proposal.

4.5 Procurement by Cooperative Purchasing Agreements

4.5.1 The College may participate in, conduct, sponsor or administer a cooperative purchasing agreement. The purpose of such agreements is to promote efficiency and savings that can result from cooperative purchasing. This includes but is not limited to agreements with any of the following:

4.5.1.1 The federal government or an agency or other instrumentality of the federal government;

4.5.1.2 The State of Maryland, another state, or an agency or other instrumentality of another state;

4.5.1.3 A bistate or multistate agency;

4.5.1.4 A county, municipal corporation, or other political subdivision of the State or of another state, or an agency or other instrumentality of the political subdivision;

4.5.1.5 Other institutions of higher education and the University of Maryland Medical System.

4.5.1.6 A cooperative or organization established for the purpose of establishing contracts to aggregate the common requirements of similar institutions to maximize economies of scale when soliciting bids or proposals.

4.5.1.7 Alumni associations, foundations, and faculty practice organizations recognized by the Board of Trustees, in accordance with Education Article Section 15-104.

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SECTION 5. CONTRACT TYPES

5.1 General

5.1.1 A wide selection of contract types is available to the College in order to provide needed flexibility in acquiring the variety and volume of supplies, services and maintenance required by the College. Contract types vary according to:

5.1.1.1 The degree and timing of the responsibility assumed by the contractor for cost of performance; and

5.1.2 The amount and nature of profit incentive offered to the contractor for achieving or exceeding specific standards or goals.

5.1.3 The following contract types are available:

5.1.3.1 Fixed Price Contracts: in which the contractor has full responsibility for the performance cost and resulting profit (or loss).

5.1.3.2 Quantity Contracts/Requirements Contracts: in which multiple orders can be placed based on defined units of service or product for a specific period of time and in which the contractor has full responsibility for the performance cost and resulting profit (or loss).

5.1.3.3 Cost Reimbursement Contracts: -in which the contractor's responsibility for performance costs and profit or fee incentives offered are tailored to the uncertainties involved in contract performance.

5.1.3.4 Time and Material Contracts / Labor Hour Contracts:

A. "Time and material contract" means a contract which provides an agreed basis for payment for materials supplied and labor performed.

B. "Labor hour contract" means a contract which only provides for the payment of labor performed.

C. Ceiling. Labor hour and time and material contracts shall state a dollar ceiling that may not be exceeded without the prior determination and approval of the procurement officer.

5.1.3.5 Incentive Contracts: in which the profit or fee payable under the contract is directly related to the contractor's performance. Incentive contracts can either be fixed price contracts with an incentive or cost reimbursable contracts with an incentive.

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5.1.4 Individual contracts may include elements of two or more types of contracts such as a fixed price contract with unit prices, allowances, or reimbursements.

5.1.5 Except in case of emergency affecting the public health, safety or welfare of the College community, no contract using Federal funds shall be awarded on a cost plus- percentage of cost basis.

5.2 Factors in Selecting Contract Types

5.2.1 There are many factors that the Procurement Officer should consider in selecting the contract type. They include but are not limited to the following:

5.2.1.1 Price competition: Normally, effective price competition results in realistic pricing, and a fixed- price contract is ordinarily in the College's best interest.

5.2.1.2 Price analysis: Price analyses may provide a basis for selecting the contract type.

5.2.1.3 Cost Analysis: Uncertainties involved in performance and their impact on costs should be identified and evaluated, so that a contract type that places a reasonable degree of cost responsibility upon the contractor can be selected.

5.2.1.4 Urgency of the Requirement: If urgency is a primary factor, the College may choose to assume a greater proportion of risk or offer incentives to ensure timely contract performance.

5.2.1.5 Period of performance: In times of economic uncertainty, contracts extending over a relatively long period may require economic price adjustment terms.

5.2.1.6 Contractor's Capability: Technical capability and financial responsibility of the contractor.

5.2.1.7 Adequacy of Contractor's accounting system: Except for a firm fixed-price contract, the Procurement Officer should determine that the contractor's accounting system will permit timely development of all necessary cost data in the form required by the specific type of contract contemplated and that the contractor's accounting system is adequate to allocate costs in accordance with generally accepted accounting principles

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5.3 Fixed-Price Contracts

5.3.1 General

- 5.3.1.1 Fixed-price types of contracts provide for a firm price or, in appropriate cases, an adjustable price.
- 5.3.1.2 Fixed-price contracts providing for an adjustable price may include a ceiling price, a target price (including target cost), or both.
- 5.3.1.3 Unless otherwise specified in the contract, the ceiling price or target price is subject to adjustment only by operation of contract clauses providing for equitable adjustment or other revision of the contract price under stated circumstances.

5.3.2 Description

- 5.3.2.1 A firm-fixed-price contract provides for a price that is not subject to any adjustment on the basis of the contractor's cost experience in performing the contract.
- 5.3.2.2 This contract type places upon the contractor maximum risk and full responsibility for all costs and resulting profit or loss. It provides maximum incentive for the contractor to control costs and perform effectively and imposes a minimum administrative burden upon the contracting parties.
- 5.3.2.3 The Procurement Officer may use a firm-fixed-price contract in conjunction with performance or delivery incentives. The contract type remains firm-fixed-price when used with these incentives.

5.3.3 Application

- 5.3.3.1 A firm -fixed-price contract is suitable for acquiring commercial items or for acquiring other supplies or services on the basis of reasonably definite functional or detailed specifications when the Procurement Officer can establish fair and reasonable prices at the outset, such as when-
 - A. There is adequate price competition;
 - B. There are reasonable price comparisons with prior purchases of the same or similar supplies or services made on a competitive basis or supported by valid cost or pricing data;
 - C. Available cost or pricing information permits realistic estimates of the probable costs of performance; or

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D. Performance uncertainties can be identified and reasonable estimates of their cost impact can be made, and the contractor is willing to accept a firm fixed price representing assumption of the risks involved.

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5.4 Quantity Contracts/Requirements Contracts

5.4.1 Definitions

- 5.4.1.1 "Definite quantity contract" means a fixed-price contract that provides for delivery of a specified amount of goods or labor either at specified times or when ordered.
- 5.4.1.2 "Indefinite quantity contract" means a contract for an indefinite amount of goods or labor to be furnished at specified times, or as ordered, that establishes unit prices of a fixed-price type.
- 5.4.1.3 "Requirements contract" means an indefinite quantity contract for goods or labor that obligates the State to order all the actual requirements of designated using agencies during a specified period of time.

5.4.2 General

- 5.4.2.1 There are three types of indefinite-delivery contracts: definite-quantity contracts, requirements contracts, and indefinite-quantity contracts. The appropriate type of indefinite-delivery contract may be used to acquire supplies and/or services when the exact times and/or exact quantities of future deliveries are not known at the time of contract award.
- 5.4.2.2 Definite-quantity contracts allow the College to buy a specific quantity of goods or services within a range of indefinite delivery dates.
- 5.4.2.3 Requirements contracts require the College to purchase all its requirements for a specified product or service via the contract.
- 5.4.2.4 Indefinite-quantity contracts allow the College to buy a non--specific quantity within a specified range of products over a specified period of time.
- 5.4.2.5 The various types of indefinite-delivery contracts offer the following advantages:
 - All three types permit-
 - A. College stocks to be maintained at minimum levels; and
 - B. Direct shipment to users on Campus.

5.4.2.6 Indefinite-quantity contracts and requirements contracts also permit-

- A. Flexibility in both quantities and delivery scheduling; and
- B. Ordering of supplies or services after requirements materialize.

5.4.2.7 Indefinite-quantity contracts limit the College's obligation to the minimum quantity specified in the contract.

5.4.2.8 Requirements contracts may permit faster deliveries when production lead time is involved, because contractors are usually willing to maintain limited stocks when the College will obtain all of its actual purchase requirements from the contractor.

5.4.2.9 Indefinite-delivery contracts may provide for any appropriate cost or pricing arrangement under this Section 5. Cost or pricing arrangements that provide for an estimated quantity of supplies or services (e.g., estimated number of labor hours) must comply with following:

- A. The contract must require the College to order and the contractor to furnish at least a stated minimum quantity of supplies or services.
- B. In addition, if ordered, the contractor must furnish any additional quantities, not to exceed the stated maximum.
- C. The procurement officer should establish a reasonable maximum quantity based on market research, trends on recent contracts for similar supplies or services, survey of potential users, or any other rational basis.
- D. To ensure that the contract is binding, the minimum quantity must be more than a nominal quantity, but it should not exceed the amount that the College is fairly certain to order.
- E. The contract may also specify maximum or minimum quantities that the College may order under each task or delivery order and the maximum that it may order during a specific period of time.

5.4.2.10 A solicitation and contract for an indefinite quantity must:

- A. Specify the period of the contract, including the number of options and the period for which the College may extend the contract under each option;
- B. Specify the total minimum and maximum quantity of supplies or

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services the College will acquire under the contract;

- C. Include a statement of work, specifications, or other description, that reasonably describes the general scope, nature, complexity, and purpose of the supplies or services the College will acquire under the contract in a manner that will enable a prospective offeror to decide whether to submit an offer;
- D. State the procedures that the College will use in issuing orders, including the ordering media, and, if multiple awards may be made, state the procedures and selection criteria that the College will use to provide awardees a fair opportunity to be considered for each order (see 5.4.3.2).

5.4.3 Ordering

5.4.3.1 General

- A. The Procurement Officer does not solicit orders under indefinite-delivery contracts.
- B. Individual orders shall clearly describe all services to be performed or supplies to be delivered so the full cost or price for the performance of the work can be established when the order is placed. Orders shall be within the scope, issued within the period of performance, and be within the maximum value of the contract.
- C. Performance-based acquisition methods must be used to the maximum extent practicable, if the contract or order is for services.
- D. Orders may be placed by using any medium specified in the contract.
- E. Orders placed under indefinite-delivery contracts must contain the following information:
 - (1) Date of order.
 - (2) Contract number and order number.
 - (3) For supplies and services, contract item number and description, quantity, and unit price or estimated cost or fee.
 - (4) Delivery or performance schedule.
 - (5) Place of delivery or performance (including consignee).
 - (6) Any packaging, packing, and shipping instructions
 - (7) Accounting and appropriation data.
 - (8) Method of payment and payment office, if not specified in the contract

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5.4.3.2 Orders under multiple award contracts- Fair opportunity.

- A. In the event of multiple awards to two or more vendors, the Procurement Officer must provide each awardee a fair opportunity to be considered for each order exceeding \$5,000 issued under multiple delivery-order contracts or multiple task-order contracts.
- B. The Procurement Officer may exercise broad discretion in developing appropriate order placement procedures. The Procurement Officer should keep submission requirements to a minimum. The Procurement Officer may use streamlined procedures, including oral presentations. In addition, the Procurement Officer need not contact each of the multiple awardees under the contract before selecting an order awardee if the Procurement Officer has information available to ensure that each awardee is provided a fair opportunity to be considered for each order.
- C. The competition requirements in Section 3 do not apply to the ordering process. However, the Procurement Officer must-
 - (1) Develop placement procedures that will provide each awardee a fair opportunity to be considered for each order and that reflect the requirement and other aspects of the contracting environment;
 - (2) Not use any method (such as allocation or designation of any preferred awardee) that would not result in fair consideration being given to all awardees prior to placing each order;
 - (3) Tailor the procedures to each acquisition;
 - (4) Include the procedures in the solicitation and the contract; and
 - (5) Consider price or cost under each order as one of the factors in the selection decision.

5.4.3.3 The Procurement Officer should consider the following when developing the procedures:

- A. Past performance on earlier orders under the contract, including quality, timeliness, and cost control.
- B. Potential impact on other orders placed with the contractor.
- C. Minimum order requirements.
- D. The amount of time contractors need to make informed business decisions on whether to respond to potential orders.
- E. Whether contractors could be encouraged to respond to potential orders by outreach efforts to promote exchanges of information, such a seeking comments from two or more contractors on draft statements of work;

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F. Using a multi-phased approach when effort required to respond to a potential order may be resource intensive (e.g., requirements are complex or need continued development), where all contractors are initially considered on price considerations (e.g., rough estimates), and other considerations as appropriate (e.g., proposed conceptual approach, past performance). The contractors most likely to submit the highest value solutions are then selected for one-on-one sessions with the College to increase their understanding of the requirements, provide suggestions for refining requirements, and discuss risk reduction measures.

G. Formal evaluation plans or scoring of quotes or offers are not required.

5.4.3.4 Exceptions to the fair opportunity process. The Procurement Officer shall give every awardee a fair opportunity to be considered for a delivery-order or task-order exceeding \$5,000 unless one of the following statutory exceptions applies:

A. The College need for the supplies or services is so urgent that providing a fair opportunity would result in unacceptable delays.

B. Only one awardee is capable of providing the supplies or services required at the level of quality required because the supplies or services ordered are unique or highly specialized.

C. The order must be issued on a sole-source basis in the interest of economy and efficiency because it is a logical follow-on to an order already issued under the contract, provided that all awardees were given a fair opportunity to be considered for the original order.

D. It is necessary to place an order to satisfy a minimum guarantee.

5.4.3.5 Pricing orders. If the contract did not establish the price for the supply or service, the Procurement Officer must establish prices for each order using the policies and methods in Section 5 of these Procurement Policies and Procedures.

5.4.3.6 Decision documentation for orders. The Procurement Officer shall document in the contract file the rationale for placement and price of each order, including the basis for award and the rationale for any tradeoffs among cost or price and non-cost considerations in making the award decision. This documentation need not quantify the tradeoffs that led to the decision. The contract file shall also identify the basis for using an exception to the fair opportunity process. If the agency uses the logical follow-on exception, the rationale shall describe why the relationship between the

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initial order and the follow-on is logical (e.g., in terms of scope, period of performance, or value).

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5.5 Cost-Reimbursement Contracts

5.5.1 Description

5.5.1.1 Cost-reimbursement types of contracts provide for payment of allowable incurred costs, to the extent described in the contract. These contracts establish an estimate of total cost for the purpose of obligating funds and establishing a ceiling that the contractor may not exceed (except at its own risk) without the approval of the Procurement Officer. The Procurement Officer may use a cost-reimbursement contract in conjunction with performance or delivery incentives.

5.5.2 Application

5.5.2.1 Cost-reimbursement contracts are suitable for use only when uncertainties involved in contract performance do not permit costs to be estimated with sufficient accuracy to use any type of fixed-price contract.

5.5.3 Limitations

5.5.3.1 A cost-reimbursement contract may be used only when-

- A. The contractor's accounting system is adequate for determining costs applicable to the contract; and
- B. Appropriate College surveillance during performance will provide reasonable assurance that efficient methods and effective cost controls are used.

5.5.3.2 The use of cost-reimbursement contracts is prohibited for the acquisition of commercial items.

5.6 Time-and-materials Contracts

5.6.1 Description. A time-and-materials contract provides for acquiring supplies or services on the basis of:

5.6.1.1 Direct labor hours at specified fixed hourly rates that include wages,

overhead, general and administrative expenses, and profit; and

5.6.1.2 Materials at cost, including, if appropriate, material handling costs as part of material costs.

5.6.2 Application. A time-and-materials contract may be used only when it is not possible at the time of placing the contract to estimate accurately the extent or duration of the work or to anticipate costs with any reasonable degree of confidence.

5.6.3 College surveillance. A time-and-materials contract provides no positive profit incentive to the contractor for cost control or labor efficiency. Therefore, appropriate College surveillance of contractor performance is required to give reasonable assurance that efficient methods and effective cost controls are being used.

5.6.4 Material handling costs. When included as part of material costs, material handling costs shall include only costs clearly excluded from the labor-hour rate. Material handling costs may include all appropriate indirect costs allocated to direct materials in accordance with the contractor's usual accounting procedures consistent with the laws of Maryland.

5.6.5 Optional method of pricing material. When the nature of the work to be performed requires the contractor to furnish material that it regularly sells to the general public in the normal course of its business, the contract may provide for charging material on a basis other than at cost if—

5.6.5.1 The total estimated contract price does not exceed \$25,000 or the estimated price of material so charged does not exceed 20 percent of the estimated contract price;

5.6.5.2 The material to be so charged is identified in the contract;

5.6.5.3 No element of profit on material so charged is included as profit in the fixed hourly labor rates; and

5.6.5.4 The contract provides-

A. That the price to be paid for such material shall be based on an established catalog or list price in effect when material is furnished, less all applicable discounts to the College; and

B. That in no event shall the price exceed the contractor's sales price to its most-favored customer for the same item in like quantity, or the current

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market price, whichever is lower.

5.6.6 Limitations. A time-and-materials contract may be used (1) only after the Procurement Officer executes a determination and findings that no other contract type is suitable; and (2) only if the contract includes a ceiling price that the contractor exceeds at its own risk. The Procurement Officer shall document the contract file to justify the reasons for and amount of any subsequent change in the ceiling price.

5.7 Labor-hour contracts

5.7.1 Description. A labor-hour contract is a variation of the time-and-materials contract, differing only in that materials are not supplied by the contractor. See Section 5.6 for application and limitations, respectively.

5.8 Incentive Contracts

5.8.1 The use of incentives in contracts as described below is appropriate when the required supplies or services can be acquired at lower costs and, in certain instances, with improved delivery or technical performance, by relating the amount of profit or fee payable under the contract to the contractor's performance. The use of incentives in contracts is designed to obtain specific acquisition objectives by-

5.8.1.1 Establishing reasonable and attainable targets that are clearly communicated to the contractor; and

5.8.1.2 Including appropriate incentive arrangements designed to-

A. motivate contractor efforts that might not otherwise be emphasized; and

B. discourage contractor inefficiency and waste.

5.8.2 When predetermined, formula-type incentives on technical performance or delivery are included, increases in profit or fee are provided only for achievement that surpasses the targets, and decreases are provided for to the extent that such targets are not met.

5.8.3 The incentive increases or decreases are applied to performance targets rather than minimum performance requirements.

5.8.4 The two basic categories of incentive contracts are fixed-price incentive contracts and cost-reimbursement incentive contracts. Since it is usually to the College's

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advantage for the contractor to assume substantial cost responsibility and an appropriate share of the cost risk, fixed-price incentive contracts are preferred when contract costs and performance requirements are reasonably certain.

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SECTION 6. CONTRACT ADMINISTRATION

6.1 Purpose and Scope

- 6.1.1 Contract administration begins with the signing or execution of a contract or purchase order. Its purpose is to assure that the contractor's total performance is in accordance with the terms and conditions of the contractual agreement. The integrity of the College's purchasing system demands the goods or services are furnished as specified in the contract. Contract administration includes all actions taken by the College relative to a specific contract after the award is made. A contract administrator is typically identified in each contract.
- 6.1.2 The College shall comply with Section 11-203(e) of the State Finance and Procurement Article. This section includes provisions of Division II of the State Finance and Procurement Article that apply to the College. These include: Section 11-205 (Collusion); Section 11-205.1 (Falsification of Material Facts); Section 13-219 (Required Clauses- Nondiscrimination Clause); Section 13-225 (Retainage); Title 14, Subtitle 1 (Preferences to Benefit Disadvantaged Individuals) to the maximum extent possible and Subtitle 3 (Minority Business Participation); Title 15, Subtitle 1 (Procurement Contract Administration); Section 15-226 (Prompt Payment of Subcontractors); and Title 16 (Debarment of Contractors).

6.2 Authority and Responsibility

- 6.2.1 The Procurement Officer is responsible for the technical and administrative sufficiency of the College's contracts and shall seek legal, technical, and other advice within the College, including its assistant attorney general, in fulfilling these responsibilities.
- 6.2.2 Contract administration is the process of enforcing the terms of a contract through such actions as evaluating performance and progress, monitoring contract deliveries, inspections, approval of payments and closeout.
- 6.2.3 Contract administration is the responsibility of the Procurement Officer, who may delegate it to another College official, with the approval of the President or Designee.
- 6.2.4 The Procurement Officer is typically an individual in the College's Purchasing Department. In instances where the Procurement Officer is an individual outside of the Purchasing Department, then the Purchasing Department will provide support required for the solicitation and administration of the contract.

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6.3 Contract Execution

- 6.3.1** All procurement contracts over \$50,000 in value (including the value of all options or renewals) shall require two signatures by both the Director of Procurement and Chief Financial Officer. Only those College employees or officers designated by the President or Designee shall have authority to sign procurement contracts.
- 6.3.2 Generally, authorized College representatives should execute contract documents after the contract documents have been executed by the contractor and approved for form and legal sufficiency.
- 6.3.3 The contract shall be signed by the appropriate representative(s) of the contractor with the authority to bind the firm to the terms of the contract.
- 6.3.4 A contract with a joint venture may involve any combination of individuals, partnerships or corporations. The contract shall be signed by each participant in the joint venture in the manner set forth in this section.
- 6.3.5 Review of Contracts for Legal Form and Sufficiency: Before a procurement contract may be approved and executed, it shall be reviewed for legal form and sufficiency by the College's legal counsel (or assistant attorney general) as provided below.
- 6.3.6 Contracts documented on a purchase order form, which includes the standard terms and conditions of these Procurement Policies and Procedures, and which do not include any terms and conditions which conflict with the standard purchase order terms, do not require further review for legal form and sufficiency.
- 6.3.7 Contracts documented on a standard procurement contract form, which includes the standard terms and conditions stipulated, as appropriate (depending on the dollar value of the contract and the nature of the contract, e.g., construction,) in the Appendices of these Procurement Policies and Procedures, and which do not include any terms which conflict with the standard procurement contract form's terms and conditions, do not require further review for form and legal sufficiency.
- 6.3.7.1 Other contract documents (e.g., as payment, performance, and bid bond documents, solicitation documents) shall substantially comply with the terms and conditions identified in Appendix A.
 - 6.3.7.2 Documents submitted by a contracting party other than the College, which that party seeks to have included as part of the contract between the parties, must be reviewed for content and legal form and sufficiency. Review of contract documents should ensure that the content is consistent with the scope of the contract, and does not modify the terms of the agreement. Any change to the contract shall be made only by a formal contract modification referencing the applicable terms of the contract. Modification of documents

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submitted by a party other than the College may be made by the Procurement Officer and, as appropriate, by legal counsel.

6.4 Contract Modifications

6.4.1 All contract modifications shall be in writing and signed by the contractor and those College employees or officers authorized to sign on behalf of the College. If possible, contract modifications shall be signed by the same College employee(s) or official(s) that signed the initial contract. In the event that the College employee(s) or official(s) who signed the initial contract are not available, then, the President or Designee, or his/her designee, shall sign the contract modification. Contract modifications are effective on the date of the last required signature, unless otherwise specified in the modification.

6.4.2 Before a contract, which required approval by the Board of Public Works, is modified, the proposed modification must comply with applicable Board of Public Works requirements for approval.

6.5 Delivery and Performance

The time of delivery or performance is an essential contract element and shall be clearly stated in each contract. Delivery or performance must be met by the date or period specified or the contractor may be considered to be in default.

6.6 Payment

The contract documents are to include the process by which payments are to be made.

6.7 Closeout of Contracts

The Procurement Officer shall adopt internal policies and procedures to ensure that contract closeout is conducted properly.

6.8 Termination of the Contract

Generally, a contract is for a specified term, as defined in the contract documents. A contract may be terminated, upon approval of the President or Designee, earlier than the specified term under the following circumstances:

6.8.1 as provided by the terms and conditions of the contract,

6.8.2 upon the mutual written agreement of the parties,

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- 6.8.3 by the College, for lack of appropriations or other funds in accordance with Appendix B,
- 6.8.4 by the College, for default in accordance with Appendix B, and
- 6.8.5 by the College, for convenience in accordance with Appendix B, if termination for convenience is in the best interests of the College or the State of Maryland.

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SECTION 7. VENDORS

7.1 Debarment/Suspension

- 7.1.1 The College shall abide by the Code of Maryland Regulations (COMAR) Title 21, Subtitle 08 with regard to all debarments/suspensions.
- 7.1.2 In determining the status of a business or person with regard to debarment/suspension in the State of Maryland, the College shall refer to the Maryland Board of Public Works published list of Businesses & Persons Suspended or Debarred.

7.2 Vendor Pre-Qualifications

The Procurement Officer may limit bids to those vendors pre-qualified in accordance with the procedures established in Section 4..

7.3 Vendor Responsibility

- 7.3.1 The Procurement Officer shall make purchases from and award contracts only to responsible contractors.
- 7.3.2 In the absence of information clearly indicating that the prospective contractor is responsible, the Procurement Officer shall make a determination of non-responsibility.
- 7.3.3 Factors to be used in determining whether a vendor is responsible may include, but are not limited to:
 - 7.3.3.1 Financial resources adequate to perform the contract, or the ability to obtain them;
 - 7.3.3.2 Ability to comply with the required or proposed delivery or performance schedule, taking into consideration all existing commercial and governmental business commitments;
 - 7.3.3.3 A satisfactory performance record;
 - 7.3.3.4 A satisfactory record of integrity and business ethics;
 - 7.3.3.5 The necessary organization, experience, accounting and operational controls, and technical skills, or the ability to obtain them;
 - 7.3.3.6 Compliance with applicable licensing and tax laws and regulation.
 - 7.3.3.7 The necessary production, construction, and technical equipment and facilities, or the ability to obtain them;

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7.3.3.8 Other qualifications and eligibility criteria necessary to receive an award under applicable laws and regulations.

7.3.4 If the Procurement Officer determines that the price bid or offered by a prospective contractor is so low as to appear unreasonable or unrealistic, the Procurement Officer may determine the prospective contractor to be non-responsible.

7.3.5 The prospective contractor shall promptly supply information requested by the Procurement Officer regarding the responsibility of the prospective contractor.

7.3.6 If the prospective contractors fails to supply the information as requested, the Procurement Officer shall make the determination of responsibility or non-responsibility based upon available information.

7.3.7 The Procurement Officer may use the following sources of information as appropriate, to support determination of responsibility or non-responsibility:

7.3.7.1 The Maryland State Board of Public Works list of Businesses and Persons Suspended or Debarred;

7.3.7.2 Records, past performance, and experience data, including verifiable knowledge of BCCC and State of Maryland personnel;

7.3.7.3 Being in good standing with the State, including information supplied by the prospective contractor, including bid or proposal information, questionnaire replies, financial data, information on production equipment, and personnel information.

7.3.7.4 Federal disqualification listing of ineligible and debarred contractors.

7.3.8 When an offer on which an award would otherwise be made is rejected because the prospective contractor is found to be non-responsible, the Procurement Officer shall make, sign, and place in the contract file a determination of non-responsibility, which shall state the basis for the determination and so notify the prospective contractor.

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SECTION 8. SOCIO-ECONOMIC POLICIES AND COMPLIANCE

Pursuant to Chapter 732 of the Laws of Maryland 2021, Baltimore City Community College shall comply with the subtitles listed below of Title 14 of the State Finance and Procurement Article of the Annotated Code of Maryland and applicable Maryland regulations.

In addition, the College shall recognize reciprocal certification with other governmental agencies but shall not include these procurements in reporting governed under current State law.

8.1 Preferences to Benefit Disadvantaged Individuals

The College shall comply with provisions set forth in Title 14, subtitle 1 (Preferences to Benefit Disadvantage Individuals) to the maximum extent practicable for the purchases of all supplies and services.

8.2 Small Business Procurements

The College shall comply with provisions set forth in Title 14, subtitle 2 (Small Business Reserve Procurements), Code of Maryland Regulations (COMAR) 21.11.01, Executive Orders, and any policies and procedures outlined by the Governor’s Office of Small, Minority and Women Business Affairs (GOSBA).

8.3 Minority Business Participation

The College shall comply with provisions set forth in Title 14, subtitle 3 (Minority Business Participation), COMAR 21.11.03, and any policies and procedures outlined by the GOSBA.

8.4 Certified Local Farm Enterprise Program

The College shall comply with provisions set forth in Title 14, subtitle 7, and any policies and procedures outlined by the Maryland Department of Agriculture.

8.5 Goal Settings

8.5.1 The College shall establish a Procurement Review Group (PRG) to review and assess the feasibility of assigning and designating certain goals and designation to a procurement in accordance with the provisions of Title 14, subtitle 2 (Small Business Program), subtitle 3 (Minority Business Participation), and subtitle 7 (Certified Local Farm Enterprise Program).

8.5.2 The College will determine the appropriate dollar thresholds as to when a procurement shall be presented to the PRG for goal setting and designation.

8.5.3 The College shall utilize documentation that has been reviewed and approved by the GOSBA and / or by the Board of Public Works.

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SECTION 9. PROTESTS AND CLAIMS

9.1 General

- 9.1.1 An aggrieved party shall exhaust all administrative remedies provided in this section before seeking judicial review.
- 9.1.2 Under this section, if the last day for taking an action falls on a day when the filing office is closed; the file date will be the next day the filing office is open.
- 9.1.3 "Appeal" shall mean an appeal of a decision of the Procurement Officer in connection with a protest or a contract claim. All appeals shall be in writing and made within the time permitted by these Procurement Policies and Procedures. All appeals shall be to the Maryland State Board of Contract Appeals.
- 9.1.4 "Hearing Board" shall mean the Maryland State Board of Contract Appeals.
- 9.1.5 Delegation of Authority: Upon the approval of these Policies and Procedures, the Maryland State Board of Contract Appeals ("Hearing Board") shall be delegated the authority, subject to and in accordance with these Procurement Policies and Procedures, to conduct hearings in connection with Appeals, to make findings of fact and conclusions of law, as appropriate, and to make and issue the final administrative agency decision and order. The Hearing Board shall have authority over all appeals arising on or after the effective date of these Policies and Procedures.
- 9.1.6 A final administrative agency decision, issued by the Hearing Board, is subject to judicial review in accordance with the provisions of the Administrative Procedure Act governing contested cases, State Government Article, Md. Annotated Code, Section 10-222. The College is entitled to seek judicial review of a final administrative agency decision.
- 9.1.7 To the extent reasonably possible, all procurement contracts shall identify the Hearing Board and provide contact information for the Hearing Board.
- 9.1.8 All references in this Section 9 to Maryland statutes and regulations shall mean the statute and/or regulation, as amended from time to time.
- 9.1.9 "Reviewing Authority" as referenced in COMAR Title 21, Subtitle 10, shall mean the President, or his/her designee, unless otherwise specified in these Procurement Policies and Procedures.
- 9.1.10 In the filing of a protest or claim, the contractor shall have the burden of proof and the burden of going forward with the evidence of all issues, including the propriety of a determination for default.

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9.2 Protests

9.2.1 Definitions: The following words have the meanings indicated:

- 9.2.1.1 Filed: received by the Procurement Officer, or the Hearing Board depending on the context.
- 9.2.1.2 Interested party: an actual or prospective bidder, proposer, or contractor that may be aggrieved by the solicitation or award of a contract, or by a protest.
- 9.2.1.3 Protest: a complaint relating to the solicitation or award of a procurement contract.
- 9.2.1.4 Protestor: means any actual or prospective bidder, proposer or contractor who is aggrieved in connection with the solicitation or the award of a contract and who files the protest.

9.2.2 Filing a Protest

- 9.2.2.1 An interested party may file a protest with the Procurement Officer.
- 9.2.2.2 The protest shall be in writing and addressed to the Procurement Officer.

9.2.3 Timing for Filing

- 9.2.3.1 A protest based upon alleged improprieties in a solicitation that are apparent before bid opening or the closing date for receipt of initial proposals shall be filed before bid opening or the closing date and time of receipt of initial proposals.
- 9.2.3.2 A protest based upon alleged improprieties in a solicitation that did not exist in the original solicitation but which are subsequently incorporated in an amendment to the solicitation shall be filed not later than the solicitation closing date and time for receipt of bids or proposals identified in the amendment (or in the original solicitation, if the opening date and time were not changed by amendment).
- 9.2.3.3 In cases other than those covered in 9.2.3.1 and 9.2.3.2 above, protests shall be filed not later than seven (7) calendar days after the basis for the protest is known or should have been known, whichever is earlier.
- 9.2.3.4 A protest received by the Procurement Officer after the time limits described above may not be considered.
- 9.2.3.5 All costs associated with filing and prosecuting a protest shall be borne by the protestor.

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9.2.4 Requested Information

9.2.4.1 The written protest shall include the following information:

- A. The name and address of the protestor;
- B. Appropriate identification of the procurement;
- C. A statement of reasons for the protest; and,
- D. Supporting exhibits, evidence or documents to substantiate the reasons for the protests.

9.2.4.2 Any additional information or substantiation requested by the Procurement Officer shall be submitted within five (5) days after receipt of the request by the Protestor. Failure of any party to comply with a request for information or substantiation by the Procurement Officer may result in a resolution of the protest without consideration of any response to the request that is not timely filed.

9.2.4.3 Upon written request, the Procurement Officer shall make available to any interested party information submitted that bears on the substance of the protest except when information is confidential, or otherwise is permitted or required to be withheld by law.

9.2.5 Notification to the College's Legal Counsel and the Office of the Attorney General

The Procurement Officer shall submit a copy of the protest to both the College's Legal Counsel and the State's Office of the Attorney General upon receipt of the protest and shall, as appropriate, consult with legal counsel.

9.2.6 Negotiations with Interested Parties

The Procurement Officer may conduct discussions and, if appropriate, negotiations with the protester or any other interested party and may resolve the protest by agreement with any one or more interested parties. The agreement shall be in writing and approved by the appropriate parties.

9.2.7 Decision by the Procurement Officer

9.2.7.1 A decision on a protest shall be made by the Procurement Officer in writing as expeditiously as possible after receiving all relevant, requested information.

9.2.7.2 The decision of the Procurement Officer shall be reviewed and approved by the President or his/ her designee, in consultation as appropriate, with legal counsel and other College authorities.

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9.2.7.3 The decision of the Procurement Officer shall include:

- A. a description of the controversy and
- B. a statement of the decision, with supporting material.
- C. If the protest is not sustained, a paragraph substantially as follows shall be included in the decision. "This decision is the Procurement Officer's final action. This decision may be appealed in writing to the Maryland State Board of Contract Appeals in accordance with these Procurement Policies and Procedures. If you decide to take such an appeal, you must file written notice of appeal with the Maryland State Board of Contract Appeals, with a copy to the President or Designee, within 10 days from the date you receive this decision." This paragraph shall also include the current address for the Maryland State Board of Contract Appeals and the current name and address of the President or Designee.

9.2.7.4 The Procurement Officer shall furnish a copy of the decision to the protester and all other interested parties, by email, certified mail, return receipt requested, or by any other method that provides evidence of receipt, including facsimile transmission.

9.2.8 Appeals

9.2.8.1 Protestors are required to seek resolution of their complaints with the Procurement Officer, as provided above.

9.2.8.2 A subsequent appeal by a protestor of a decision by the Procurement Officer shall be in writing and filed with the Maryland State Board of Contract Appeals, with a copy to the President or Designee, within 10 days of receipt of the Procurement Officer's decision. All costs associated with filing and prosecuting an appeal shall be borne by the Protestor. The notice of appeal shall i) include the name and address of the protestor; ii) identify the solicitation and, if awarded, the contract; iii) contain a statement of the grounds for appeal; and iv) specify the ruling requested by the Hearing Board. The protestor shall attach to the notice of appeal a copy of the decision by the Procurement Officer and any supporting exhibits relied upon.

9.2.8.3 The Hearing Board shall notify, as appropriate, the protestor, the contractor, the College, and other interested parties of receipt of the notice of appeal and provide further direction, as necessary, for the appeal.

9.2.8.4 Appeals of protests shall be handled as follows:

- A. The Hearing Board shall handle the appeal in accordance with these

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Procurement Policies and Procedures and COMAR 21.10.05 (MSBCA - General) and 21.10.07 (Procedures for Appealing Protests).

B. All references to the "Appeals Board" in COMAR 21.10.05 and 21.10.07. shall be read and interpreted, as appropriate, to refer to the Hearing Board as identified in these Policies and Procedures.

9.2.8.5 The Hearing Board shall issue the final administrative agency decision, which is subject to judicial review.

9.2.9 Awards of Contracts Pending Protests and Appeals

9.2.9.1 If a timely protest has been filed, the contract may be awarded if:

A. a finding is made that execution of the contract without delay is necessary to protect substantial State of Maryland or College interests or

B. the Hearing Board makes a final decision concerning the appeal.

9.2.9.2 Unless the Board of Public Works has final authority to approve the award, the finding may be made by the Vice President for Business and Finance. If the Board of Public Works has final approval authority, the Board of Public Works will make the finding.

9.3 Claims

Except as provided herein, contract claims shall generally be filed and processed pursuant to COMAR 21.10.04. References to the "Appeals Board" shall be read and interpreted, as appropriate, to refer to the Hearing Board as identified by these Procurement Policies and Procedures.

9.3.1 Prior to filing a contract claim, the contractor shall contact the Procurement Officer and attempt, in good faith, to resolve by mutual agreement any disputes or disagreements that arise in connection with the contract.

9.3.2 A contractor may assert a contract claim against the College and the College may assert a contract claim against a contractor.

9.3.3 The Procurement Officer shall submit a copy of a contract claim to the College's Legal Counsel and the State's Office of Attorney General upon receipt of the claim and shall, as appropriate, consult with legal counsel.

9.3.4 The written decision of the Procurement Officer regarding a contract claim shall be reviewed and approved by the President or Designee in consultation as appropriate, with legal counsel and other College authorities.

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9.3.5 Upon determination of a contract claim by the Procurement Officer, a paragraph substantially as follows shall be included in the decision by the Procurement Officer: "This decision is the Procurement Officer's final action. This decision may be appealed in writing to the Maryland State Board of Contract Appeals in accordance with these Procurement Policies and Procedures. If you decide to take such an appeal, you must file written notice of appeal with the Maryland State Board of Contract Appeals, with a copy to the President or Designee, within 30 days from the date you receive this decision." This paragraph shall also include the current address of the Maryland State Board of Contract Appeals and the current name and address of the Vice President of Business and Finance.

9.3.6 The Procurement Officer shall furnish a copy of the decision to the claimant and all other interested parties, by certified mail, return receipt requested, or by any other method that provides evidence of receipt, including facsimile transmission.

9.3.7 Appeals of a decision by the Procurement Officer on a contract claim shall be handled as follows:

9.3.7.1 Notice of an appeal shall be filed with the Maryland State Board of Contract Appeals with a copy to the President or Designee. The Hearing Board shall notify, as appropriate, the contractor, the agency, and other interested parties of receipt of the notice of appeal and provide further direction, as necessary, for the appeal.

9.3.7.2 All costs associated with filing and prosecuting an appeal by a Contractor shall be borne by the Contractor.

9.3.7.3 The Hearing Board shall handle the appeal in accordance with these Procurement Policies and Procedures and Title 15, Subtitle 2 of the State Finance and Procurement Article, Annotated Code of Maryland and COMAR 21.10.05 (MSBCA - General) and COMAR 21.10.06 (Procedures for Appealing Contract Disputes).

9.3.7.4 All references to the "Appeals Board" in Title 15, Subtitle 2, of the State Finance and Procurement Article and applicable Maryland regulations shall be read and interpreted, as appropriate, to refer to the Hearing Board as identified by these Procurement Policies and Procedures.

9.3.7.5 The Hearing Board shall issue the final administrative agency decision, which is subject to judicial review.

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SECTION 10. DEFINITIONS

ACQUISITION - The obtaining of goods and services through best methods and business practices.

A/E - Architectural and Engineering

ALTERNATE BID - A dollar amount to be added to or subtracted from the bid for a variation in the item being bid upon. Alternate bids may be either add or deduct alternate bids.

ARCHITECTURAL SERVICES

Architectural services are professional or creative work that is performed in connection with the design and supervision of construction or landscaping, and that requires architectural education, training, and experience.

Architectural services include consultation, research, investigation, evaluation, planning, programming, architectural design and preparation of related documents, and coordination of services furnished by structural, civil, mechanical, and electrical engineers and other consultants.

Architectural services do not include construction inspection services or services provided in connection with an energy performance contract.

AWARD - The transmission by the procurement agency, after all required approvals have been obtained, of the executed contract or written notice of award to the selected vendor.

BCCC – Baltimore City Community College

BEST AND FINAL OFFERS - A procedure conducted that permits qualified offerors to revise their initial proposals when determined by the Procurement Officer to be in the best interest of the College.

BID - A statement of price, terms of sale, and description of the supplies, services, construction, or construction-related services offered by a bidder in response to an invitation for bids under procurement by competitive sealed bidding or comparable simplified procurement procedures.

BID BOARD - A bulletin board, including an electronic bulletin board, in a public place displaying solicitations or announcements of the availability of solicitations.

BID SECURITY - In addition to bid bond, acceptable security includes:

- a bond in a form satisfactory to the College underwritten by a surety company authorized to do business in the State.
- a bank certified check, bank cashier's check, bank treasurer's check, cash, or trust account;
- a pledge of securities backed by the full faith and credit of the United States government or bonds issued by the State;

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- an irrevocable letter of credit in a form satisfactory to the Procurement Officer and issued by a financial institution approved by the State Treasurer.

BIDDER - One who submits an offer or bid in response to a solicitation.

BLANKET PURCHASE ORDER (BPO) - An arrangement under which a purchaser contracts with a vendor to provide the purchaser's requirements for an item(s) or a service, on an as-required and over-the-counter basis. Properly prepared, such an arrangement sets a limit on the period of time it is valid and the maximum amount of money which may be spent at one time or within a specified period and specifically identifies these persons authorized to accept goods.

BROKER - A person that conducts business (other than real estate, investment, or insurance sales) on a pass-through basis and with respect to:

1. Supplies:
 - a. Does not own, operate, or maintain a place of business in which supplies of the general character required under the contract are kept in stock in the regular course of business,
 - b. Does not regularly assume physical custody or possession of supplies of comparable character to those offered to the State, or
 - c. Exclusively acts as a middleman in the provision of supplies offered to the State; or
2. Services: does not regularly maintain the capability, capacity, training, experience, and applicable regulatory licensing to directly perform the principal tasks of a contract with the State, and acquires the services elsewhere, for the benefit of the State.

BUSINESS - Any profit or not for profit corporation, partnership, individual, sole proprietorship, joint venture, or any other legal entity through which commercial activity is conducted.

CAPITAL IMPROVEMENT - Construction or an architectural service as defined herein.

CHANGE ORDER - A written order signed by the responsible Procurement Officer, directing a contractor to make changes which the changes clause of a contract authorizes the Procurement Officer to order with or without the consent of the contractor.

COLLABORATIVE AGREEMENT - Is a business agreement between the College and another party or parties, the primary purpose of which is other than the acquisition on the part of the College of goods and/or services.

COLLEGE - Baltimore City Community College, an agency of the State of Maryland, as authorized by Md. Education .Code Ann., Title 16, subtitle 5.

COMMODITY - An item of purchase which may include office goods and materials, food, printing, building materials, and other items needed to support normal operations.

COMPETITIVE BIDDING - Bids or offers by individuals or vendors competing for a

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contract, privilege, or right to supply specified services or goods.

COMPETITIVE SEALED BID - A bid submitted in a sealed envelope to prevent disclosure of its contents before the deadline set for the receipt of all bids.

COMPETITIVE SEALED PROPOSALS - The procurement method to be used in those situations when competitive sealed bidding cannot be used because of the inability to prepare specifications that would permit an award based solely on price; or when it is impracticable or disadvantageous to the College.

COMPTROLLER - The Comptroller of the Treasury of the State.

CONSTRUCTION - Construction means the process of building, altering, improving, replacing, demolishing any structure, building, building system, infrastructure, or other improvement to real property. Construction does not include the maintenance or routine operation of an existing improvement to real property, or activities related to an energy performance contract.

CONSTRUCTION MANAGEMENT - A contract in which a party is retained by the owner to coordinate and administer contracts for construction services for the benefit of the owner, and may also include, if provided in the contract, the furnishing of construction services to the owner.

CONTRACT - An agreement entered into by a procurement agency for the acquisition of supplies, services, construction, architectural services, or engineering services.

CONTRACT ADMINISTRATION - The management of all facets of a contract to assure the vendor's total performance is in accordance with the contractual commitments and that the obligations of the vendor under the terms and conditions of the contract are fulfilled.

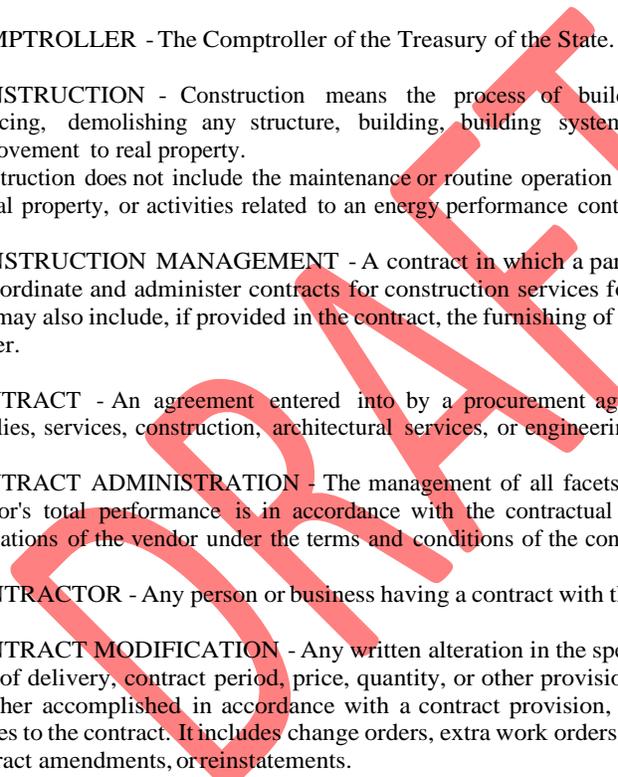
CONTRACTOR - Any person or business having a contract with the College.

CONTRACT MODIFICATION - Any written alteration in the specifications, delivery point, date of delivery, contract period, price, quantity, or other provision of any existing contract, whether accomplished in accordance with a contract provision, or by mutual action of the parties to the contract. It includes change orders, extra work orders, supplemental agreements, contract amendments, or reinstatements.

COST ANALYSIS - An evaluation of the various cost elements (i.e. overhead, labor, materials, profit, transportation, etc.) which make-up the total price.

CURE NOTICE - A notice either oral or in writing that informs the vendor that he or she is in default and states what the vendor has to do to correct the deficiency. If the notice is oral it shall be confirmed in writing.

DAY - A calendar day unless otherwise designated.



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DEBARMENT - An action taken by the State to exclude individuals or vendors from contracting with a public body for particular goods or services for specified periods of time.

DEFAULT - Failure of a contractor to comply with the terms and conditions of a contract.

DESIGN-BUILD CONTRACT - A contract between an institution and another party in which the party contracting with the College agrees to both design and build the structure, roadway or other item specified in the contract. The term includes both sequential design and construction and phased design and construction methodologies.

DETERMINATION - A written procurement decision made by a public official or employee which is based upon written findings.

EMERGENCY - A sudden and unexpected occurrence or condition which agency management reasonably could not foresee that requires an action to avoid or to mitigate serious damage to public health, safety, or welfare.

ENERGY PERFORMANCE CONTRACT - An agreement for the provision of energy service, including electricity, heating, ventilation, cooling, steam, or hot water, in which a person agrees to design, install, finance through direct vendor financing and not by way of a municipal lease, maintain, or manage energy systems or equipment to improve the energy efficiency of a building or facility in exchange for a portion of the energy savings.

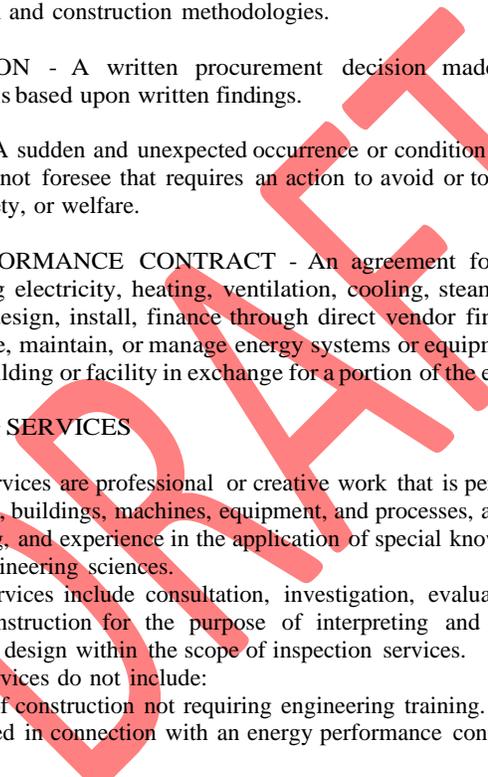
ENGINEERING SERVICES

1. Engineering services are professional or creative work that is performed in connection with utilities, structures, buildings, machines, equipment, and processes, and that requires engineering education, training, and experience in the application of special knowledge of the mathematical, physical, and engineering sciences.
2. Engineering services include consultation, investigation, evaluation, planning, design, and inspection of construction for the purpose of interpreting and assuring compliance with specifications and design within the scope of inspection services.
3. Engineering services do not include:
 - a. the inspection of construction not requiring engineering training.
 - b. services provided in connection with an energy performance contract.

EQUIVALENT ITEM - An item of equipment, material, or supply for which the quality, design, and/or performance characteristics are fully equal or superior to an item specified in a solicitation. The Procurement Officer is the final judge as to equality.

EVALUATED BID PRICE - The dollar amount of a bid after bid price adjustments are made under objectively measurable criteria.

EVALUATION OF BIDS - The process of examining a bid after opening to determine the bidder's responsiveness to requirements, responsibility, and other characteristics of the bid relating to selection for award.



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EXTENSION - As applied to contracts for the performance of architect/engineer services, a change in the scope of the services to be performed by the architect/engineer by including in the contract a requirement for the performance of phases of services not previously included.

FIXED PRICE CONTRACT - A contract which provides for a vendor price under which a vendor bears the full risk for profit or loss.

FUND AVAILABILITY - Monies that are currently credited to the College and are contained within the proper object of expenditure.

HEARING BOARD - The Maryland State Board of Contract Appeals as identified by these Procurement Policies and Procedures to hear and decide appeals of protests and contract claims.

INSPECTION - Examination and testing of goods and services to determine whether the goods and services furnished conform to contract requirements.

INVITATION FOR BIDS - Any documents, whether attached or incorporated by reference, used for soliciting bids under procurement by competitive sealed bidding and simplified procurement procedures.

INVOICE - A contractor's written request for payment for supplies, commodities, services, maintenance, construction, construction-related services, architectural services, or engineering services performed or provided.

LATE BID OR PROPOSAL - A bid or proposal which is received at the place designated in the invitation for bids or request for proposals after the deadline established by the solicitation.

LATENT DEFECT - A deficiency or imperfection that impairs worth or utility that cannot be readily detected from visual examination of a product. Examples would be the use of non-specified materials in manufacture, or missing internal parts such as a gasket, gear, or electrical circuit, etc.

LEASE - A contract under which the College uses personal property to which it does not have title. Lease does not include lease-purchase or similar financing transactions. These Procurement Policies and Procedures do not apply to leases if real property.

LIQUIDATED DAMAGES - A monetary amount provided for in a solicitation or a contract to be paid by the contractor as damages for failure to perform in accordance with the contract. The damage figure stipulated must be a reasonable estimate of the probable loss to the agency and not calculated simply to impose a penalty on the vendor.

MAINTENANCE - Any work necessary for the continued operation or upkeep of a facility, structure, building, grounds, or building system, including built-in equipment or an in-ground system, that is not included within the definition of construction.

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MINOR IRREGULARITY - A minor defect or variation of a bid or proposal from the exact requirements of the invitation for bids, or the request for proposals, which does not materially affect the price, quality, quantity, or delivery schedule for the goods, services or construction being procured.

MINORITY BUSINESS ENTERPRISE - Any legal entity, other than a joint venture, organized to engage in commercial transactions which is at least 51 percent owned and controlled by one or more minority persons, or a nonprofit entity organized to promote the interests of the physically or mentally disabled.

MINORITY PERSON - A member of a socially or economically disadvantaged minority group, which for purposes of this title includes African Americans (not of Hispanic origin), Hispanics, American Indians, Asians, women, and the physically or mentally disabled.

MOST ADVANTAGEOUS - A proposal or offer received from a vendor that is determined to be most beneficial to the College considering price and evaluation criteria set forth in the solicitation.

MOST FAVORABLE - A bid received from a vendor that is the lowest bid price or lowest evaluated bid price or the bid or evaluated bid that yields the greatest revenue under a revenue-producing procurement contract.

MULTIPLE AWARD - The award of contracts to more than one vendor when the terms and conditions of solicitation so provide.

MULTI-STEP SEALED BID - A multiple phase process in which bidders submit without price technical offers or samples, or both, to be evaluated by the College and an independent phase in which those bidders whose technical offers or samples, or both have been found to be acceptable have their price bids considered.

MULTI-YEAR CONTRACT - A contract that requires appropriations for more than 1 fiscal year.

NEGOTIATION - A bargaining process between two or more parties to reach a mutually satisfactory agreement, contract or settlement.

NON-COMPETITIVE NEGOTIATION - The process of arriving at an agreement through discussion and compromise with only one source.

NOTICE OF AWARD - A notification that a contract has been awarded.

NOTICE OF INTENT TO AWARD - A written notice, or bid tabulation sheet publicly displayed, prior to award, that shows the selection of a vendor for the award of a specific contract or purchase order. This decision may be changed prior to the actual award of a contract or purchase order.

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OBJECTIVELY MEASURABLE CRITERIA - Standards, absent matters of opinion or subjective judgment, to compare the economy, effectiveness, or value of the subject of the solicitation and includes reliability, operational costs, maintainability, useful life, and residual value.

OPTION - The unilateral right of the College under a contract to extend the contract for an additional period of time, or to purchase delineated additional goods or labor, or to purchase materials or facilities that have been leased.

ORAL BIDS - Bids which are proposed by a means other than by writing.

PAYMENT BOND - A bond required of a vendor to assure fulfillment of the contractor's obligation to pay all persons supplying labor or materials in the performance of the work provided for in the contract. Acceptable forms are those as found under Appendix E, BID SECURITY.

PERFORMANCE BOND - A contract of guarantee executed in a predetermined amount subsequent to award to a contractor to protect the College from loss due to contractor's inability to complete the contract in accordance with its terms and conditions.

Acceptable forms include all those found under Appendix E, "Bid Security" and the grant of a mortgage or deed of trust on real property located within the State of Maryland when:

1. Satisfactory to the Procurement Officer;
2. The face amount of the instrument does not exceed 75% of the contractor's equity interest in the property and;
3. the assignment of the mortgage or deed of trust is recorded in the county land records pursuant to Real Property Article, Sec 3-103, Annotated Code of Maryland.

PERFORMANCE SPECIFICATION - Sets forth performance requirements that have been determined essential for the item or service being procured.

PERSON - Any individual, or a corporation, partnership, sole proprietorship, joint stock company, joint venture, unincorporated association, union, committee, club, or other organization or legal entity.

PERSONAL SERVICE CONTRACT - A consulting or other service contract between the College and 1) an individual or 2) a business entity or partnership where the individual performing the work under the contract is the sole or a majority owner.

PREBID OR PREPROPOSAL CONFERENCE - A meeting held with prospective bidders or offerors prior to submission of bids or proposals, to review, discuss, and clarify technical requirements, specifications, and standards relative to the proposed procurement.

PRE-QUALIFICATION - A procedure to pre-qualify products or vendors and

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limit consideration of bids or proposals to only those products or vendors which have been pre-qualified.

1. Qualified Products List (QPL): A list of products that have been tested and approved based on written pre-qualification procedures.
2. Qualified Contractors List (QCL): A list of contractors whose capability to provide a service has been evaluated and approved based on written pre-qualification procedures .

PRICE ANALYSIS - An examination of a vendor's price by comparison to other prices for like goods or services or comparison to other price benchmarks.

PROCUREMENT - All functions that pertain to the process of buying, leasing as lessee, purchasing, or otherwise obtaining any supplies, services, construction, architectural services, engineering services, or services provided under an energy performance contract, including description of requirements, selection, and solicitation of sources, preparation and award of contract, and all phases of contract administration.

PROCUREMENT AGENCY - Any principal department or independent unit of the Executive Branch of the State, not otherwise exempted from application of this title, that is authorized by law or regulations to procure.

PROCUREMENT CONTRACT - An agreement in any form entered into by a unit for procurement.

PROCUREMENT OFFICER - Any person authorized by a procurement agency in accordance with law or regulations to formulate, enter into, or administer contracts or make written determinations and findings with respect to them. The term also includes an authorized representative acting within the limits of authority.

PROPOSAL - The response to a request for proposals issued by a procurement agency to obtain goods or services.

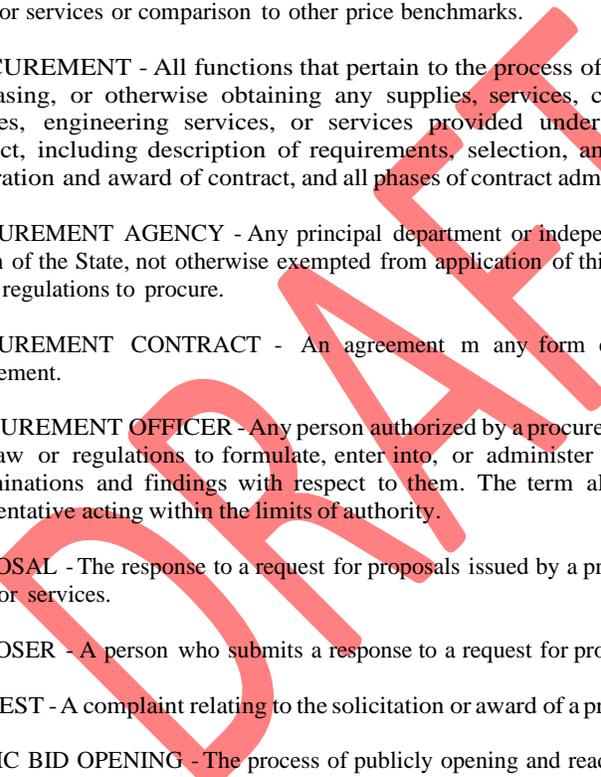
PROPOSER - A person who submits a response to a request for proposals.

PROTEST - A complaint relating to the solicitation or award of a procurement contract.

PUBLIC BID OPENING - The process of publicly opening and reading bids.

PURCHASE - The act of buying or that which has been bought.

PURCHASE ORDER (PO) - A document issued by the College authorizing a procurement from a vendor. If issued in acceptance of a bid or proposal, the document is an "acceptance" and forms a contract upon issuance. If issued not in acceptance of a bid or proposal, a contract is formed upon acceptance by the vendor. Acceptance is evidenced by any reasonable manner in light of the circumstances including prompt shipment or prompt promise to ship or a definite expression or written confirmation sent by the vendor within a reasonable time.



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QUOTATION - A bid.

REQUEST FOR BIDS - Invitation for bids.

REQUEST FOR PROPOSALS - Any document, whether attached or incorporated by reference, used for soliciting proposals from offerors under any method allowed under this title excluding competitive sealed bidding and comparable small procurement methods.

REQUEST FOR QUOTATION - Invitation for bids.

REQUIREMENTS CONTRACT - A form of contract covering long-term requirements used when the total quantity required cannot be definitely fixed, but can be stated as an estimate or within maximum and minimum limits, with deliveries on demand. Such contracts are usually for one year or more in duration.

RESEARCH GRANT - Funding from an external entity, either governmental or non-governmental, for a specific scope of work to be conducted in accordance within an approved budget and defined period of performance. Funding is made partially (if not entirely) on the qualifications of key personnel, including prospective sub-awardees. The award document is legally binding. A grant as defined here is not a contract for purposes of this document.

RESPONSIBLE - A person who has the capability in all respects to perform fully the contract requirements, and the integrity and reliability that shall assure good faith performance.

RESPONSIVE - A bid submitted in response to an invitation for bids that conforms in all material respects to the requirements contained in the invitation for bids.

SERVICE CONTRACT - The rendering of time, effort, or work, rather than the furnishing of a specific physical product other than reports incidental to the required performance.

SERVICES - The rendering of time, effort, or work, rather than the furnishing of a specific physical product other than reports incidental to the required performance. It includes, but is not limited to, the professional, personal, and/or contractual services provided by architects, engineers, attorneys, accountants, physicians, consultants, appraisers, land surveyors, and where the service is associated with the provision of expertise or labor, or both.

SOLE SOURCE - When a competitive source selection method cannot be used because a product or service is practicably available only from one source.

SOLICITATION - Invitation for bids, request for proposals, or any other method or instrument used to communicate to potential bidders or offerors a procurement agency's procurement needs.

SUPPLIES - All tangible personal property, including equipment, leases of equipment, insurance, including necessarily associated services, and printing.

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SUBSTITUTION- An item of equipment, material, or supply for which the quality, design, and/or performance characteristics are less than fully equal to an item specified in a solicitation. Procurement Officer is the final judge as to equality.

TECHNICAL PROPOSAL - A proposal, not including price, which sets forth in detail that which a vendor proposes to furnish in response to a request for proposals.

TERMINATION FOR CONVENIENCE - The termination by a Procurement Officer, at his/her discretion, of the performance of work in whole or in part and makes settlement of the vendor's claims in accordance with appropriate policy and procedures.

TERMINATION FOR DEFAULT - Action taken by the Procurement Officer to order a vendor to cease work under the contract, in whole or in part, because of the vendor's failure to perform in accordance with the contract's terms and conditions.

TERMS AND CONDITIONS - Standard clauses and requirements incorporated into all solicitations and resulting contracts which are derived from laws or administrative procedures.

TIME AND MATERIAL CONTRACT - A contract providing for the procurement of materials at an agreed price or services on the basis of direct labor hours at specified fixed hourly rates (which include direct and indirect labor, overhead, and profit).

TREASURER - The Treasurer of the State of Maryland.

UNSEALED BID - An unsealed written offer conveyed by letter, telegraph or other means.

VENDOR - A person or business who desires to enter into a contract with the State.

PRESIDENT OR DESIGNEE - The President or Designee or his/her designee.

VOUCHER - A claim for reimbursement of funds resulting from an expenditure related to official State business.

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 9 | Presentations

- Facilities Project Update
- Enrollment Update
- ERP Update



Facilities Project Update

Facilities Planning and Operations

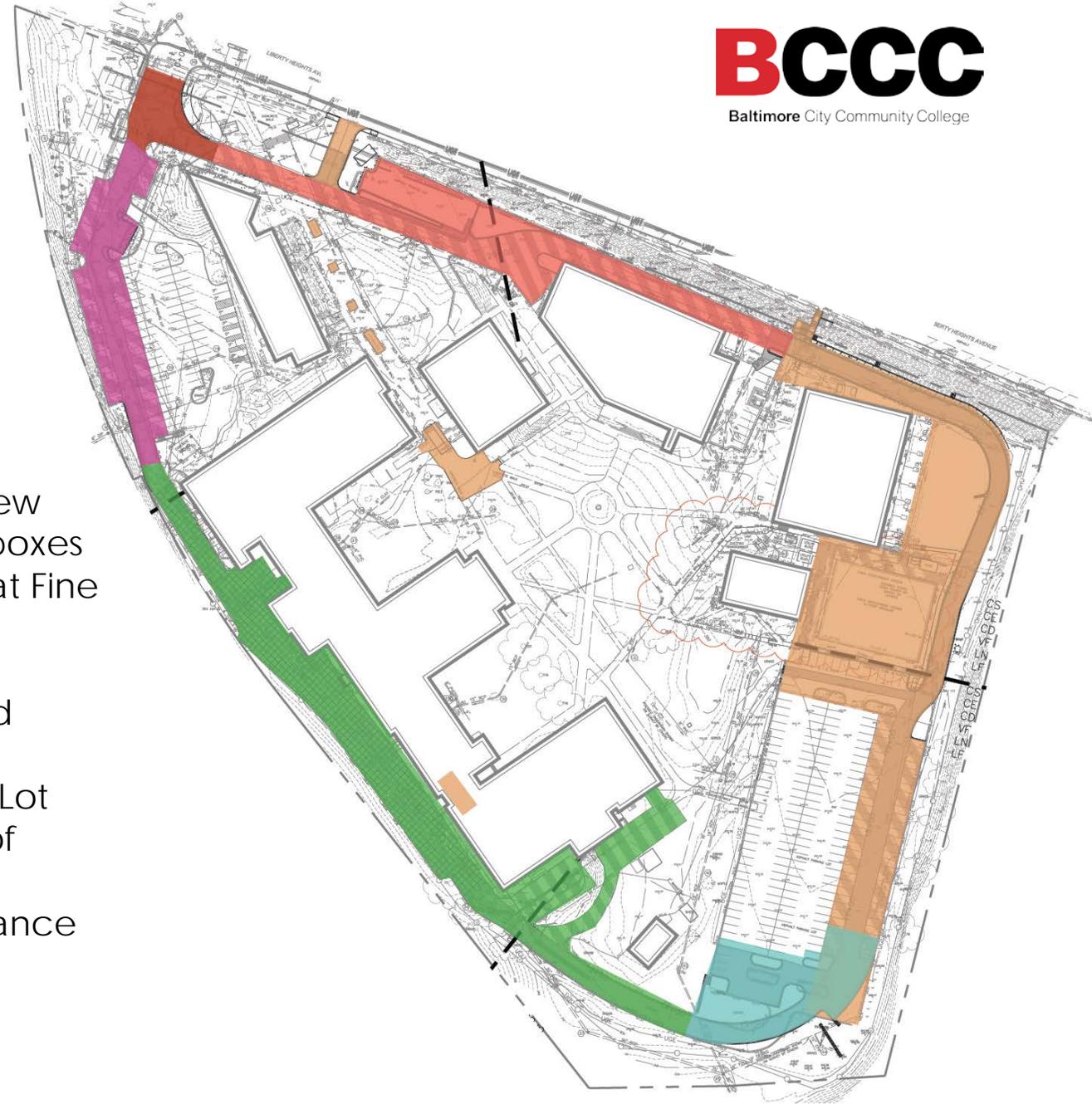
12.15.2021

BCCC Perimeter Loop Road Project

- Construction Award approved at BPW: September 1, 2021
- Notice to Proceed: October 1, 2021
- 18 months for construction
- Currently in Phase 1
- Substantial Completion: March 1, 2023

Phases:

-  **Phase 1: 09.28.21 – 04.14.22** Construction of the new exit, removal of tennis courts, removal of planter boxes along the central walk, interior accessibility work at Fine Arts, and demolition of Harper Hall.
-  **Phase 2: 04.14.22 - 07.15.22** – Turn into Lot E road
-  **Phase 3: 07.16.22 – 10.11.22** – Storm pipe and road behind Main
-  **Phase 4: 10.12.22 – 11.30.22** – Paving at entrance Lot
-  **Phase 5: 12.01.22 – 02.02.23** – Paving along front of campus
-  **Phase 6: 02.03.23 – 03.21.23** – Paving existing entrance and new security kiosk



BCCC Perimeter Loop Road Project



BCCC Perimeter Loop Road Project
Harper Hall Demolition



BCCC Perimeter Loop Road Project



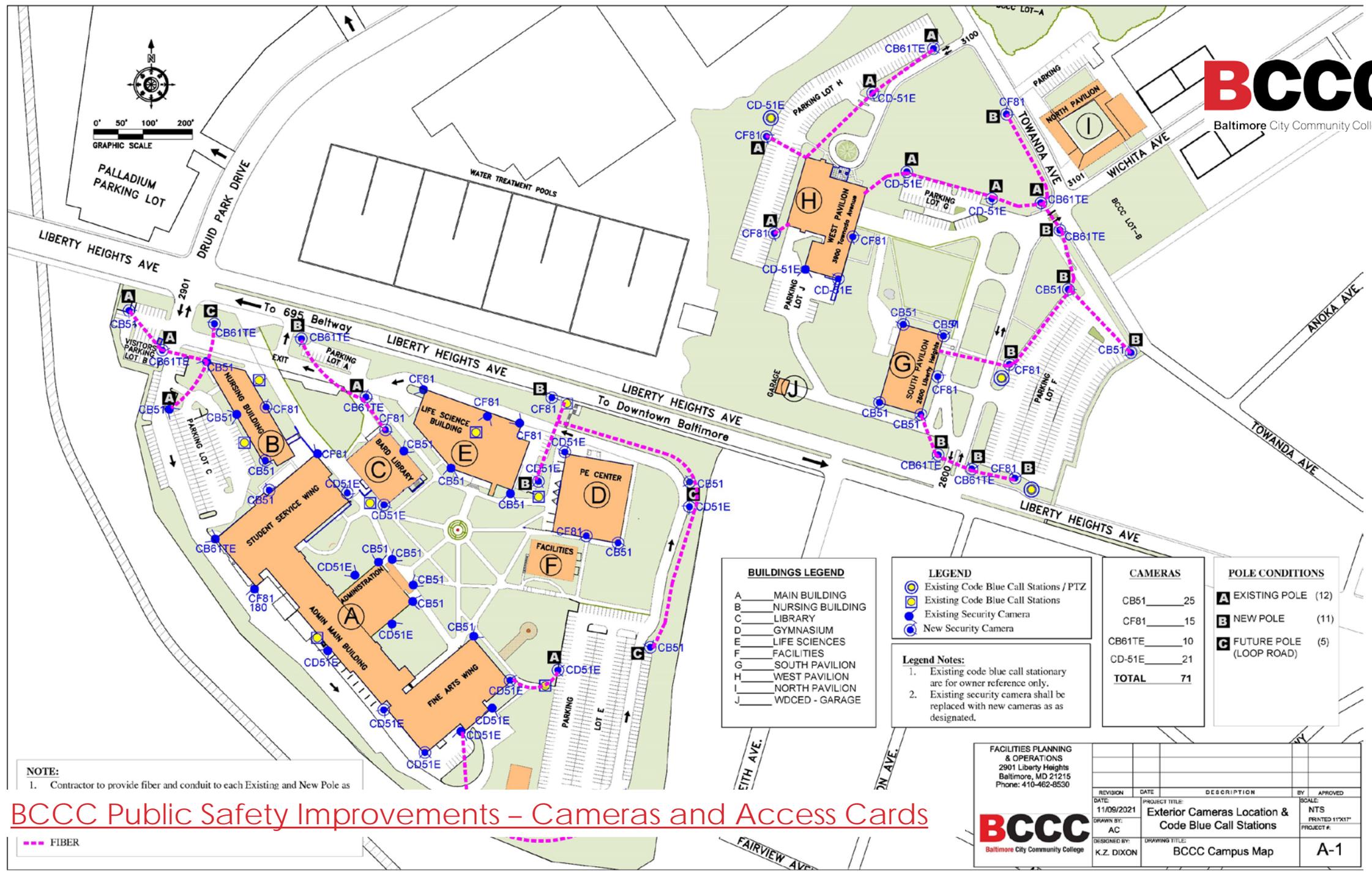
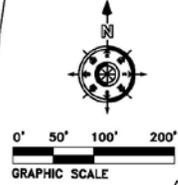
Photos of the new Exit – used as construction entrance during project 5

BCCC Perimeter Loop Road Project



BCCC Perimeter Loop Road Project





BUILDINGS LEGEND

A	MAIN BUILDING
B	NURSING BUILDING
C	LIBRARY
D	GYMNASIUM
E	LIFE SCIENCES
F	FACILITIES
G	SOUTH PAVILION
H	WEST PAVILION
I	NORTH PAVILION
J	WCDC - GARAGE

LEGEND

- Existing Code Blue Call Stations / PTZ
- Existing Code Blue Call Stations
- Existing Security Camera
- New Security Camera

Legend Notes:

- Existing code blue call stationary are for owner reference only.
- Existing security camera shall be replaced with new cameras as as designated.

CAMERAS

CB51	25
CF81	15
CB61TE	10
CD-51E	21
TOTAL	71

POLE CONDITIONS

A	EXISTING POLE	(12)
B	NEW POLE	(11)
C	FUTURE POLE (LOOP ROAD)	(5)

NOTE:
1. Contractor to provide fiber and conduit to each Existing and New Pole as

FACILITIES PLANNING & OPERATIONS
2901 Liberty Heights
Baltimore, MD 21215
Phone: 410-462-8530

REVISION	DATE	DESCRIPTION	BY	APPROVED
DATE:	11/09/2021	PROJECT TITLE:	AC	SCALE:
DRAWN BY:		Exterior Cameras Location & Code Blue Call Stations		NTS
DESIGNED BY:	K.Z. DIXON	DRAWING TITLE:	BCCC Campus Map	PRINTED 11"X17"
				PROJECT #:
				A-1

BCCC Public Safety Improvements - Cameras and Access Cards

Liberty Campus - Entrance

In conjunction with Perimeter Loop Road Project, update primary signage and security pavilion at main entrance.

- Sign:
 - Oriented to improve visibility from Liberty Heights Ave.
 - Includes digital message board on each side





©2018, BCCC

BALTIMORE CITY
COMMUNITY COLLEGE

BALTIMORE CITY
COMMUNITY COLLEGE

NURSING

Student Life Center Renovation

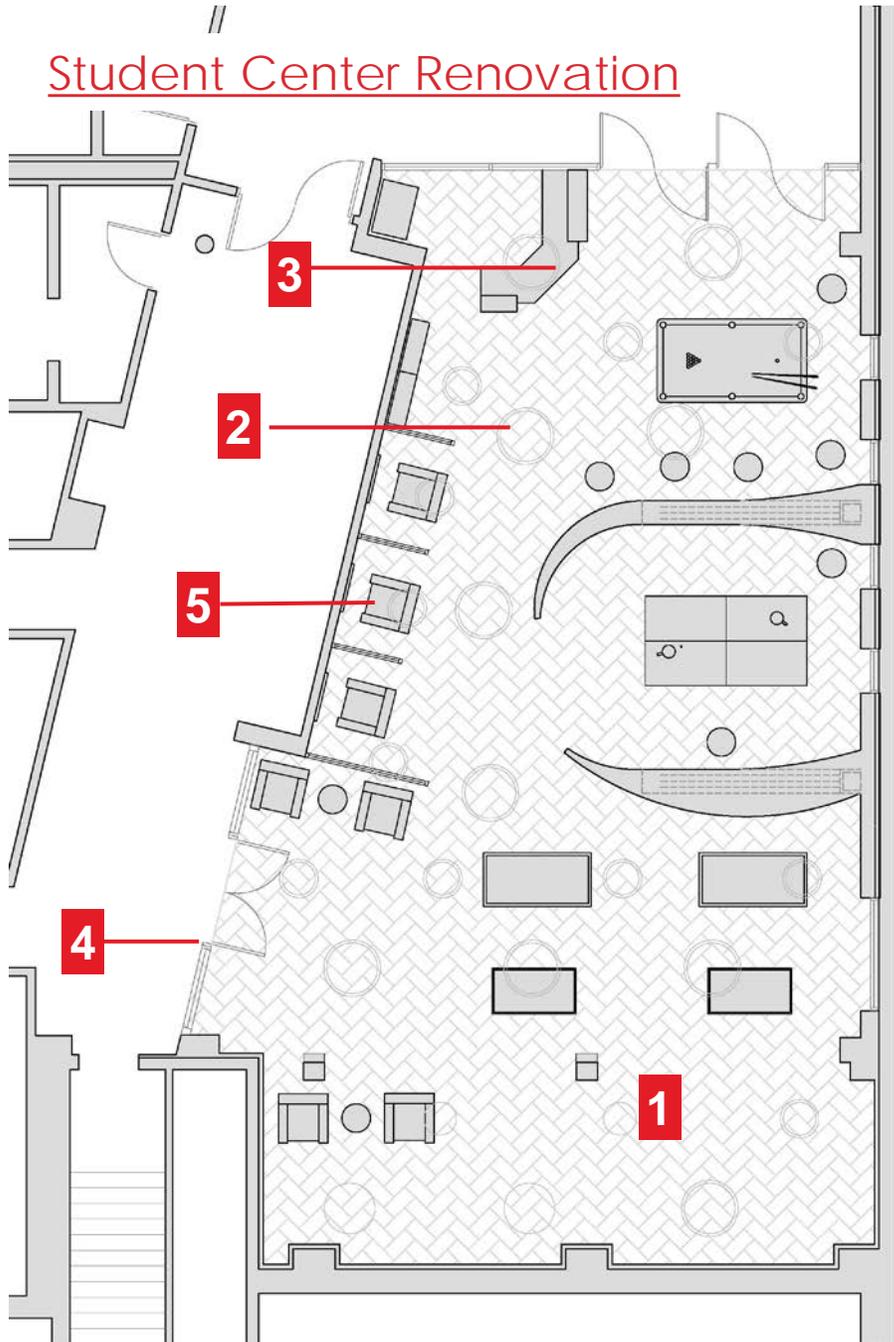


Before – September 2021



Progress Photo – October 2021

Student Center Renovation



1 Flooring: Shaw Hard Surface Terrain II (LVT) – Herringbone Pattern



2 Lighting: Barbican Architectural - Halo



3 Cabinetry:



4 Storefront: Aluminum and Glass door and partitions



5 Furniture: Sway Chair

Student Life Center Renovation



Progress Photo – November 2021



- BID DATE: Dec. 17, 21
- START (Est.): March '22
- COMPLETION (Est.): April. '22
- COST (Est.)
 - Roof: \$250,000
 - HVAC Repairs: \$34,000



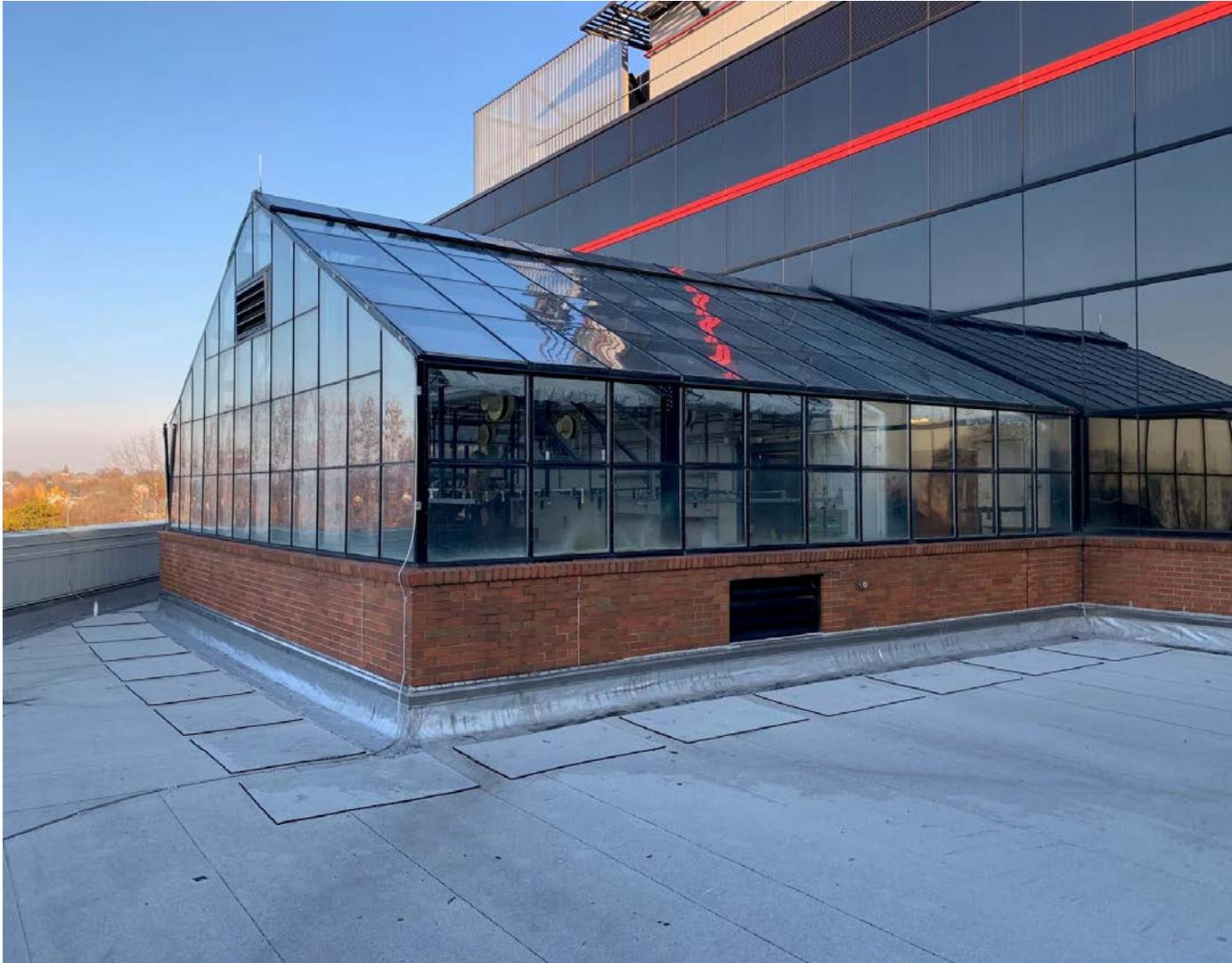
South Pavilion - Roof
Replacement & HVAC Repairs

Nursing Building – Cooling Tower Replacement

- A/E START: Dec. '21
- BID DATE (Est.): Feb. '22
- START (Est.): April '22
- COMPLETION (Est.): May '22



Greenhouse Repairs

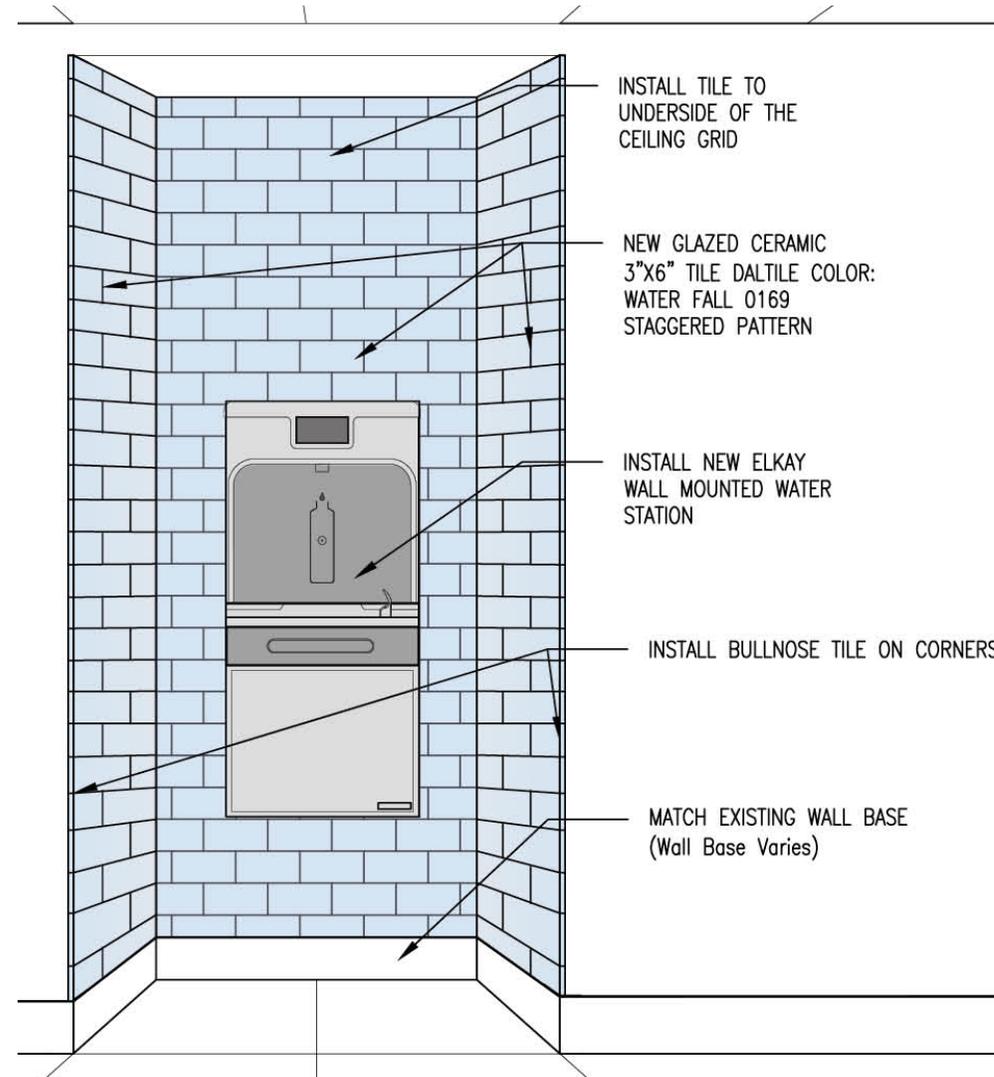


- Repairing the framing (\$13,000), sealing the brick, recoating the walls and floor for water tightness
- Est. Completion: Jan '22

West Pavilion Chiller Replacement



- Replace 46-ton Chiller and Pump
- BID: Due December 13th, 2021
- COMPLETION (Est.): Spring '22 (dependent on material lead time)
- COST (Est): \$170,000



ADA Water Bottle Filler (Fountain Replacement)

- Replace 22 existing water fountains with ADA compliant Water Bottle Filling stations
- BID: Mid January '22
- COMPLETION (Est.): March '22
- COST (Est.): \$88,000

Fine Arts Wing & Physical Education Center
Restroom Renovation



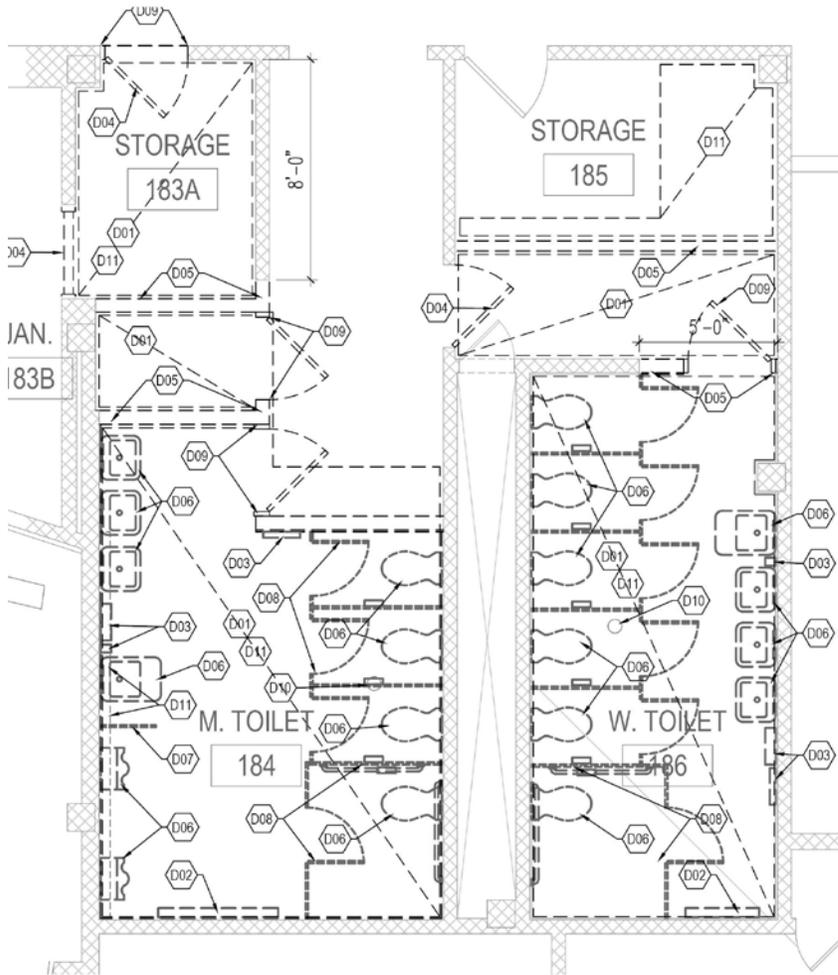
Fine Arts Wing - Men



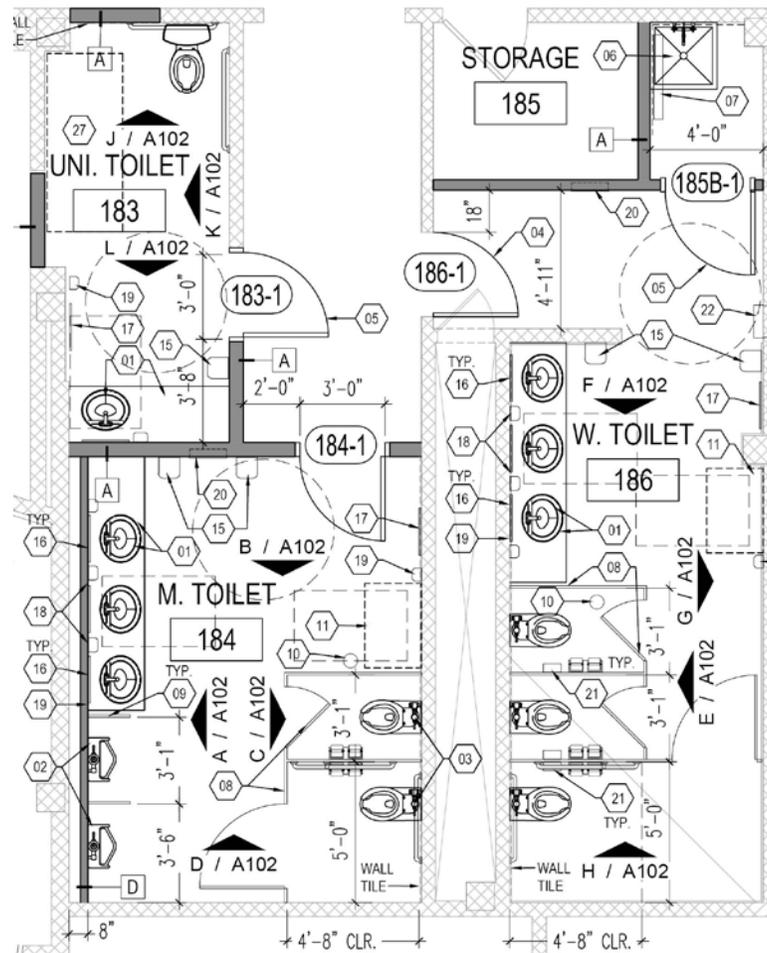
Physical Education Center - Men

Fine Arts Wing –
Restroom Renovation

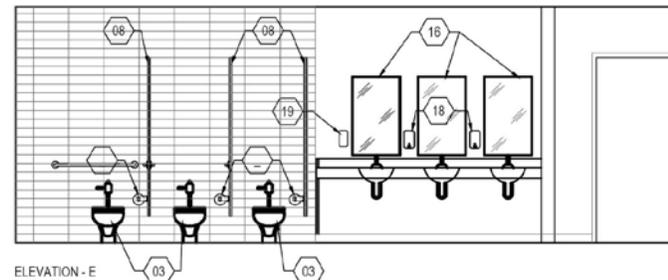
- Project administered by DGS
- STATUS: 50% Design Review
- BID: February '22
- START (Est.): March '22
- COMPLETION (Est.): June '22
- COST (est): \$296,000



Existing



Proposed

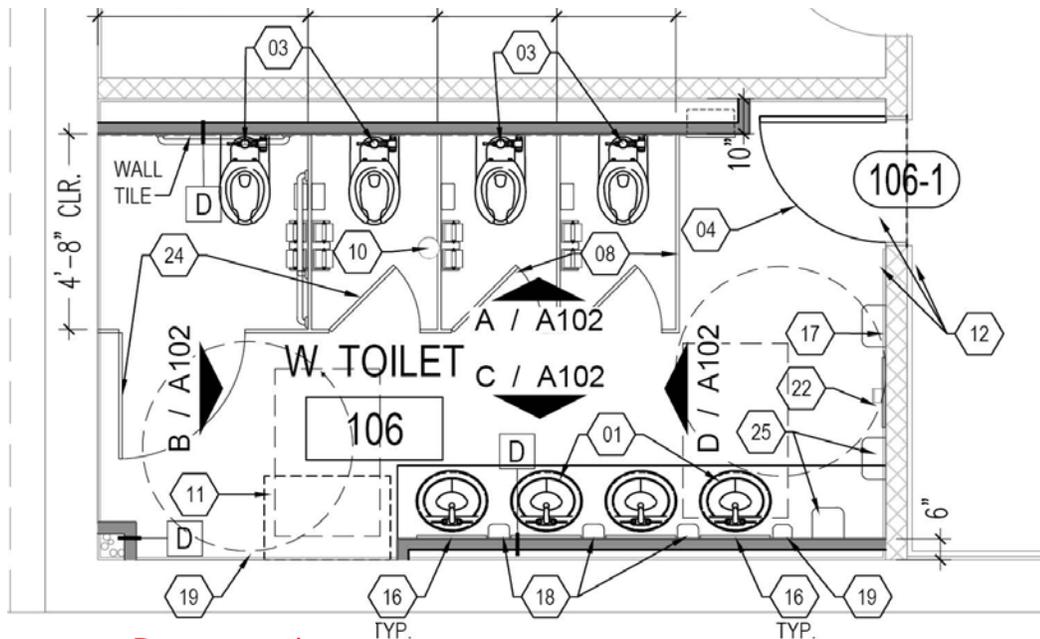


Women - Proposed

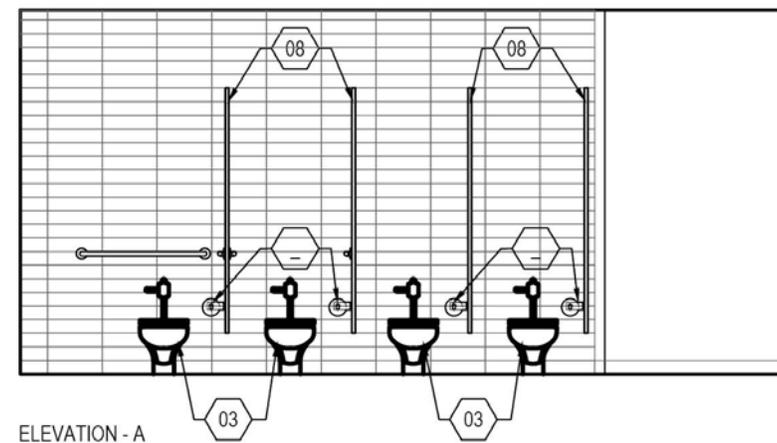
Physical Education Center
Restroom Renovation

- Project administered by DGS
- STATUS: 50% Design Review
- BID: Mid-January '22
- START: March '22
- COMPLETION (Est.): June '22
- COST (Est.): \$210,000

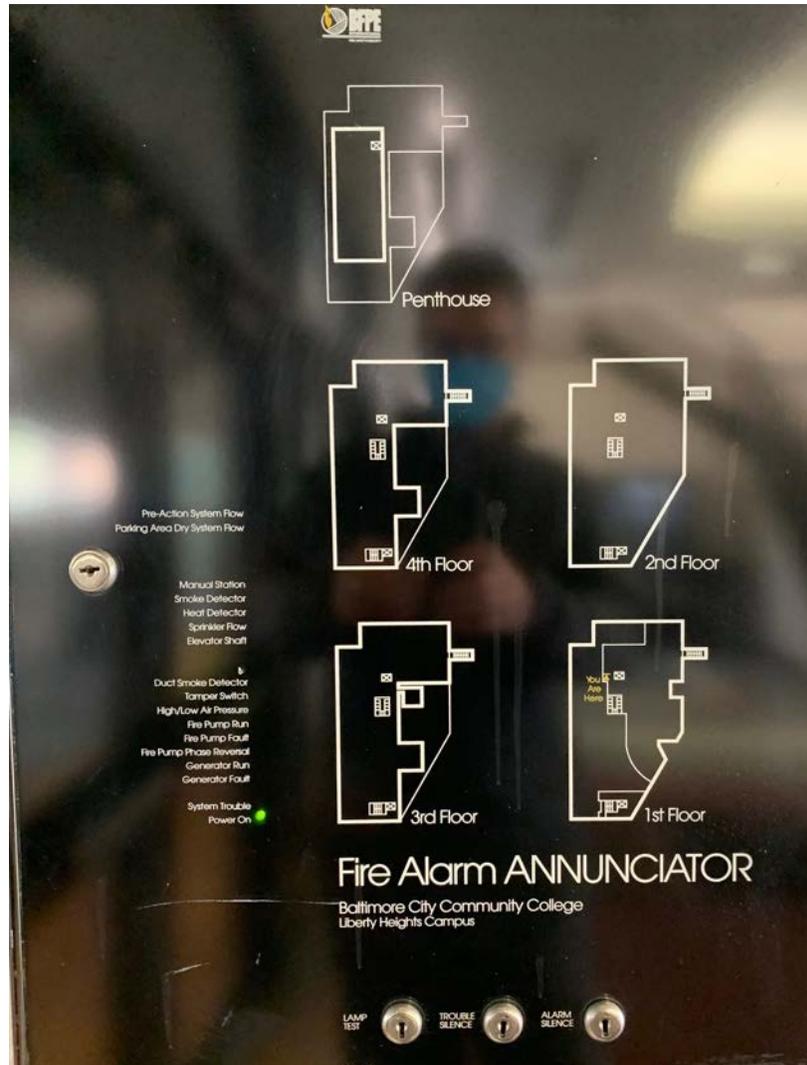
Women - Existing



Women - Proposed



Life Safety Systems Upgrade



- Life Sciences Building & West Pavilion
- Replace existing to a code compliant, non-proprietary addressable fire alarm system the following
- BID: Mid-January '22
- COMPLETION: May '22
- COST (est): \$380,000

BCCC Reopening Preparations: Carpet Cleaning, Plexiglass, Hands free Dispensers, and Temp Station



Reopening Preparations:
COVID Deep Cleaning - Ductwork



- Cleaning Ductwork on Floors 1, 3, & 4
- START: Nov.29, '21
- COMPLETION: Dec. 3, '21
- COST: \$27,630

Reopening Preparations
COVID Deep Cleaning - Ductwork



Before



After

Bard Building Demolition

- FY22 Capital Budget - Governor included \$7.4m for demolition of the Bard Building
- Final Program submitted 12.03.21
- DGS soliciting A/E firms
- Short-term plan to return site to green space
- Long-term plan to redevelop the site for Harbor Campus when market conditions permit.



BCCC FACILITIES DEFERRED MAINTENANCE

12.01.2021



FACILITY	PROJECT TITLE	ESTIMATE	S	ENCUMBERED FUNDS	Notes
FY 22					
Campus wide	Security Cameras/Access Control Upgrades	\$ 950,000.00	B	\$ -	Currently bidding as CARES Project
Life Science Building	Replace Domestic HW Boiler, BAS system upgrade with controls, and 2 heating boilers	\$ 650,000.00	D	\$ 130,758.50	Currently in Design Phase - DGS
Fine Arts Building	HVAC: Replace Chiller and HVAC in mini conference center	\$ 950,000.00	D	\$ 130,758.50	Currently in Design Phase - DGS
Life Science Building	Replace Exterior Doors	\$ 150,000.00	D	\$ -	Currently in Design Phase -BCCC
Life Science Building	Glass Sealing: LSB Skylight Repair	\$ 30,000.00	B	\$ -	Currently in procurement - BCCC
Physical Education	HVAC: Replace Package Unit Chillers	\$ 225,000.00	C	\$ 300,184.00	part of Loop Rd contract
South Pavilion	Shell: Replace entire roof	\$ 250,000.00	B	\$ -	Currently bidding - BCCC; Bids Due Dec. 17th
Life Science Building, Nursing, and West Pavilion	Replace four (4) Elevators*	\$ 550,000.00	D	\$ 95,602.50	Currently in Design Phase - DGS, ready for bid March '22
West Pavilion	Life Safety: Replace Fire Alarm Panel	\$ 100,000.00	B	\$ -	Currently in procurement - BCCC
West Pavilion	46 ton Chiller and Pump Replacement	\$ 145,000.00	B	\$ -	Currently bidding - BCCC; Bids Due Dec. 13th
SUBTOTAL		\$ 4,000,000.00		\$ 657,303.50	

BCCC FACILITIES RENEWAL GRANTS

12.01.2021

FACILITY	PROJECT TITLE	APPROVED	ENCUMBERED FUNDS	NOTES
FY 22				
Fine Arts	Restroom Renovation for ADA (1)	\$ 112,000.00	\$ 27,938.50	Design - DGS; scheduled to bid in Feb. '22; Start construction in May '22
Physical Education	Restroom Renovation for ADA (1)	\$ 50,000.00	\$ 27,938.50	
Life Science	Fire Alarm Panel Replacement	\$ 150,000.00	\$ -	Currently Bidding - BCCC
Physical Education	Replace Hot Water Heater	\$ 125,000.00	\$ 166,021.00	Under Construction through Dec. '21
Campus Wide	ADA Water Fountains	\$ 63,000.00	\$ -	Currently Bidding - BCCC
SUBTOTAL		\$ 500,000.00	\$ 221,898.00	

Board of Trustees Meeting

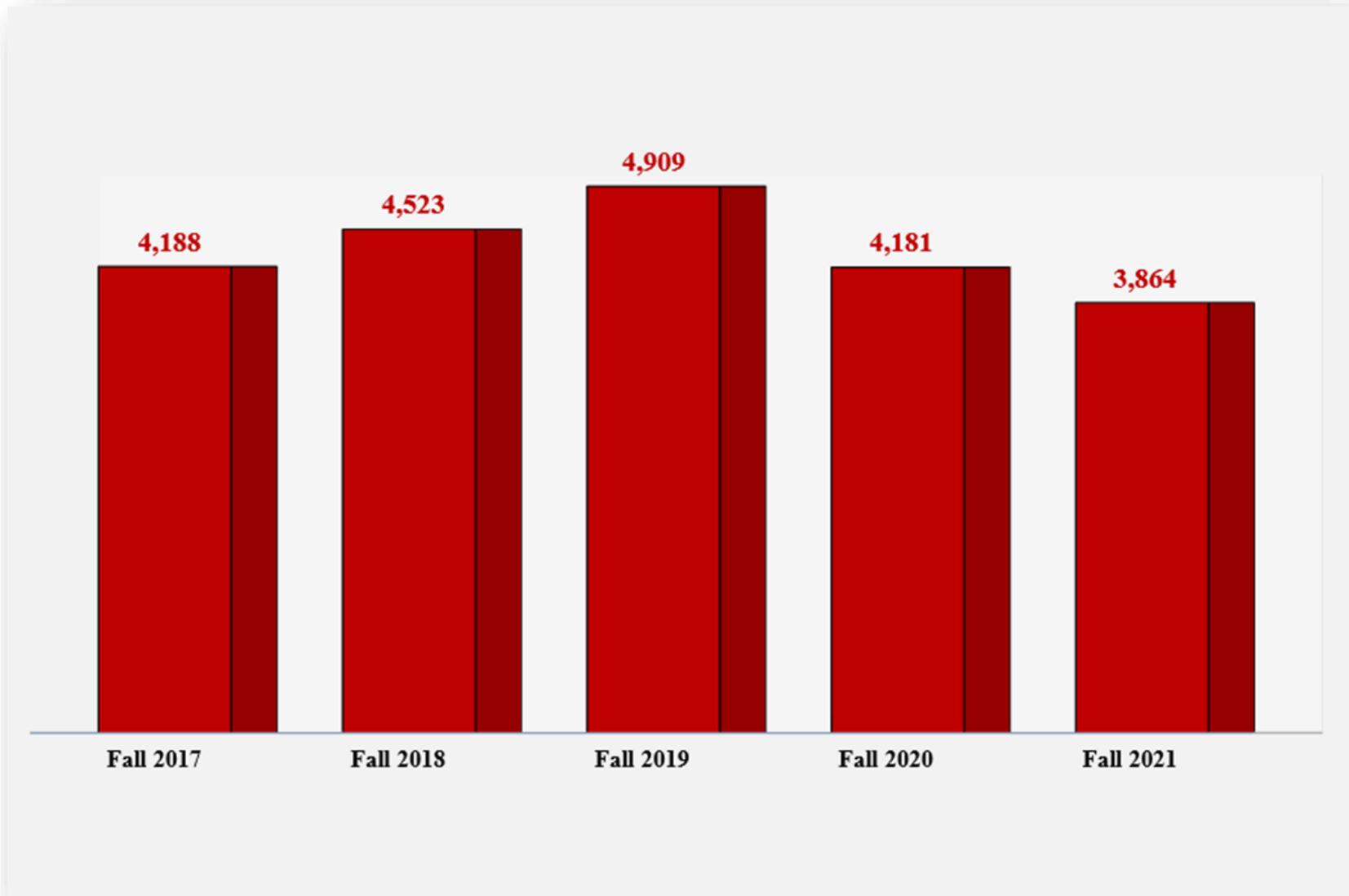
Wednesday, December 15, 2021

Enrollment Report

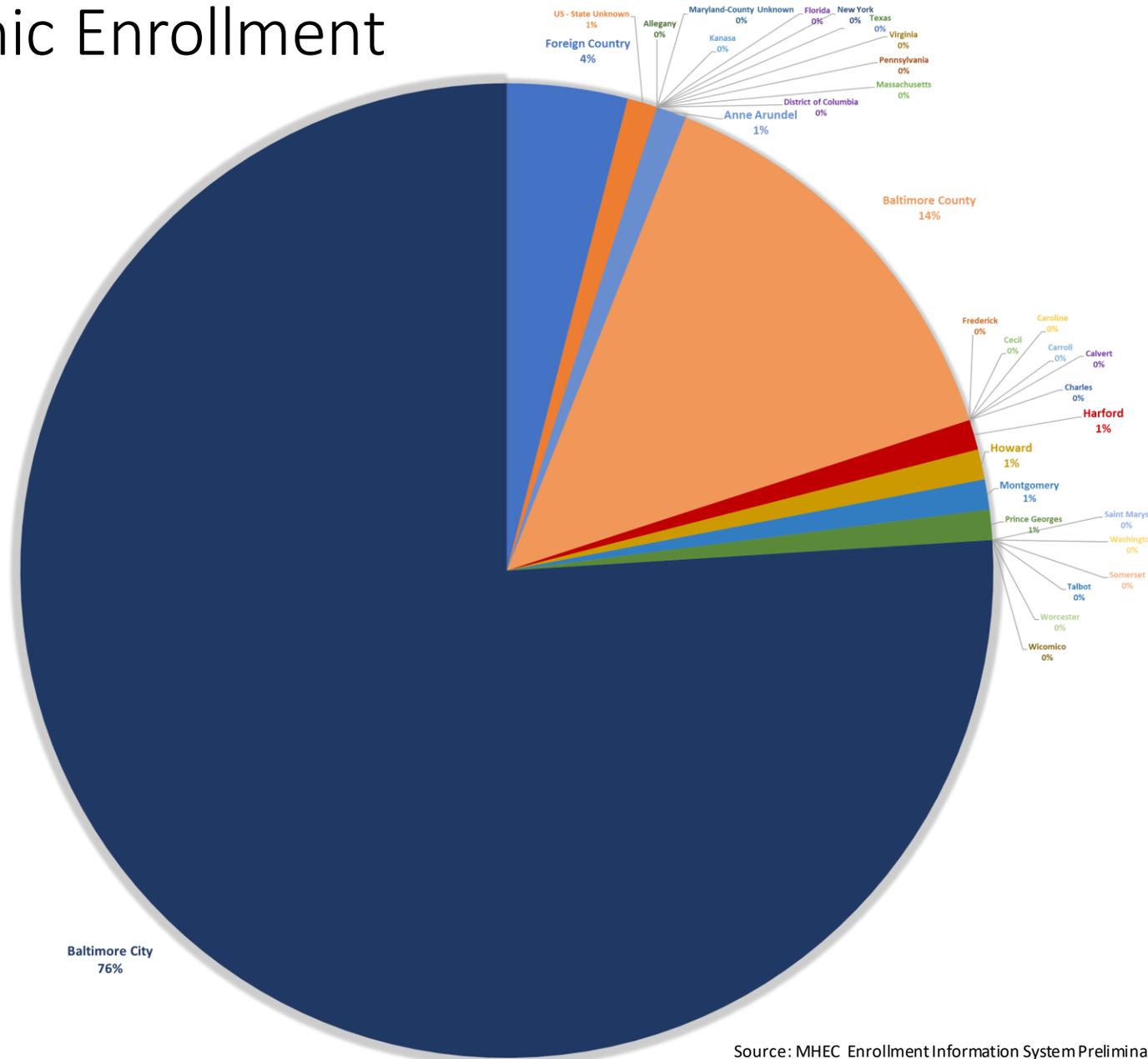
Dr. Daniel C. Velez, Vice President, Student Affairs

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

Fall Enrollment Trends 2017-2021



Geographic Enrollment Fall 2021



Geographic Origin	Count	%
001 Foreign Country	163	4
100 US - State Unknown	20	1
109 District of Columbia	1	0
110 Florida	3	0
117 Kanasa	1	0
122 Massachusetts	2	0
133 New York	2	0
139 Pennsylvania	5	0
144 Texas	1	0
147 Virginia	2	0
200 Maryland-County Unknown	3	0
201 Allegany	3	0
202 Anne Arundel	32	1
203 Baltimore	537	14
204 Calvert	3	0
205 Caroline	1	0
206 Carroll	6	0
207 Cecil	3	0
208 Charles	6	0
210 Frederick	5	0
212 Harford	27	1
213 Howard	34	1
215 Montgomery	22	1
216 Prince Georges	50	1
218 Saint Marys	2	0
219 Somerset	1	0
220 Talbot	2	0
221 Washington	1	0
222 Wicomico	4	0
223 Worcester	1	0
224 Baltimore City	2921	76

Source: MHEC Enrollment Information System Preliminary Report – Fall 2021

Geographic Enrollment International "Country of Origin"

Country of Origin	Fall 2021	Country of Origin	Fall 2021
UNITED STATES	3395	KOREA,SOUTH	2
AFGHANISTAN	2	KUWAIT	1
COTE D'IVOIRE	8	LAO PEOPLE'S DEM REPUBLIC	1
ANGOLA	1	LIBERIA	5
BARBADOS	1	MALI	3
BENIN	1	MEXICO	7
BRAZIL	4	NEPAL	26
CAMEROON	41	NIGER	1
CANADA	2	NIGERIA	169
COLOMBIA	2	PAKISTAN	7
CONGO (BRAZZAVILLE)	4	PANAMA	1
CONGO, DEMOCRATIC REPUBLIC	7	P.R. CHINA	1
CUBA	1	PHILIPPINES	4
DOMINICAN REPUBLIC	1	ZIMBABWE	1
ECUADOR	1	RUSSIA	3
EGYPT	1	RWANDA	3
EL SALVADOR	10	SAUDI ARABIA	2
ERITREA	3	SENEGAL	1
ETHIOPIA	16	SIERRA LEONE	1
GABON	1	SOUTH AFRICA	2
GEORGIA	1	SPAIN	1
GERMANY	1	SUDAN	2
GHANA	6	TANZANIA	2
GRENADA	1	THAILAND	2
GUATEMALA	5	TRINIDAD AND TOBAGO	3
GUINEA	2	TUNISIA	1
HAITI	2	UGANDA	3
HONDURAS	21	BURKINA FASO	4
INDIA	1	UZBEKISTAN	2
INDONESIA	1	VIETNAM	1
IRAQ	3	YEMEN	1
ITALY	1	ZAMBIA	4
JAMAICA	30	OTHER	5
KENYA	15	Total	3864

Geographic Enrollment

Fall 2020

Credit Students by Residency
Maryland Community Colleges
Fall 2020

Credit Enrollment: I-18

Community College	Resident of Service Area			Resident of Maryland Outside Service			Out-of-State Resident			Total		
	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total
Allegany College of Maryland	420	636	1,056	142	162	304	309	854	1,163	871	1,652	2,523
Anne Arundel Community College	2,626	7,410	10,036	456	1,194	1,650	106	156	262	3,188	8,760	11,948
Baltimore City Community College	825	2,156	2,981	181	696	877	175	148	323	1,181	3,000	4,181
Community College of Baltimore County	3,576	8,966	12,542	1,065	3,387	4,452	260	344	604	4,901	12,697	17,598
Carroll Community College	919	1,839	2,758	71	164	235	19	48	67	1,009	2,051	3,060
Cecil College	515	1,228	1,743	30	79	109	59	179	238	604	1,486	2,090
Chesapeake College	482	1,337	1,819	12	29	41	12	32	44	506	1,398	1,904
College of Southern Maryland	1,901	3,984	5,885	73	156	229	27	23	50	2,001	4,163	6,164
Frederick Community College	1,575	3,752	5,327	83	153	236	53	98	151	1,711	4,003	5,714
Garrett College	166	255	421	84	19	103	88	14	102	338	288	626
Hagerstown Community College	890	1,590	2,480	63	148	211	240	502	742	1,193	2,240	3,433
Harford Community College	1,498	3,047	4,545	177	361	538	73	94	167	1,748	3,502	5,250
Howard Community College	1,980	5,158	7,138	590	1,662	2,252	113	101	214	2,683	6,921	9,604
Montgomery College	6,050	11,765	17,815	323	824	1,147	529	546	1,075	6,902	13,135	20,037
Prince George's Community College	3,250	7,266	10,516	80	228	308	174	359	533	3,504	7,853	11,357
Wor-Wic Community College	574	1,861	2,435	54	95	149	39	82	121	667	2,038	2,705
Total	27,247	62,250	89,497	3,484	9,357	12,841	2,276	3,580	5,856	33,007	75,187	108,194

Residence is based on permanent address, not current address or tuition status.

Source: Enrollment Information System, provided by individual institutions.

Winter 2022 Enrollment

Winter Credit Unduplicated Headcount Enrollment Update for December 7, 2021 12:00 PM

Winter 2021 began on December 21, 2020 and Winter 2022 begins on December 18, 2021.

Registration for Winter 2020 began on November 16, 2020.

Registration for Winter 2021 began on October 25, 2021.

Total Headcount Change from Prior Year		51.3%		11 days before the start of classes		
	Winter 2021 as of 12/08/2020	Winter 2022 as of 12/07/2021	% Change			
Total Headcount	158	239	51.3%			
Student Characteristics	Winter 2021 as of 12/08/2020	Winter 2022 as of 12/07/2021	% Change	% of Winter 2021	% of Winter 2022	
Entry Status						
New to BCCC	18	22	22.2%	11.4%	9.2%	
Began BCCC in Preceding Fall	23	30	30.4%	14.6%	12.6%	
Continuing from Before Preceding Fall	117	187	59.8%	74.1%	78.2%	
Total	158	239	51.3%	100.0%	100.0%	
Gender						
Women	125	194	55.2%	79.1%	81.2%	
Men	33	45	36.4%	20.9%	18.8%	
Blank/Unknown	0	0	0.0%	0.0%	0.0%	
Total	158	239	51.3%	100.0%	100.0%	
Ethnic Background						
African American/ not Hispanic	120	180	50.0%	75.9%	75.3%	
White/ not Hispanic	12	21	75.0%	7.6%	8.8%	
Hispanic	9	7	-22.2%	5.7%	2.9%	
Asian	6	9	50.0%	3.8%	3.8%	
Two or more races	7	13	85.7%	4.4%	5.4%	
Other/Unknown	4	9	125.0%	2.5%	3.8%	
Total	158	239	51.3%	100.0%	100.0%	
State Residence Status (Tuition Status)						
City	97	164	69.1%	61.4%	68.6%	
County	50	57	14.0%	31.6%	23.8%	
Other State	2	4	100.0%	1.3%	1.7%	
Other Country	9	14	55.6%	5.7%	5.9%	
Total	158	239	51.3%	100.0%	100.0%	
Academic Goal						
AA Degree	132	199	50.8%	83.5%	83.3%	
Certificate	10	17	70.0%	6.3%	7.1%	
No degree; Courses to Transfer	10	13	30.0%	6.3%	5.4%	
No Degree or Certificate	6	10	66.7%	3.8%	4.2%	
Other	0	0	0.0%	0.0%	0.0%	
Total	158	239	51.3%	100.0%	100.0%	

Source: BCCC Student Information Management System. BCCC Office of Institutional Research

Spring Credit Unduplicated Headcount Enrollment Update for December 7, 2021 8:30 AM

Spring 2021 began on , January 13 , 2021 and Spring 2022 begins on January 12, 2022

Registration for Spring 2020 began on November 16 , 2020.

Registration for Spring 2021 began on October 25, 2021.

Spring 2022 Enrollment

Total Headcount Change from Prior Year		21.9%		36 days before the start of classes		
		Spring 2021 as of 12/08/2020	Spring 2022 as of 12/07/2021	% Change		
<i>Total Headcount</i>		979				
Student Characteristics		Spring 2021 as of 12/08/2020	Spring 2022 as of 12/07/2021	% Change	% of Spring 2021	% of Spring 2022
Entry Status						
	New to BCCC	58	77	32.8%	7.2%	7.9%
	Began BCCC in Preceding Fall or Winter	129	152	17.8%	16.1%	15.5%
	Continuing from Before Preceding Fall	616	750	21.8%	76.7%	76.6%
	<i>Total</i>	<i>803</i>	<i>979</i>	<i>21.9%</i>	<i>100.0%</i>	<i>100.0%</i>
Gender						
	Women	631	793	25.7%	78.6%	81.0%
	Men	172	186	8.1%	21.4%	19.0%
	Blank/Unknown	0	0	0.0%	0.0%	0.0%
	<i>Total</i>	<i>803</i>	<i>979</i>	<i>21.9%</i>	<i>100.0%</i>	<i>100.0%</i>
Ethnic Background						
	African American/ not Hispanic	650	774	19.1%	80.9%	79.1%
	White/ not Hispanic	71	78	9.9%	8.8%	8.0%
	Hispanic	31	38	22.6%	3.9%	3.9%
	Asian	19	20	5.3%	2.4%	2.0%
	Two or more races	20	30	50.0%	2.5%	3.1%
	Other/Unknown	12	39	225.0%	1.5%	4.0%
	<i>Total</i>	<i>803</i>	<i>979</i>	<i>21.9%</i>	<i>100.0%</i>	<i>100.0%</i>
State Residence Status (Tuition Status)						
	City	568	698	22.9%	70.7%	71.3%
	County	170	212	24.7%	21.2%	21.7%
	Other State	5	19	280.0%	0.6%	1.9%
	Other Country	60	50	-16.7%	7.5%	5.1%
	<i>Total</i>	<i>803</i>	<i>979</i>	<i>21.9%</i>	<i>100.0%</i>	<i>100.0%</i>
Academic Goal						
	AA Degree	655	794	21.2%	81.6%	81.1%
	Certificate	42	79	88.1%	5.2%	8.1%
	No degree; Courses to Transfer	71	69	-2.8%	8.8%	7.0%
	No Degree or Certificate	35	37	5.7%	4.4%	3.8%
	Other	0	0	0.0%	0.0%	0.0%
	<i>Total</i>	<i>803</i>	<i>979</i>	<i>21.9%</i>	<i>100.0%</i>	<i>100.0%</i>

Source: BCCC Student Information Management System. BCCC Office of Institutional Research

Strategies to Improve International Student Enrollment

- International Student Services staff participated in Maryland-wide recruitment and outreach efforts via Maryland International Education Consortium/Study Maryland (MIEC)
- International Student Services staff participated in meetings with EducationUSA (State Department) and Department of Commerce, including:
 - 8/18/2021: Presented about BCCC and MIEC to 41 prospective students from India at EducationUSA event.
 - 12/2/21: Helped organize, promote, and conduct MIEC workshops for high school counselors & EducationUSA Advisers worldwide

Strategies to Improve International Student Enrollment

- International Student Services staff participated in EducationUSA Annual Forum (7/26-7/30, 2021) for staff training, networking, and meetings with representatives of EducationUSA and recruitment agents from over 100 countries around the world, including updates from most Regional Educational Advising Centers across the world - Africa, Asia, the Americas including the Caribbean

Analytics for Email Communication Strategy

Time Sent ↓	Campaign Name	Sends	Opens	Clicks	Bounces	Unsubscribes
Wed, Nov 24, 2021, 2:36 PM	Stop-out	936	222 24%	30 14%	22 2%	2 1%
Wed, Nov 24, 2021, 2:35 PM	Prospective Students	575	218 39%	13 6%	21 4%	2 1%
Wed, Nov 24, 2021, 2:32 PM	Near-Completer	632	133 34%	4 3%	239 38%	3 1%
Wed, Nov 24, 2021, 2:31 PM	Current Students	3,618	1,096 31%	64 6%	120 3%	2 1%

New Technology: Constant Contact

Trends

Check out how your numbers compare over time.

Your open rate:	31%	Your click rate:	7%
vs. previous 30 days	No data in the prior period.	vs. previous 30 days	No data in the prior period.
vs. industry average	+5% ▲	vs. industry average	+0% —

- The read-rate is up to 31%, 5% higher than the industry average.
- The click rate is 7%, which is equal to the industry average.

BCCC

Enterprise Resource Planning (ERP)

Project Update

December 15, 2021

John Schiesler (Director of Enterprise
Applications)

Project Status

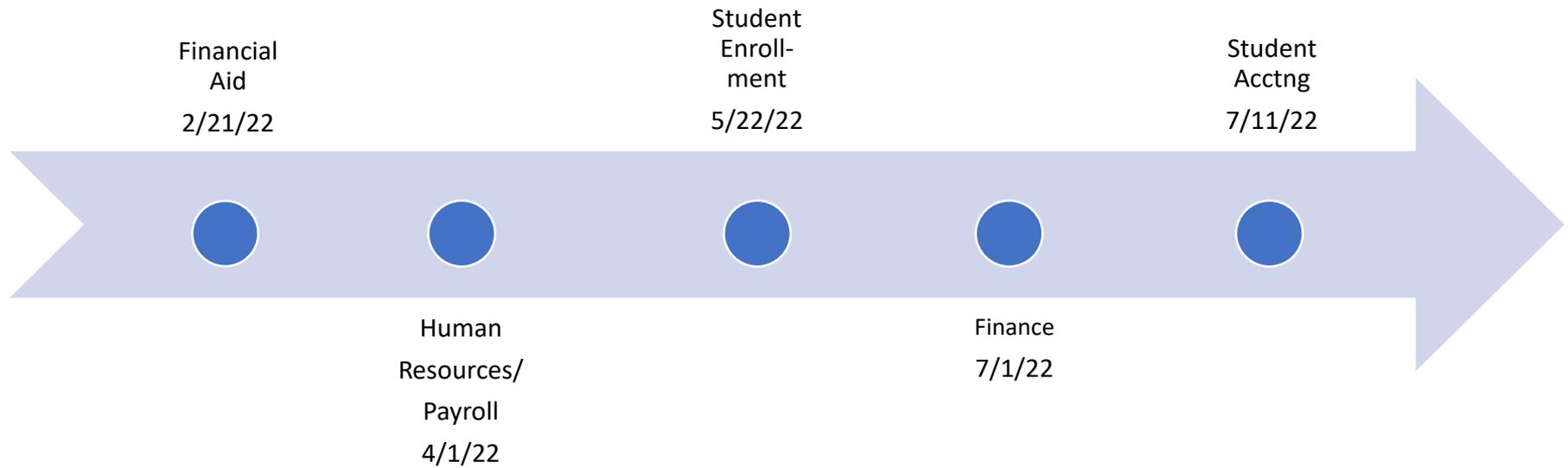
The College maintains a **GREEN** status from the State's Department of Information Technology (DoIT).

The Project Team continues to meet weekly with the DoIT's Oversight 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.

ERP 2022 Project Timeline



Financial Aid

Key Milestones:

- **2/21/2022 – Download ISIRS**
 - An ISIR is an institution's copy of the student's Free Application for Federal Student Aid (FAFSA). This is the pre-work needed to begin packaging a student's awards.
- **3/28/2022 – Packaging**
 - During this phase, BCCC will be able to start packaging student loans. This is the next phase before financial aid awards students.
- **8/1/2022 – Disbursement**
 - BCCC will award students for the fall term in August.

Financial Aid Preparation

- **Data Migration and Validation**
 - Student Data (General Person and General Student)
 - Financial Aid
 - Academic History
- **User Acceptance Testing**
 - End to End Simulation of Academic Year
- **Operational Readiness**
 - Testing - All FA Processes tested
 - Policies & Procedures – Update Internal policies and procedures for awarding students
 - Communication (Students, Faculty, Staff)
- **Go-Live!**

Questions

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 10 | President's Report

- A. Operational Update
 - B. Realignment Tasks Update
-

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, December 15, 2021

Dr. Liesl Jones, Vice President, Academic Affairs

ACADEMIC AFFAIRS UPDATE

Academic Affairs is preparing for in-person instruction for the spring semester. The preparations include reviewing faculty and program needs. The program coordinators have begun to submit information on equipment that needs to be serviced or replaced along with supplies that have been ordered for the courses. The laboratories both at the Liberty Campus and BioPark campus are being cleaned and set up for in-person labs. The new equipment is being delivered. The VP met with the IT team to plan for the review of all of the instructional spaces to confirm that the technology is in working order and the desktops have been imaged with the appropriate applications. This work has a planned completion date of December 15.

The Winter term is on track to be ahead of last year's enrollment. More courses have been added to either help students graduate in January including dual enrollment students on track to graduate high school in January. The Deans have been advertising several of their courses to increase enrollment and help students see the benefits of getting ahead in their major.

The VP for Academic Affairs is part of the Talent Ready work group that is developing a CTE pathway with City Schools and BCCC for computer science. The VP and the liaison from City Schools have begun to meet to review the Project Lead the Way and the Cisco curriculum to articulate the courses to the Computer Information Systems program and the Cyber Security Assurance Program.

Middle States

The College attended the final meeting for the Institute on November 16th. The College is moving into the planning phase for both the self-study design and the self-study. The VPAA, VPIREP and the President will meet first with the College's Middle States liaison to discuss the planning of the self-study design. The design will determine how the college responds to the standards for accreditation either by examining institutional priorities, gaps and areas of improvement and the relation to the standards or by responding to the standards individually. The development of the working groups will be based around the self-study format. A timeline for the self-study design is under development.

Curriculum and Schedules

The Academic Affairs team has developed a timeline for bringing new programs forward for approval. The specific information is in each School's report. With MHEC having two submission days a month, the timeline was adjusted to ensure that all the curriculum coming forward in the spring will be approved and submitted to MHEC prior to the end of spring semester. The VP anticipates that the Cyber Forensics, American Sign Language, and the Biology programs will come to the Board in the February meeting following review and approval by the CIC and SEC in January.

OFFICE OF THE ASSISTANT VICE PRESIDENT FOR ACADEMIC AFFAIRS

The office of the AVPAA has begun to digitize Academic Affairs binders located within the Office of the AVPAA. The binders include accreditation documents, curriculum documents, MHEC documents and

assessment documents. The binders will be scanned, cataloged, and placed in a centralized SharePoint/ drive to access in electronic format.

Providing leadership with the Workforce Development Team to develop an Early Childhood Education Assistant Child Care Teacher Pathway with a possible collaboration with the Maryland Family Network.

Perkins

The AVPAA meets weekly with the Deans to review the Budgets and progress on the funded projects. The AVPAA meets on a regular basis with the College’s liaison to review the current grant and prepare for the next years proposal. The College is currently working on a budget amendment to the current Perkins grant as the College will not be purchased the proposed curriculum management system.

Center for Academic Achievement

Currently tutors are being hired for the winter term and the spring semester. The Tutoring shells have been developed and E-Learning will work with IT to import students into the tutoring shells based on the courses they are registered for. Tutors will be available for both in person tutoring on campus and virtual tutoring via Zoom and through the learning management system, Canvas.

Row Labels	Sum of Times Viewed	Sum of Times Participated
ACCT 221 Tutoring Fall 2021	21	0
ACCT 222 Tutoring Fall 2021	25	0
BIO 202 Tutoring Fall 2021	195	2
BIO 203 Tutoring Fall 2021	43	0
BIO 212 Tutoring Fall 2021	53	0
BUAD 112 Tutoring Fall 2021	71	0
CHE 101 Tutoring Fall 2021	58	1
CHE 102 Tutoring Fall 2021	9	0
CHE 213 Tutoring Fall 2021	5	0
CLT 100 Tutoring Fall 2021	273	0
ENG 101 Tutoring Fall 2021	415	3
MAT 107 Tutoring Fall 2021	310	0
MAT 128 Tutoring Fall 2021	35	0
MAT 86 Tutoring Fall 2021	260	1
MAT 92 Tutoring Fall 2021	24	0
RENG 91 Tutoring Fall 2021	61	0
RENG 92 Tutoring Fall 2021	58	1
DE SP 101 Tutoring Fall 2021	58	0
DE PSY 101 Tutoring Fall 2021	18	0
DE ENG 101 Tutoring Fall 2021	1	0
DE BIO 102 Tutoring Fall 2021	2	0
Grand Total	1995	8

E-Learning Teaching and Instruction

E-Learning has successfully completed Teams training for faculty. Twelve sessions were held and attended by roughly twenty-five faculty members. Zoom licenses were also issued to faculty members as part of the institutional license that BCCC set up with Zoom.

The division continues to work with faculty to re-certify them for teaching online. As faculty complete the KOLT course or provide other acceptable documentation of recent professional development in online best practices and quality online course development, E-Learning is updating the roster of approved faculty. Currently, 119 faculty are approved to teach online for Spring 2021 and the list is growing every week as more faculty provide documentation that meets the standard for teaching online.

E-Learning has officially hired a Coordinator for the E-Learning team, completing the staffing for the department at this time. The new Coordinator, Jamie Gillis, began her role with BCCC on December 6, 2021. She comes to us from MICA where she was the Manager of Educational Technology.

The Campus Compact of the Mid Atlantic (CCMA) AmeriCorps VISTA grant position with BCCC as a Success Coach has been filled by Shaneen Hargrave. Ms. Hargrave will begin on December 6, 2021, and continue laying the foundation for helping Math 107 Elementary Statistics students successfully complete the course and access resources to help overcome external obstacles to academic success. Most recently Ms. Hargrave was a Team Lead in Community Health with Healthcare Access Maryland. Ms. Hargrave will assist with monitoring the MAT 107 section occurring over the Winter session. This will position her to be ready to assist students in the Spring semester.

E-Learning is working with the Office of Institutional Research to complete data reporting for the Maryland Online (MOL) annual enrollment survey. The meeting to discuss the survey questions and data needed will be held on November 19th, and the data survey is due by December 3rd.

In the absence of an ITS liaison to help marshal the HyFlex project forward, the Deans and E- Learning are brainstorming low-cost options for making in-person classes accessible to students who cannot physically attend due to COVID quarantines or other illness.

Library and Media Services

LibGuides – LibGuide subjects were used in November. For the month, because our cutoff date was on November 16th, almost half a month shorter compared with the last month, we had a total of 1,565 views by BCCC students which is a 54.8% decrease compared with October for 3,466. The most popular guides are APA Papers 7th edition (549 views), MLA 8th Edition (312 views), OD (214 views), Library Handouts (178 Views), and Textbooks (53 views). They were heavily used especially during online teaching in November. The library databases were heavily used by students and faculty in November. In November there were 2,173 database searches and 2,143 article retrieves by BCCC students and faculty.

Library Staff continued to assist with the College's Virtual Help Desk in November. Librarians James Lynch, Constance Mannone, and Glenn Peterson worked on the Academic Affairs Division's Banner Cataloging Project in November. In November, Constance Mannone, Electronic Resources Librarian, continued to troubleshoot access issues with the library's electronic resources.

Electronic Resources Librarian Constance Mannone Continued to maintain and update the library's social media engagement. Below are the numbers for November (until Nov. 17th):

	21-Nov
Instagram Followers	73
Instagram Posts	0
Instagram Likes	0
Instagram Engagement	0
Facebook Likes	506
Facebook Views	10
Facebook Reach	24
Facebook Engagements	0

SCHOOL OF ARTS AND SOCIAL SCIENCES

The Dean and Program Coordinators continue to meet on the first Friday of every month. These meetings are especially productive and aid in preparation for the upcoming semester and bring any concerns to light that need to be brought to the Academic Affairs leadership team. In the absence of Associate Deans or Chairs, the Program Coordinators have provided invaluable assistance with the business of the division. Degree audits are currently underway for possible winter graduates.

The Division along with Workforce and the Police Academy have begun to recruit for the spring semester. To that end the Division in conjunction with the Police Academy will be holding a kickoff welcoming and informational session via Zoom on Wednesday, December 8th, at 7:00 PM. Currently there are 4 students that have taken advantage of the agreement and the information session will hopefully produce more recruits.

The Dean and other representatives from BCCC, including the AVPAA met on November 3rd with representatives of the Family League of Baltimore to discuss the AARPA Child Career Pathway, which is an opportunity for students to take courses at BCCC in order to obtain the Early Childcare Assistant Teacher certification. This is a very exciting opportunity that can bring a healthy number of new students to BCCC to enroll in the Early Childhood Education courses. The Division is currently working to formalize this relationship, so students can begin to enroll into the program.

Curriculum development

The Program Coordinator for Psychology and the adjunct instructor for the American Sign Language course are working to develop a proposal for a Deaf Studies program. The program will go to CIC in the early spring semester. English faculty are developing a proposal for a Communications program which will be ready for the January or February CIC meeting.

SCHOOL OF BUSINESS SCIENCE TECHNOLOGY ENGINEERING AND MATHEMATICS

BSTEM is working to prepare the classrooms and laboratories both on the main campus and at BioPark for the return to in person instruction for the spring 2022 semester. The Dean has met with external partners, including

with STEM faculty at Patterson High School and new colleagues on the Advisory Board for Baltimore’s Project Lead the Way. BSTEM is currently searching for Assistant Professor/Program Coordinator in Biotechnology.

The BSTEM Winter Session 2022 schedule is well enrolled and all scheduled BSTEM courses will run. This includes a section of Accounting 221: Principles of Financial Accounting, the kick-off course in the major. By offering this course in Winter Session 2022, students who had to take developmental math in fall can “catch up” and take the second course in the sequence in spring 2022. This has the advantage of not delaying their academic progress. The Division has reached out to potential students to aid in recruitment for the Winter term.

Curriculum

Curriculum changes include department and school-level discussions on new programs and courses that will be brought forward in the spring semester (see below).

Program/Course	Objective	Department & School of BSTEM	CIC/Faculty Governance/Senior Campus Leadership	BOT	MHEC
CHE 106 & CHE 107	Organic and Biochemistry Lecture and Lab Course for Science Majors	1 st Review Nov 2021 2 nd Review Dec 2021	January-February 2022		
A.A.S. in Geoscience	Workforce	1 st Review Nov 2021 2 nd Review Jan 2022	January-February 2022	March 2022	Following BOT
A.S. in Physical Science	Transfer	1 st Review Nov 2021 2 nd Review Jan 2022	January-February 2022	March 2022	Following BOT
A.S. in Biology	Workforce and Transfer	1 st Review Nov 2021 2 nd Review Jan 2022	January-February 2022	March 2022	Following BOT
A.A.S. in Cybersecurity and Digital Forensics	Workforce	Feb 2022	March 2022	March 2022	April-May 2022
MAT 112	General Education Math Course for Liberal Arts Area Majors	December 2022	January 2022		

Business & Technology

The Associate Dean and Dean have been working with the Office of Institutional research and the Director of Assessment to prepare the ACBSP Quality Assurance report.

Mathematics & Engineering

Starting in spring 2022 semester, the Division will move from having course coordinators for every math course to a Math Coordinator who will coordinate developmental mathematics, and first-year, credit-bearing, multi-section courses such as Elementary Statistics and the new Math for the Liberal Arts. The department is refining its proposal to have MAT 112: Math for the Liberal Arts considered as a General Education course. This course will replace MAT 107, Intermediate Statistics for students in majors like Art and Theater.

Natural & Physical Sciences:

On November 4th the department held the 9th Annual Science Symposium. Rejuvenated in a virtual format this year, 165 students, faculty, and staff attended. The symposium included speakers from the National Institutes of Standards and Technology, and the NIH Community College Summer Enrichment Program. Two BCCC students, working under the guidance of Professor Curtis Jones in Natural and Physical Sciences made presentations on their scholarly research.

SCHOOL OF NURSING AND HEALTH PROFESSIONS

Return to Campus Activities

All SNHP faculty are preparing for their return to campus for in-person instruction for the spring 2022 semester. Program Coordinators have been asked to identify issues/conditions that need to be repaired or replaced. The goal is to have all issues that directly impact student instruction identified and corrected before instruction begins in January 12, 2021. Faculty have been asked to come to campus to update their desk top computers, set up new phones, and generally ensure that their work space is ready for business when they return to in- person work in January 2022.

Perkins Grant

The Nursing programs (RN & PN), along with the EMS program has been awarded Perkins funds for the 2021-2022 fiscal year. These funds are to be used to purchase updated instructional software for nursing students and updated instructional equipment for the EMS program students. The Interim SNHP Dean, and program coordinators will meet with the appropriate college finance personnel to develop a spending plan prior to the start of Winter Break. The Associate Degree Nursing program staff is working with the HURST Review staff to set up the NCLEX-RN review course for the December 2021 program completers. The review course will be offered in December so that the graduates will be able to apply to take the licensure exam in January 2022.

Professional Development

Five SNHP faculty have been recommended to participate in the professional development courses produced by Association of Colleges and University Educators (ACUE) and funded by the Perkins grant. These faculty have agreed to attend the selected course(s) via zoom; upon completion of the selected courses, each faculty will make a presentation to share the course information with their colleagues. The selected faculty are Dr. James Dyett, Dr. Debra Parson, Professor Kathryn Singleton, Professor Patricia Lee, and Professor Grace McNeal. The ACUE zoom delivered courses will be offered in the spring 2022 semester starting in January 2022. Professor Patricia Lee successfully defended her dissertation at Coppin State University on December 1, 2021. Her dissertation topic focused on the process of obtaining accreditation for a cardiac rehabilitation program.

Program Accreditation

The Health Information Technology program (HIT) is currently working on revisions to align its Coding Certificate program with the revisions previously approved for its health information curriculum. The coding program revisions are being prepared for review and approval at the annual January 2022 SNHP faculty meeting. The goal is to seek CIC approval during its February 2022 meeting. Dr. James Dyett successfully completed and submitted the PTA annual report to CAPTE on December 1, 2021, Professor Sheri Luck completed and successfully submitted the required EMS progress report to CoAEMSP ON December 1, 2021. Dr. Dionne Hudgins and Professor Roshelle are currently working on the annual report for the Associate degree and Practical nursing certificate, respectively. These reports are due to the Maryland Board of Nursing (MBON) by December 10, 2021. The required paperwork that verifies the name of the new Dental Hygiene program director- Dr. Edna Street-Jones- was submitted to CODA on December 2, 2021.

Personnel

Interviews are being held by search committees for new fulltime faculty in both nursing and the respiratory care programs. Searches are ongoing for adjunct faculty, as needed, in the Nursing, Dental Hygiene, and Physical Therapist Assistant programs.

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, December 15, 2021

Dr. Daniel Velez, Vice President, Student Affairs

ADMISSIONS

Admissions continues to focus on process improvement, filling critical vacancies, and adhering to compliance.

Process improvements include enhancements to applications processing, marketing and communications and workflow, with the goal of increasing enrollment. During this period, staff have continued to engage in virtual information sessions for general students and special populations. A large component of process improvement rests with the implementation of Banner Recruit CRM. That CRM is projected to be live in the summer 2022. In the meantime, the Office of Admissions is working with its existing technologies to identify improvements.

Critical vacancies in positions vacated by the Director of Admissions, Associate Director of Admissions, Coordinator of Veteran Affairs and two Recruiters have resulted in national and regional searches to fill these positions. Candidate interviewing has begun and is ongoing until positions are filled.

Adhering to compliance mandates is another area of focus. The College finalized the process of filing for SEVIS recertification as required by the Department of Homeland Security. Additionally, we are undergoing an internal audit of International Student Services to ensure we are providing the most effective services and support, that we are adhering to Federal mandates in the processing of I20 and other essential functions. Furthermore, we are examining the area of Veterans Services to similarly ensure compliance with regulatory mandates in the processing of benefits for veterans and other beneficiaries.

International Student Services

The International Student Services area is undergoing a complete internal audit and review of its processes and procedures to ensure compliance with federal laws governing the certification of international students and College policy. In the meantime, International Student Services staff continued to phone, email, and text outreach to international students with outstanding tuition balances in danger of being dropped from courses due to non-payment. As a result of this outreach and coordination with the Student Accounting department, the College collected a significant amount of past-due tuition charges.

In collaboration with Academic Affairs, the International Students Services staff submitted two successful School Procedural Adaptations with the Department of Homeland security, based on the College's two-step return to limited in-person classes, first for Allied Health students for the Fall 2021 session, and then campus-wide for the Spring 2022 session. As a result of this change, international students who had left the country due to the pandemic were able to return to complete their educational program. Staff continue to reach out to previous applicants who applied, and some previously accepted to the College, but who were unable to enter the USA to attend the College due to F-1 visa regulations and/or pandemic-related reasons. Staff revamped our admissions documents in accordance with the changes to F1 regulations concerning in-person classes.

International Student Services staff continued to participate in Maryland-wide recruitment and outreach efforts via Maryland International Education Consortium/Study Maryland (MIEC), participating in meetings with EducationUSA (State Department) and Department of Commerce, including:

- 12/2/21: Helped organize, promote, and conduct MIEC workshops for high school counselors & EducationUSA Advisers worldwide

ATHLETICS

The Athletics Department is planning to conduct tryouts for the men's and women's basketball teams the week of January 17, 2022. The tryouts will provide currently enrolled students with an opportunity to participate on either a varsity or junior varsity team (depending on turnout). Once a team(s) are established, the department will work to provide practice and playing opportunities for the remainder of the spring semester.

The new coaches have already begun recruiting efforts for the 2022-23 season by establishing relationships with the coaches of area four-year colleges and universities which include: Bowie State, Coppin and Lincoln (PA) as well as local high schools.

DISABILITY SUPPORT SERVICES

During the months of November, the Disability Support Services Center registered approximately 72 students for fall, 2021 for accommodative services and conducted 7 new intakes. Currently, 70% of the students registering with the center suffer from psychological and emotional diagnostic impressions; 8% presents with issues related to medical/somatic symptoms; 12% are diagnosed with intellectual /learning disabilities; 5% have hearing loss deafness and low vision/blind symptomologies; 5% presents with physical/mobility limitations and the remaining students presents with dual/multi- diagnoses.

Disability Support Services Center continues to maintain service agreements/coordination with Division of Rehabilitation Services (DORS), CIRS/HASA Interpreting services as well as the School of the Blind. The Self-Help Depression Group previously introduced ended successfully Wednesday, November 10, 2021. DSSC will conduct an end of the year virtual check-in/informational session in the month of December to celebrate the student's academic accomplishments, review retention/recruitment strategies for both Winter/Spring terms as well as offer pertinent information relating to the re-opening of the college for in person instruction for Spring 2021. Lastly, there are plans being developed to introduce an anxiety group for students sponsored by the offices of Disability Support Services Center as well as Student Support and Wellness which will launch early in the Spring 2022 semester.

FINANCIAL AID

The Financial Aid office is proud to announce that they have awarded \$2,761,586.59 Pell Grant, Federal, and \$591,054.49 Supplemental Educational Opportunity Grant (FSEOG) for Fall 21. FA office also awarded \$1,949,533.20, State Grant, \$42,620 Scholarships, and \$3,960 Social Security Waivers.

Also, due to our new Appeal Process for the Satisfactory Academic Process, we completed all the SAP appeal received for Fall 2021. Currently, we have only six appeals pending due to incomplete documents. Our current alphabetic management system allows students to reach out to their assigned financial aid counselor directly and provide requested documents in a timely fashion, it also allows the counselor to follow up systematically.

Currently, the financial aid office is validating the Satisfactory Academic Progress data, and Comments Codes data from the current SIS system Regent to the new Banner system. The Staff is getting training for the Banner system along with the refresher training for Regent to ensure that they understand the similarity and differences of both system functions. The Financial aid office and FA Solutions team is in the process of streamlining the reconciliation process with Accounting and I-Data management to avoid discrepancies between the award amounts and disbursement amounts causing audit issues.

The College continues its search for a Director of Financial aid position, which has been vacant for over six months. Additionally, the office is currently searching for a Financial Aid Advisor/Federal Work Study Coordinator. This position has been vacant for over a year. We must fill this critical vacancy to ensure that the

Office of Financial Aid is fully prepared to serve the Federal Work Study students for spring semester. Unfortunately, the College is experiencing similar issues in filling positions as have been reported across the industry.

The third-party agreement is ending soon; however, we have incomplete Action Items, such as the transition of Regent Student Portal from Spin Portal to serve students effectively. The completion of the transition is crucial for the communication between the Office of Financial Aid and students. Also, they are assisting in streamlining the Reconciliation Process for compliance. To begin and to continue to participate in any Title IV, HEA program, an institution shall demonstrate to the Secretary that the institution is capable of adequately administering that program under each of the standards established. Due to staffing challenges noted above, the College is currently reviewing its position for renewing this agreement.

JUDICIAL AFFAIRS AND TITLE IX

The Office of Judicial Affairs and Title IX (JAIX) is a part of the Student Affairs Division and collaborates with campus and community partners to further the College's mission, vision, core values, and strategic goals. As a student development entity, JAIX engages with the student community through one-on-one student sessions as well as campus and course outreach. During November, JAIX partnered with the Dental Hygiene Program to address issues related to disruptive behavior during lectures and incivility occurring between students. Finally, on Friday, November 12, JAIX conducted an interactive presentation and discussion with all current Dental Hygiene students. The presentation focused on the following:

- An overview of the College's community standard for behavior, as defined in the BCCC Student Code of Conduct
- Specific examples of disruption behavior
- Progressive discipline
- Incident Management Advisory Committee
- Sanctions if found responsible
- Disciplinary record

The discussion that followed provided students the opportunity to ask any clarifying questions and provide feedback.

Another campus partnership is with faculty members teaching Preparation for Academic Achievement (Pre-100). Pre-100 is typically offered in an eight-week format, both online and virtually. Each semester, a presentation entitled "15 Things Every Student Should Know" and "Title IX, One Classroom at a Time" are available presentations from JAIX. This month, "15 Things" was presented to five sections of Pre-100 with participation by approximately 70 students. The format was virtual and offered via Zoom. The areas covered included but were not limited to:

- The mission and purpose of JAIX
- Progressive discipline
- Campus advocacy and resources
- Title IX
- Consent
- Behaviors of concern
- How to report an incident
- Incident Management Advisory Committee (IMAC)
- Standard of proof (Preponderance of the evidence)

Annual Title IX Training - The U.S. Department of Education released new regulations last spring under Title IX of the Education Amendments of 1972, which prohibits discrimination based on sex in education programs or activities receiving federal financial assistance. The regulations took effect on August 14, 2020, and required that “Title IX Coordinators, investigators, decision-makers, and any person who facilitates an informal resolution process” must receive training annually. Institutions are also recommended to train employees deemed responsible for receiving and reporting potential Title IX violations. In addition, members of the BCCC Title IX Team participated in a two-day training on November 17th and 18th.

RECORDS AND REGISTRATION

Banner ERP Implementation. The Office of Records and Registration attended regular sessions for Banner implementation. These included sessions on data validation, academic history, attributes/codes, and rooms.

Registration. Records and Registration supported registration and retention goals by collaborating with the departments listed below when necessary:

- Admissions
- Advising
- Student Accounting
- GED
- International Students
- Nursing Program
- Online
- Student Success
- Testing Center
- Workforce Development

Records and Registration successfully resolved other general, registration-related student inquiries addressed to the registrar@bccc.edu email address.

Additionally, Records and Registration processed course registrations for:

- 77 unduplicated students for winter 2022
- 418 for spring 2022.

Registration is ongoing for winter 2022 and spring 2022.

Transcripts Processed. Records and Registration processed 157 transcripts for the month November 2021 generating \$785 for the college.

Course Scheduling for Winter 2022 and Spring 2022 sessions. Records and Registration continued to collaborate with Academic Affairs to upload the course schedules in HPLAN for students to register for winter 2022 and spring 2022.

Transcript Evaluations and Degree Audits. Records and Registration processed 128 transcript evaluations were processed to allow students to register for spring 2022 courses. 32-degree audits were processed to allow students to register for remaining coursework. These processes ensure the overall efficiency of the registration process.

Transcript Evaluations	Degree Audits
128	32

STUDENT LIFE & ENGAGEMENT

The Office of Student Life & Engagement continued working on operational updates and facility updates. The SharePoint forms for student club and organization registration were finalized and will be sent to all student clubs and organizations in early December for Spring 2022 registration. Staff also worked on updating the Panther Food Pantry request forms, moving all items from paper to a SharePoint form. Staff is currently working with facilities and other staff regarding the updates to the Student Life & Engagement space (formerly the Game Room). Further, storage space is continuously being inventoried, organized, and cleaned in preparation for Spring 2022.

The needs assessment for students is finalized and is waiting for final approval to be sent to students to gather information for the Spring 2022 semester. In addition, the first Welcome Week Committee meeting was on November 29, and there are subsequent meetings in December and January prior to Welcome Week. Welcome Week will take place January 12-22 and staff are working together to ensure an ample amount of programming on campus, while being diligent with budget, space, and COVID-19 policies and protocols.

Activities and Events

The Office of Student Life & Engagements goals in programming this semester continues to be to provide ways for students, new and returning, to become involved and learn what the office is all about. Further, the office is working on the spring 2022 calendar for in person, hybrid, and virtual events for BCCC students. There were a few events that was a collaboration with Student Government Association- Veterans Day Celebration on November 11 and 'Keeping it Real' Lecture on November 19.

November 2, 2021 - Pronouns 101

This event was in addition to the International Pronouns Day event on October 20. This event was a space for students to learn and reflect upon pronouns. Student Life & Engagement wanted to make sure that students who are transgender or gender nonconforming people have a place that is safe for them. This events goal was to help teach others about pronouns as well as helping to celebrate people's multiples identities.

November 5, 2021 - Michelle Obama's Conversation with Students in Partnership with Howard University and the Maryland Community Colleges Consortium

BCCC was involved in an opportunity with the Maryland Community Colleges Consortium, other institutions around the US including Howard University for this virtual event. The event including registrations by Friday, November 5, so staff worked diligently to promote the event via Canvas, emails, website, and more. There were over 230 students, faculty, and staff who signed up to attend the virtual event on November 9. Over 2,000 attendees were a part of the virtual event in total across all the campuses involved. The event was held virtually from 1 – 2:30pm.

November 12, 2021 - Let's Talk: American Sign Language

The Office of Student Life & Engagement invited Ms. Shante Wright from The World of Sign Language for an Introduction to ASL Course. Ms. Wright will be offering two subsequent courses in the spring semester as well. There were over 15 attendees for this event that was held virtually from 2 – 3pm on the Zoom platform.

Student Government Association

SGA executive board and board continued to meet, and they are currently in the process of filling vacant senator positions. More information regarding SGA meetings and events will be in their report.

STUDENT WELLNESS & SUPPORT

Student Support and Wellness Services (SSWS) served students through individual counseling, wellness workshops, classroom presentations, student consultations, and a support group. Ten virtual workshops were

conducted on topics such as test anxiety, ADHD and kinesthetic learning, and yoga. Eight classroom presentations were requested on topics such as stress, mental health, and holiday blues. A six-week support group on depression and low mood concluded. One emergency crisis debrief was conducted for the nursing students. Throughout the month, 267 students attended these wellness events. One professional development workshop was conducted for the Dental Hygiene department on Understanding the Challenging Student with a trauma informed learning approach. Some staff in SSWS were able to participate in three trainings- Writing Effective Progress Notes, Non-Suicidal Self-Injury, and Single Session Therapy.

This month, SSWS continued community partnerships and collaborations with Greater Baltimore Reginal Integrated Crisis System (GBRICS), Healing City, College Town, and NAMI Baltimore. SSWS has proposed an employee wellness initiative.

During COVID, staff and faculty are dealing with more stress and anxiety than usual both in their personal lives and professionally. As the institution transitions back to a more normal operation, it is important to recognize the impact the last 18 months had on people. Making sure the college supports staff and faculty's emotional well-being leads to achieving organizational desired outcomes. Day to day this also can directly positively impact the students we serve. For the college to thrive during these more strained times, it is important to look at ways to be mindful of the wellness of all employees. The employee wellness initiative seeks to introduce ways to cultivate and sustain a culture of institutional wellness in this new era.

TRIO/SSS-STAIRS PROGRAM

The TRIO Student Support Services Program (TRIO SSSP) welcomes the appointment of Dr. Leslie Jackson, former academic coordinator, as the new program director. In addition, TRIO SSSP sponsored two virtual events for program participants. Events included The Empowerment Hour designed to help participants refuel, refocus, and stay motivated as they prepare to finish the semester. Also, the program's retention counselor facilitated a study skills workshop that focused on introducing strategies to help students study smarter and raise grades.

Moreover, the SSSP staff monitored participants' performance and served 48 program participants with academic advising, course selection, transfer, and other services to support academic success. In addition, recruitment initiatives included:

- Four Virtual Open House sessions.
- Virtual Help Desk support.
- Targeted emails.
- Social media posts.

As a result, the program accepted nine new participants and completed orientation and intake sessions. Lastly, the program director attended The National Council on Black American Affairs (NCBAA) Northeast Region's Virtual Fall Event on Friday, November 12, 2021.

THE TESTING CENTER

The Testing Center facilitated the Alternative Assessment for 151 students during the month of November. 94% of the students took both the English and mathematics portion of the placement exam. In addition, 6% took mathematics placement only.

Due to the high number of inquiries from students about the restart of the Accuplacer, both testing labs will have a dedicated proctor beginning in January 2022.

Testing Center staff continue to support the staff functions of the virtual helpdesk and serve as Host, Backup host, and Admins during weekdays and Saturdays.

UPWARD BOUND MATH & SCIENCE

During the month of November, the Upward Bound & Science program provided supplemental instruction to 27 Baltimore City Public high school students. The programs twice monthly Saturday sessions provided students with direct instruction in Math, English, Computer Science and Career and College Awareness Classes in addition to Social Emotional Learning activities. Social emotional learning (SEL) is a framework for helping students develop critical skills around working with others and managing emotions. In high school, SEL activities help bridge the gap between childhood and adulthood and help prepare students for college and life in the workplace. The SEL curriculum includes practices that help students with key areas: self-awareness, self-management, social awareness, relationship skills and responsible decision making. These core competencies are pivotal in the high school setting for students to master.

Individual tutoring sessions are provided during the week to students identified as having a need for additional support. The program is offered on Zoom and on the BCCC/Canvas virtual platform.

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, December 15, 2021

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. Across all program areas, 546 students were enrolled in November 2021.

ABE/ELS Program Improvement – Community ABE and ESL classes start each month. In addition, Refugee Services and Citizenship classes start quarterly.

- In November, the ABE/ESL Department offered 10 ABE, and 4 ESL classes for a total of 216 students, funded by the Consolidated Adult Education and Family Literacy Grant (MD Labor) grant.
- ABE students are provided additional on-line tools and educational platforms, such as Aztec's TABE Tutor Online and Newsela, so they may access classes at any time.
- In November, an additional 24 students were provided laptop computers to assist them in overcoming technological barriers to continue their studies.
- The ABE Department, in partnership with Workforce Development, recruited new cohorts for two (2) Integrated Education and Training (IET) programs in Certified Nursing Assistant (CNA) and Community Health Worker (CHW). These cohorts will start in the second week of January 2022.
- In November, the ELS Department confirmed recruitment for January classes with Esperanza Center, Lakeland E/M School, Curtis Bay Judy Center and John Ruhrah Elementary/Middle School. More than 80 new students have started the testing and registration process for ESL classes in January.
- The ELS Director Presented at Mayor's Office of Immigrant Affairs (MIMA) bi-weekly community stakeholder meeting to share information about Community-ESL classes, citizenship preparation classes and credit-based English Language Instruction programs at BCCC.
- In November, the ELS Department participated in International Student Night at Patterson High School to support families enrolling refugee/asylee student in BCCC Summer programs (Refugee Youth Project). The ELS team also serves as a host site for an AmeriCorps member supporting refugee youth.

Workforce Development Program Development and Expansion – The Workforce Development (WD) Department enrolled 330 students in November. Workforce continues to develop Community and Professional partners, cultivating relationships to expanded opportunities for students. The Career Services Office continues to support graduates transitioning to employment and coordinating with Workforce to develop specific Job Readiness training modules. Additional activities include:

- The Workforce Development Department issued 62 scholarships under GEER 1, GEER 2, and Workforce Development Sequences Scholarship (WDSS) funds in November.
- In November, the Healthcare team placed 55 students for Clinical rotations from our Patient Care Technician (PCT) and Certified Nursing Assistant (CNA) programs.
- New Clinical sites were established with the following partners – Johns Hopkins – Bayview and Future Care. Future Care has also agreed to work with Workforce on training their staff for Certified Medicine

Aide Certifications. Workforce added Johns Hopkins Hospital as a clinical site for our Certified Nursing Assistant (CNA) students.

- In November, new contract agreements were signed with Gore Bros. for Court Reporting to include Court Reporting Theory I and II, as well as Speed Development for training under Human Services and Law Enforcement.
- In November, 20 BACH students completed healthcare training programs under the current Contract Training Agreement. Additional cohorts of students will be scheduled in throughout 2022.
- The Career Services team continues to work with hiring partners to place current students and graduates in employment. In November, this office assisted Concerted Care and UMMC students with employment for Patient Care Technician (PCT) positions at University of MD and Johns Hopkins.
- The BCC Career Services team assisted and hosted a hiring event with the Baltimore Fire Department as they conducted interviews for 500 EMTs and 100 911 dispatchers. Several BCCC EMT graduates participated in the event. The college is also partnering with the Baltimore City Fire Academy to support a Spring recruitment session.

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.

- Throughout November, the P-TECH liaison communicated with high school students, parents, and instructors regarding course completion and needed academic supports. All P-TECH students also participate in college-readiness and career development activities related to their degree program.
- Under contract with Baltimore City Schools, students from Renaissance Academy High School started the BCCC Venipuncture/Phlebotomy Workforce Training program. Students at Frederick Douglass HS started a CNA Workforce Training program. Upon graduation, students will be assisted with employment placement at University of Maryland Hospitals and other healthcare facilities.

ENVIRONMENTAL SERVICES AND FACILITIES

Environmental Services and Facilities – This department provides ongoing cleaning, maintenance, and repairs for all campus facilities. This team also supports campus special events, the mailroom, and property control. In addition, the department plans and manages the 10-Year Facilities Master Plan.

- In association with the Loop Road project and on-going renovations, Facilities continues to assist in the relocation of staff offices across the campus.
- Ongoing renovation projects include interior improvements in the Fine Arts Wing and the Student Activity Center, as well as carpet cleaning in the Bard Library and the Main Building.
- Facility Renewal and Deferred Maintenance projects continue with the recent awards and solicitations for bids for the Hot Water Replacement at the Physical Education Center, the Fire Alarm Replacement for the Life Sciences Building and the roof replacement at 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).

- In November, Public Safety continued to support people and programs returning to campus. This included access to the CVS COVID Testing and Vaccine site in South Pavilion, clinical programs such as nursing, dental and physical therapy, as well as staff. Public Safety continues to monitor COVID safety protocols including masks and screening.
- Public Safety Officers participated in several training sessions including the Field Training Officer (FTO) Program. With these certifications, BCCC officers will be able to administer state mandated field training requirements through an approved FTO program.
- In November, Public Safety staff continued to produce and distribute identification cards for students and returning faculty/staff while following safety protocols including masking, social distancing and physical barriers.
- In November, Public Safety also supported the recruitment project held by Baltimore City Fire Department at Reisterstown Plaza Center by providing security functions, managing access, and ensuring safety measures were being followed.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 15, 2021

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

BUDGET OFFICE

1. Highlights

- The Budget Office has prepared a new tracking system to record and monitor the status of legislative fiscal notes using Smartsheet. The use of Smartsheet platform will enhance the ability of the Director and staff to correspond with respondents, automate repetitive tasks and workflows, and manage content production.
- Data objects have been created for standardized financial reports that will be used to create data blocks in Argos. The data blocks will be used to create meaningful financial reports aimed at strengthening financial reporting, accountability, communication, and transparency.
- The staff continues to work diligently with the Banner implementation team on the development of the FMIS crosswalk tables. Additionally, the staff have begun testing key transactions in Banner to ensure that the FMIS to Banner interface file is successfully transmitted.

2. Revenue Summary as of 10/31/2021

Revenue Fund	Revenue Amount	Notes
General (Unrestricted)	\$ 26,540,844	(Includes Bookstore of \$405,335)
Restricted	\$ 3,841,005	(Includes WBJC of \$428,128)
Total Revenue	\$ 30,381,850	

Unrestricted Revenue: Total Unrestricted Revenue through October FY 2022 is \$1.05 M (2%) greater than the revenue earnings through the same period FY 2021.

- Tuition & Fees: Decrease of 14%. The overall decrease in tuition and fee revenue is due to lower registration than anticipated. There was a decrease of \$626,605 (14%) in credit tuition and fees as well as decrease in non-credit tuition and fees of \$67,570 (15.4%).
- Sales, Service, Aux & Leasing: Increase of 377%. A deferred leasing agreement was signed by Lockwood and the College. Outstanding lease payments, totaling \$1.9 million have been received. Therefore, Sales, Service, Auxiliary & Leasing revenue earnings are significantly higher than this time period in FY 2021.
- Bookstore Revenues: On Par with FY 2021. There is a slight decrease of 1.2% in Bookstore Revenue categories compared to the same period last fiscal year.

Restricted Revenue: Total restricted revenue through October of FY 2022 is \$887.6K higher than the same period in FY 2021. The primary driver of the increase is the receipt of COVID-19 relief revenue, totaling \$722.5K. WBCJ's revenue increased by 53% due to an increase in membership fees.

3. Expense Summary as of 10/31/2021

Expense Fund	Expense Amount	Notes
General (Unrestricted)	\$ 13,486,640	(Includes Bookstore of \$337,578)
Restricted	\$ 1,963,867	(Includes WBJC of \$342,241)
Total Expenditures	\$ 15,450,508	

Unrestricted Expenditures: FY 2022 Unrestricted expense increased by \$593.7K when compared to this same period in FY 2021 primarily due to an increase in expenses for contractual personnel and contractual services.

Restricted Expenditures: FY 2022 restricted funds expenses are down by \$1.2 million (39%) year-over-year. Fewer grant-related expenses have been incurred in comparison to the same period in FY 2021.

4. **State/Federal Reporting Upcoming:**

- The financial reports for the 2020-2021 annual report to the Maryland Board of Nursing have been completed. The report is due on December 10, 2021, and all deliverables have been provided ahead of schedule.
- The Interim Progress Narrative Report for the FY 2022 Title I C Program Improvement allocation of the Strengthening Career and Technical Education for the 21st Century Act (Perkins V) is to the Maryland State Department of Education on January 17, 2022.

5. **Operational Process Improvement:**

- The Budget Director has met with the BCCC coordinator for the State’s Financial Management Information System (FMIS) to begin creating grant profiles in the system. Grant profiles enable end-users to record, review, approve, monitor, and report on the financial performance of a specific grant or grant period without having to know every Program Cost Account (PCA) that is associated with the grant. There could be several PCA for every grant.
- Three data models have been developed to forecast annual Tuition and Fee revenue. The models are being tested for accuracy using the actual monthly revenue performance.
- The Budget team will receive training in Argos on report writing and dashboard creation.

OFFICE OF STUDENT ACCOUNTING SUMMARY - AS OF NOVEMBER 30, 2021

1. **Highlights**

- Collaborated with Ellucian regarding process improvements as it relates to:
 - Tuition & Fee Assessment Rules
 - Accounts Receivable - Validation
 - Finance: System Education & Configuration of External Interfaces
 - Banner Configuration (e.g., fee assessment, holds, mapping)
- Establishing FY ‘22 CARES Act Recipients (Student’s portion) for Fall ‘21 Semester.
- Collaborated with the Offices of the Registrar and Information Technology to finalize “Fee Tables” for Winter ‘22 and Spring ‘22 semesters, respectively.
- Collaborated with Institutional Research & Planning, IT, and FA Solutions of the annual submission with MHEC.
- Collaborated with the Office of Admissions in streamlining the Mayor Scholarship Program (MSP) process
 - Overview
 - Eligibility Requirements
 - Reporting

2. **Student Accounting Communication Updates**

- Communications were sent to students regarding “Method of Payment” (Winter & Spring 2022).
- Collaborating with IT (Information Technology), Registrar, and Heartland ECSI to establish deadlines for 1098-Ts for Calendar Year 2021.
- Finalization of MSP Billing for the Fall ‘21 Semester.

3. **Operational Process Improvements**

- Established a “Student Financial Services” group between the Offices of Financial Aid Office to streamline the disbursement process and setting up a disbursement schedule.
- Coordinating with Senior Leadership and the Directors of Student Affairs to generate an Operational Calendar for the Winter 2022, and Spring 2022 semesters, respectively.

- Reviewing and updating the “Policies & Procedures” Manual for the Office of Student Accounts.
- Coordinating and collaborating with respective directors and consultants to better streamline business practices between the Office of Financial Aid and Student Accounting (e.g., Separation of Duties)
- Collaborating with the Office of the Registrar and establish a College Academic Calendar & Consumer Information Committee

4. **Banner Office of Student Accounts Implementation Schedule**

- The Finance and Administration Team has participated in the Banner Kick-off and implementation for the division (Student Accounts & Senior Analyst – Finance, Controller, Budget, Admissions Financial Aid and Registration).

Summary of Upcoming Events		
Transition Schedule/Calendar	Target Timeframe	Status
1098-T Overview	Fall '21	December 2021
Banner – Collections Module	Spring '22	January 2022
Banner – Financial Aid – R2T4 Overview	Spring '22	January 2022
Banner – Testing – General Student Data (e.g., Admissions, Schedule Builder, Registration, Academic History)	Spring '22	3 rd Quarter (FY'22)
Banner – Testing – Financial Aid (e.g., Needs Analysis, Tracking, Budgeting, Pell & SEOG, Term & New Aid Year)	Spring '22	3 rd Quarter (FY '22)
Banner – Testing – Student Accounts Receivable (e.g., Account Management, Cashiering & Reconciliation, Refunding, Billing, Payment Plan Implementation, Aging Cycle)	Spring '22	3 rd Quarter (FY '22)
Banner – Going Live – Financial, Admissions, Records & Registration, Student Accounts Receivable	Spring '22	3 rd Quarter (FY '22)

5. **Heartland ECSI - Office of Student Accounts Testing & Implementation Schedule**

- The Office of Student Accounting will be participating in a series of training courses, in preparation for providing students access to their 1098-T for Calendar Year 2021.

Summary of Training Events		
Transition Schedule/Calendar	Target Timeframe	Status
1098-T Client Training	Fall '21	December 2, 2021
Timeline & File Transfer Process	Fall '21	December 7, 2021
1098-T Reports & Forms Management	Fall '21	December 13, 2021
1098-T Student Access	Fall '21	December 17, 2021
1098 T – Testing Period (Submission)	Fall '21	December 17, 2021
1098 T – Production Period Begins	Spring '22	January 4 to 14, 2022
1098 T - Notification to Students	Spring '22	January 31, 2022
1098 T – Correction Period	Spring '22	February 1, to March 31, 2022
1098 T – Final Updates to the IRS (Internal Revenue Service)	Spring '22	March 31, 2022

PROCUREMENT

1. **Bookstore**
 - Between August 14, 2021, and December 2, 2021, the bookstore sent 3,836 Fall 2021 textbooks/access codes to students, which totaled \$368,931.23.
 - Textbooks for Winter 2021 and Spring 2021 will be shipped free to all students using CARES Act funding.
2. **Operational Process Improvements**
 - Procurement Policies and Procedures submitted for approval and the establishment of the College's Procurement and Contract Delegation of Authority.
 - For the month of November, a total of 157 Purchase Orders were issued in the total amount of \$567,330.31.
 - Procurement implemented smartsheet to track requisitions from start to completion. Smartsheet acts not only as a tracking mechanism but also includes a depository of documents, communications, follow-up history, and real-live data status update.
 - Procurement is working on a process based on the approval of the Procurement Policies and Procedures to includes documentation on the following:
 - Change Orders
 - Sole source format and backup documentation requirement
 - Standard Contract Templates
3. **Other Business**
 - Banner training for Procurement has continued. Training sessions conducted by the vendor were completed, and self-training continues. Banner needs to have the capability to produce the statutory reporting requirements for Procurement (e.g., MBE and SBR Annual Reports); Procurement is working with Banner to correct this.

CONTROLLER'S OFFICE/GENERAL ACCOUNTING/GRANTS/FOUNDATION

1. **Howard P Rawlings Audit**
 - Clarification is needed from the auditors to wrap up this request.
2. **MHEC (Maryland Higher Education Commission) CC-4 Audit**
 - The Controller's Office is collecting data from the Office of Institutional Research to prepare the CC-4 Financial Statements. This information along with the financial information from the College audit are used for the CC-4 Financial Statements.
3. **BCCC (BALTIMORE CITY COMMUNITY COLLEGE) (College and WBJC-FM Audits)**
 - The Controller's Office and General Accounting continue to work with the auditors to provide the information needed for the College and WBJC-FM Audits. The financial statement templates have been provided to the auditors.
 - Draft of the College information was provided to the General Accounting Division (GAD)
4. **BCCC Foundation Year-End Closing**
 - The General Accounting department is working to close-out the BCCC Foundation and is working to finalize the information needed for the auditors.
5. **CARES ACT Spending (HEERF I & II)**
 - The Controller's Office continues to work closely with the bookstore to track the shipping charges. Books continue to be shipped to students at no charge and the COVID RELIEF FUNDS – Institutional Funds (HEERF II) are being used to cover these expenses.
 - The Controller's Office and Budget Office are tracking the expenditures related to the Student Spending (HEERF II), the Institutional Spending (HEERF II), the GEER Spending (I & II), the PBI (Predominantly Black Institution) Spending (HEERF II), and the Recovery Now funds (HEERF III).
6. **Grants**
 - The Controller's Office assisted in providing information for new grants for the Foundation.

- The Controller’s Office and Grant Accountant worked with the Grants Development Office to provide support for several grants and programs.

ACCOUNTS PAYABLE

1. **Highlights**

- The Controller’s Office and Accounts Payable are working with Procurement Office regarding Corporate Purchase Card collection and validation of information.
- The Accounts Payable staff continues to provide support and information to departments that need to enter requisitions to clear up old invoices.

2. **Total Payables**

Summary	Totals
<31	296,996.06
31-60	47,968.33
61-90	17,515.62
>90	108,988.15
Grand Total	471,468.16

3. **A/P Overall**

- Overall balances are lower than the previous month.

4. **A/P Over 90 Days**

- This category is higher than last month due to some bookstore purchases that were invoiced but receipt was delayed.

5. **Corrective Action Plan (CAP)**

- To address outstanding payables, the A/P staff has continued to implement the following processes:
 - Continue to communicate with vendors to convert the invoice delivery via email rather than US Mail. An additional effort is being made to communicate with the vendors that continue to send invoices through the US Mail to send them through the Accounts Payable email address.
 - Continue to work with the various departments to clear up any outstanding invoices including getting requisitions entered and purchase orders created.
 - Accounts Payable is requesting the assistance of the Procurement Office to assist departments in getting requisitions entered.
 - Accounts Payable is requesting the assistance of the Procurement Office and Bookstore to resolve the outstanding invoices.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 15, 2021

Mr. John Schiesler, Director of Enterprise Applications

TECHNOLOGY

Enterprise Resource Planning (ERP) Project

Implementation Engagements

The ERP Executive Steering Committee meets every Friday to review outstanding ERP-related actions items that have been assigned to their respective functional areas to ensure deliverables are being completed in a timely manner.

The Office of Information Technology Services (ITS) is working towards building integrations to Banner for several applications that are currently used by BCCC. BCCC will continue to use the state of Maryland supported Financial Management Information System (FMIS) to print checks, process payments, maintain budgets and other financial processes. General ledger transactions from FMIS will be integrated into Banner. This integration is being built by Ellucian with support from the BCCC Finance team and IT. Additionally, other general ledger transactions that occur in Banner will be integrated into FMIS. Vendor updates made in Banner will be integrated from Banner to FMIS as well. These integrations are being built and tested by IT with support from the BCCC Finance team.

Once Banner is implemented for Human Resources and Payroll, which is planned to go live in April, 2022, Banner will replace the currently used timekeeping application, MDTime, with its own timekeeping system. BCCC IT is developing integrations for the time information in Banner to be sent to the Central Payroll system which BCCC uses to process payroll.

Other third-party applications that are currently integrated to the HPLAN legacy ERP system are currently being scoped by IT and Ellucian to plan for integration to Banner. The first third-party application being scoped is the WinPrism bookstore application.

Data Migration

The technical team has completed the second round of Overall & Holds (Student test scores and student account hold information) data migration as well as a second round of academic history data migration. The feedback from the data validation teams who validated the round one data in each of these datasets was translated into either technical data extract errors (of which the IT team resolved) or actual data entry errors that existed in the legacy system and were never resolved. Those errors were resolved by the Registrar's office.

IT OPERATIONS

Enterprise Applications Services (EAS)

The Enterprise Applications (EAS) Team continues to support the ERP Project by performing data extracts from the legacy ERP for the Banner implementation. In addition, EAS is working to develop integrations for FMIS, Central Payroll and WinPrism.

Infrastructure, Systems and Telecommunications

AudioCode Phone System and Zoom Upgrade

The Client Services and Infrastructure teams have focused on the rollout of the new AudioCode phone system including the replacement of all desktop phones for staff and faculty. Client Services also supported the institution-wide upgrade to Zoom Enterprise.

Information Security

Office of Legislative Affairs (OLA) Audit

The Office of Information Technology Services (ITS), along with support from all functional areas across the college, led a successful disaster recovery (DR) test of its legacy student information system (SIS). During the test, a backup of the SIS was made available to BCCC functional users from the cloud. From off campus, BCCC users were able to access the DR site and perform key business process tests on it. These tests were documented and saved as artifacts for the OLA Audit. Prior to the first successful, annual DR test which was completed in 2020, BCCC had the absence of DR testing noted as an audit finding on the OLA Audit.

Client Services

The Client Services team, along with Academic Affairs, is planning to prepare classrooms for students to return to on-campus instruction beginning in the spring term.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 15, 2021

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

OFFICE OF INSTITUTIONAL RESEARCH

External Meetings

- Maryland Community College Research Group monthly meeting
- Statewide “Blueprint for Maryland’s Future” workgroup meeting
- BCCC team meeting with Baltimore City Public Schools representatives
- Middle States Commission on Higher Education (MSCHE) Self-Study Institute Training Sessions

Summary: FY 2021 Non-Credit Workforce Completers

In 2019, the Maryland Higher Education Commission (MHEC) formalized its intention to collect outcomes data related to community colleges’ continuing education workforce students through a pilot of the Non-credit Workforce Completers System (NWCS). A statewide workgroup was formed with representatives from MHEC, the Maryland Association of Community Colleges (MACC), Maryland Community College Association for Continuing Education and Training (MCCACET), and Maryland Community College Research Group to develop the criteria and requirements for the NWCS data file. MHEC asked the Maryland Community College Presidents (MCCP) group to commit to participating in the pilot version of the files for either the fiscal year (FY) 2020 or FY 2021 reporting period. Baltimore City Community College (BCCC) agreed to participate in the second year, FY 2021, of the pilot.

The NWCS file reports student and sequence information for each completion of a continuing education “course sequence” obtained in FY 2021; students may have completed more than one sequence in the reporting period. Institutions must submit course sequences to MHEC for review and approval. Once approved, MHEC designates a sequence number which must be included in the NWCS file. To date, BCCC’s Workforce Development and Continuing Education Division completed MHEC’s process for six continuing education workforce course sequences, all of which were approved by MHEC.

- 1) Pre-Cybersecurity
- 2) Cybersecurity
- 3) Diesel Mechanic
- 4) Certified Nursing Assistant
- 5) Certified Pharmacy Technician
- 6) Construction Pre-Apprenticeship

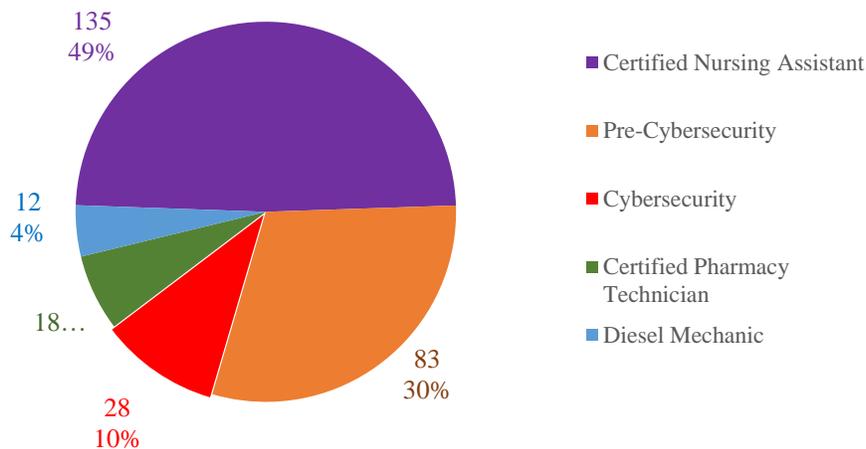
Due to restrictions related to the COVID-19 pandemic, the Construction Pre-Apprenticeship course sequence could not be offered in FY 2021. WDCE has course sequences in the pipeline for approval in 2022.

In 2020, the Director of Institutional Research formed a team comprised of staff from Information Technology Services (ITS), Records & Registration, and Workforce Development & Continuing Education (WDCE). The NWCS team met monthly to ensure that the College would be able to capture as much of the required information as possible for the pilot. The meetings continued throughout the year leading up to the successful submission of the file to meet the deadline of December 1, 2021.

In total, there were 276 completions from 255 students across the five course sequences which were offered in FY 2021 with largest number in the Certified Nursing Assistant sequence. Figure 1 reflects the distribution of completions by course sequence. The average age of the Certified Nursing Assistant sequence completers was

31.2 years of age and the majority were female (95.6%). The Certified Pharmacy Technician and Diesel Mechanic completers tended to be younger, at 26.0 and 25.1 years of age, respectively. All of the Diesel Mechanic completers were male while there was a more even distribution of males, 44.4%, and females, 55.6%, among the Certified Pharmacy Technician completers. The characteristics of the Pre-Cybersecurity and Cybersecurity completers were similar with average ages of 32.5 and 35.6 years of age, respectively. The Pre-Cybersecurity completers were 53.0% female and 47.0% which is fairly close to the distribution among the Cybersecurity completers with 46.4% female and 53.6% male.

Figure 1. FY 2021 Workforce Completions by Course Sequence



OFFICE OF ASSESSMENT

Academic Assessment

Assessment Data Analytics Course and program data is being extracted from Nuventive (TracDat) and evaluated in Excel. The data will be used as a baseline measurement of program- and course-level performance to inform the realignment and improvement of the academic assessment processes. Realignment efforts will begin immediately after the formal kick-off of the institute's assessment model. Program-level data is being evaluated for the ACBSP Annual report, due in February 2022.

Program Review and Evaluation Committee

The Office of Assessment attends weekly PREC planning meetings to advise on data collection, documentation, and program review best practices. With the realignment of the assessment office, the PREC process is realigning to ensure an institute-wide focus on program efficiency and efficacy. Deans will spearhead the programmatic improvement process, engaging the Office of Assessment for best practices in student learning outcomes, assessment leadership, and innovation.

College Service

School of Nursing and Health Professions (SNHP) Dean Applicant Interviews

In collaboration with the Director of Institutional Research and Vice President of Institutional Effectiveness, Research & Planning, the Office of Assessment participated in the interview and evaluation of two applicants for the SNHP Dean position. Results and recommendations were summarized and provided to the Vice President of Academic Affairs for consideration in the selection process.

Institutional Reporting

Institutional Reporting Framework and Oversight

In January 2022, the Office of Assessment will assume responsibility for the oversight of institutional reporting. The institutional reporting framework is in development and contains a comprehensive reporting schedule, accreditation statuses, annual dues timelines, and institutional reporting templates.

Accreditation Council for Business Schools and Programs (ACBSP) Quality Assurance Report

The Office of Assessment is providing guidance on reporting best practices and program-level learning outcomes data for this biennial report that is due in February 2022.

Commission on Accreditation in Physical Therapy Education (CAPTE) Annual Report

The Office of Assessment is provided guidance on reporting best practices. The report was submitted on November 15th.

Maryland Board of Nursing (MBON) Annual Report

The Office of Assessment is providing guidance on reporting best practices. The reports for both the Practical Nursing Certificate and Associate Degree in Nursing Programs are due on December 10th.

Middle States Commission on Higher Education (MSCHE) Self Study

The Office of Assessment attended the Self-Study Institute in preparation for the upcoming Self-Study and associated site visits. MSCHE reporting has been integrated into the Institutional Reporting Framework and supporting documents incorporated into the Office of Assessment document library.

US ICE Student and Exchange Visitor Program (SEVP) Report

The Office of Assessment assisted in identifying Maryland Higher Education Commission (MHEC) program approval dates.

Technology

Ellucian Banner

The Office of Assessment assists in the validation of migrated data and provides guidance to ensure an accurate and effective system implementation.

Nuventive (TracDat)

The Office of Assessment is developing fluency in the current platform and drafting recommendations for the entry, maintenance, and use of assessment data. Academic assessment best practices will be tailored to data entry expectations and incorporated into the assessment manual. Identified areas for improvement will become key components of future professional development.

OFFICE OF GRANTS DEVELOPMENT

November was a directed period in the Office of Grants Development as the College moved to put in its Workforce Development application for the Baltimore's Promise 2022 Summer Funding Collaborative two days before the deadline, hone specific training opportunities for its Public Safety force under the State's new Law Enforcement Training Scholarship (LETS) program, and eye opportunities for capital improvements. The key strategic accomplishments of the Office were:

- Instituted a Collaborative Workforce Development Model to build better back-and-forth communications and workflow between the Office of Grants Development and the downtown Workforce Development and Continuation Education Division, to stay on top of approaching

grant reporting deadlines, connect the Workforce Development team to the expertise of grant-involved Cabinet staff and ease the application submission process. The model's focus on responsiveness *to* the downtown team and input *from* Workforce Development PIs is beginning to bear fruit as trust increases between the two offices and the morale of the two teams can be seen in at least one or two smiles breaking out in on-camera Zoom meetings. A collective sense is taking hold that we all have a role to play. In this context, the Office of Grants Development looks forward to helping the College realize its incredible potential in Workforce Development – and public charge, to be a leading exponent of Workforce Development opportunity for BCCC students in the northeast Maryland area.

- Grants Associate, Bill Fleming, met again Friday, Nov. 19 with Public Safety Acting Director Mike Stephens and VP Michael Thomas, to discuss the current Law Enforcement Training Scholarship (LETS) opportunity which funds, according to the RFP, “local and state law enforcement and prosecutorial agencies in Maryland to provide support for specialized training.” The three discussed the need to maximize the effect of available dollars under the scholarship, which funds up to \$5,000 per fiscal year. The group will shortly assess whether the Scholarship can fund the \$3,500 membership cost of the Clery Center, which trains in all aspects of campus safety required by the Clery Act. Other trainings, such as those highlighted on the Maryland Correctional Training Commissions calendar, are familiar to the group but tend to be very inexpensive in nature at a time the LETS funder requires a minimum \$1,000 training request. Work will continue as expeditiously as possible to proceed on the College’s first LETS training application.

- The 3rd Quarter Report for the College’s Governor’s Emergency Education Relief II Fund (GEER II), awarded under the Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act of 2021, is now complete and in review by the Finance Office and Cabinet. Submission of the approved documents (a text narrative and budget summary) will be sent by the Controller well before the due date of 12/30/2021 to allow for the holiday break.

- The Office of Grants Development is currently researching the following grant opportunities for possible Pre-Approval and will discuss these with the Workforce Development team:
 - Citi Foundation - Youth Economic Opportunities, Financial Inclusion, Community Solutions
 - West Baltimore Renaissance Foundation re: NPower Maryland IT Career opportunities

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, December 15, 2021

Ms. Lyllis M. Green, Chief Internal Auditor

INTERNAL AUDITS, REVIEWS, and INVESTGATIONS

Internal Audit activities during the month of November, required collaboration with staff from various offices and divisions including but were not limited to Human Resources, General Counsel, Assistant Attorney General, Finance and Administration, Information Technology Services (ITS), Student Affairs, Cabinet, Workforce Development and Continuing Education and Facilities. Staff were instrumental in resolving or mitigating issues surrounding the following activities:

- Assisting ITS staff in resolving and responding to findings and requests from the legislative auditors (OLA)
- Interviews for candidates applying to the following Deputy Chief Information Officer position.
- The Purge Committee
- Union negotiation documents review with Cabinet.
- International Students' Process Review.
- Office of Internal Audits' move from Harper Hall.

EXTERNAL AUDITS

Legislative Auditors (OLA)

The IT portion of the Legislative Audit which began on April 5, 2021, now has completed fieldwork. Internal Audit and Information Technology staff worked together to assist the OLA Auditors and provide documentation for the responses to the OLA's IT audit. The IT staff developed the responses to the findings for submission prior to the exit meeting November 15, 2021. The exit meeting was attended by OLA's Senior and Supervisory IT auditors, as well as BCCC's President, Director of Enterprise Applications and Chief Internal Auditor. The next step is OLA's management review of the IT portion of the audit and notification to the College.

The Fiscal/Compliance portion of the OLA audit began in December 2020 with an anticipated field work completion during April 2021. The Fiscal Compliance portion of the Legislative Audit is now complete, and the exit meeting was held on October 5, 2021. Attendees at the exit meeting included OLA senior and managing auditors, BCCC President, VP Administration and Finance, VP Academic Affairs, VP Workforce Development and Continuing Education, and the Chief Internal Auditor. The draft report of findings along with the College's responses has been issued to management. The findings from the Fiscal Compliance audit will be combined with the IT findings in the final report. The draft of the final report will be issued to the College before it is publicized.

The College continues to address the recommendations from the last Legislative Audit Report that was issued in November 2017. There has been no change in status since our previous monthly report. Of the eight findings noted, five have been implemented. The current OLA audit will include an assessment of the College's progress in addressing prior audit findings. It should be noted that any repeat findings have a potential negative impact as the OLA exercises its authority to recommend reductions to the College's State appropriation.

<i>Finding</i>	<i>Recommendation (Excerpts from November 2017 OLA Report)</i>	<i>Observations</i>	<i>Status @ 11/30/2021</i>
<p>1. facilities planning and operations</p>	<p>We recommend that BCCC:</p> <ul style="list-style-type: none"> a. use existing Statewide contracts for the procurement of goods and services, when available; b. discontinue the practice of artificially dividing purchases to circumvent State procurement regulations and lessen its purchasing power; c. comply with State procurement regulations for competitive procurement, including the use of written contracts and the publication of solicitations and awards on <i>eMaryland Marketplace</i> and (repeat); d. ensure that vendor invoices contain sufficient details to determine the propriety and reasonableness of the services performed and amounts billed; e. conduct thorough reviews of vendor invoices, including those related to the aforementioned payments, investigate and resolve any discrepancies, and recover any amounts that are determined to be improperly billed; and f. consult with the Office of the Attorney General – Criminal Division before taking any actions related to the questionable payments noted, and refer any other questionable activity to the Office of the Attorney General – Criminal Division and advise the Governor’s Chief Legal Counsel. 	<ul style="list-style-type: none"> a. Existing statewide contracts are being used when available or practicable. b. It is expected that processes will improve upon the hiring of a Facilities Director including the complete implementation of procurement recommendations and consistent reviews of vendor invoices. c. One of the procurement office vacancies was filled to ensure compliance with procurement regulations. d. Reviews are being performed to determine the propriety and reasonableness of the services performed and discrepancies are investigated for resolution. e. Recovery attempts are made for improperly billed invoices. f. Both the College’s General Counsel and the Office of the Attorney General are consulted regarding questionable activities. 	<ul style="list-style-type: none"> a. Implemented b. Implemented c. Implemented d. Implemented e. Implemented f. Implemented
<p>2. corporate purchase cards,</p>	<p>We recommend that BCCC</p> <ul style="list-style-type: none"> a. prohibit cardholders from sharing their cards with other employees; and 	<ul style="list-style-type: none"> a. The College implemented additional controls over corporate purchase cards 	<ul style="list-style-type: none"> a. Implemented (includes repeat finding)

	b. ensure that proper documentation, such as itemized vendor invoices, is obtained to support all CPC transactions (repeat).	including a reduction in the number of cards issued. b. Monthly receipts/invoices of CPC transactions are obtained and compared to the monthly statement of CPC activity. All discrepancies are investigated.	b. Implemented
3. Payroll	We recommend that BCCC ensure that salary increases and incentives are appropriately justified, in accordance with the terms of employment contracts, and approved by the Board of Trustees, as required.	Salary increases and incentives are supported by Payroll Action Requests (PARs) that are signed and approved by the employee's supervisor, vice president, and the budget officer. Periods of non-compliance occurred during 2017 – 2020 when executive vacancies were experienced in the President's Office, Human Resources, VP Administration & Finance, Facilities, and Budget Offices.	Implemented
4. affiliated foundation,	We recommend that BCCC establish a comprehensive agreement with its foundation that establishes formal goals and outcomes for the foundation and identifies the related BCCC funding to be provided. In addition, the foundation agreement should identify any planned steps or actions to enhance fundraising and/or reduce non-scholarship costs.	Compensating controls included a supplement to the agreement with goals, plans and the related BCCC funding. The agreement between the Foundation and BCCC expired in June 2020. During 2020, the Foundation experienced a change in leadership and a new agreement needs to be executed.	Implemented with compensating controls through June 2020. Pending evidence of an executed current agreement.
Information systems (2), 5. Sensitive Personally identifiable information (PII)	We recommend that BCCC: a. perform a complete inventory of its systems and identify all sensitive PII,	a. The college's ITS is in the process of resolving this finding with security software that can identify PII information on all servers in the network, and delete all unnecessary information stored on these servers. The college's ITS Lead Administrator confirmed that Proofpoint configuration shows that the software captured the entire PII or sensitive data on all active workstations, servers and laptops linked to the network. ITS staff have been	a. Partially implemented. b. Not implemented.

	<p>b. determines if it is necessary to retain this PII and delete all unnecessary PII, c. determines if all necessary PII is properly protected by encryption or other substantial mitigating controls, and d. updates its databases and systems with encryption capability and then encrypt all sensitive PII not otherwise properly protected or employ other substantial mitigating controls to protect this data (repeat).</p>	<p>fine tuning the search categories to determine the functional areas that should have access. b. All necessary PII will be properly protected. c. The October 2021 internal audit test results show that the PII email encryption system is working as intended. The email encryption process in place blocks and alerts all email transmissions containing Social Security Number (SSN) to email addresses that are external to the network without adequate encryption. However, it does not prevent or protect transmission within the network. d. The College is planning to develop a unique student identifier to eradicate the use of social security numbers for identification. This is a feature of the new Banner system that was observed during the training sessions. The College has implemented some information security measures such as truncating social security numbers on the network and encrypting email attachments with PII.</p>	<p>c. Partially implemented. d. Partially implemented.</p>
<p>6. Malware protection for BCCC computers was not sufficient</p>	<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; 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-</p>	<p>a. ITS implemented a process for all active computers to have up-to-date malware protection software, current signature files, and are operational. Consistent reviews are performed by ITS and the IT Auditor. Unapproved users identified in the Local Admin group were in the process of review and/or resolution. b. The process was initiated in June 2020 with full</p>	<p>a. Implemented and ongoing. b. Implemented and ongoing.</p>

	<p>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>implementation during August 2020. Procedures are being developed with cooperation from the Office of Human Resources to ensure timely notification of assignment and removal of administrative rights. The last test was performed on 3/11/21.</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 and gain access to offices where the workstations reside. The malware protection software provides reports as evidence that workstations are updated. The IT Auditor reviews the reports and confirms that internal controls over security applications are working as intended.</p>	<p>c. Implemented and ongoing.</p>
7. cash receipts	<p>We recommend that BCCC</p> <p>a. restrictively endorse checks immediately upon receipt, and</p> <p>b. ensure that receipts are deposited timely.</p>	<p>a. Checks are restrictively endorsed upon receipt.</p> <p>b. The location of the mail room and cashiers' office have been moved to ensure timely processing of checks.</p>	<p>a. Implemented</p> <p>b. Implemented</p>
8. equipment	<p>We recommend that BCCC</p> <p>a. ensure that the equipment records are complete and accurate;</p> <p>b. investigate the aforementioned missing equipment and take appropriate corrective action;</p> <p>c. conduct documented physical inventories of sensitive and non-sensitive equipment, as required,</p>	<p>a. The College expects to address this issue now that a new director of facilities is on board.</p> <p>b. The equipment reported as missing has been identified and deployed.</p> <p>c. Resolution is pending procurement of an inventory service or tools to perform an inhouse physical inventory.</p>	<p>a. Partially implemented.</p> <p>b. Implemented</p> <p>c. Not implemented.</p> <p>d. Implemented</p>

	<p>and reconcile the results to the detail inventory records; and d. refrain from purchasing equipment that is not needed for immediate use.</p>	<p>d. All equipment must have a justified need that is approved at the executive leadership level.</p>	
<p>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</p>			

OTHER INTERNAL AUDIT OFFICE UPDATE(S)

A reduction in staff occurred with the resignation of the IT Internal Auditor Generalist. The resignation was effective October 22, 2021 and a search will begin for a replacement.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 15, 2021

Advancement & Strategic Partnerships

WBJC

WBJC continues to build BCCC brand via programming and community events, including:

Baltimore Concert Opera: Artistic Director Julia Cooke was interviewed by Jonathan Palevsky about the upcoming production of *The Medium*.

Osher Lifelong Learning Institute/Towson University: Jonathan Palevsky was the instructor for community classes in two subjects; *Why Mozart Matters* and *Music from 1900 – 1945*.

Baltimore Chamber Orchestra: Jonathan Palevsky created a multi-media “Informance” for a performance at Kraushaar Auditorium at Goucher College.

Peabody Institute of the Johns Hopkins University: Dean Fred Bronstein was interviewed by Jonathan Palevsky about their Next Normal 2.0 Symposium.

Hopkins Symphony Orchestra: Jed Gaylin was a guest on the November 11, 2021 episode of *Face the Music* with WBJC hosts Jonathan Palevsky. He was also interviewed about the symphony’s concert on December 4, 2021

Annapolis Chorale and Chamber Orchestra: Music Director J Ernest Green was interviewed for broadcast by Jonathan Palevsky concerning their upcoming performance of *Voices of Light* by Richard Einhorn.

Shriver Hall Concert Series: Joshua Gindele of the Miro Quartet was interviewed by Judith Krummeck about their appearance at Shriver Hall. Jonathan Palevsky conducted a pre-concert lecture and interview with composer Caroline Shaw on November 14, 2021.

Alzheimer’s Foundation of America: President Charles Fuschilla Jr. was interviewed about the upcoming Maryland Virtual Alzheimer’s Symposium for broadcast by Jonathan Palevsky.

The Fibroid Foundation: Founder Sateria Venable was interviewed about their fundraising Gala for broadcast by Kati Harrison.

Baltimore Museum of Art: Judith Krummeck wrote about the installation of *A Modern Influence: Henri Matisse, Etta Cone, and Baltimore* for the WBJC newsletter and website <https://www.wbjc.com/2021/host-blogs/the-many-faces-of-the-faun/>.

Maryland Consumer Rights Coalition: Executive Director Marceline White was interviewed about Maryland’s new medical debt protections for broadcast by Dyana Neal.

Programming & Outreach

WBJC initiated public service announcements throughout the month for:

- Toxic Positivity Webinar on October 6, 2021

- Suicide Awareness event on October 7, 2021
- Let's Talk Breast Cancer Awareness event on October 29, 2021
- Beginner's Yoga Virtual Class on Mondays at 3pm

Fundraising

None

WBJC Corporate Partnerships

Businesses who underwrite programs and content on WBJC:

- ***Returning Clients***
Canticle Singers, The Baltimore Choral Arts, and the Shriver Hall Concert Series.

WBJC Program Highlights

WBJC programs and content of note for the month.

Music in Maryland

Live performances from some of Maryland's finest classical ensembles, made possible by a generous grant from the Maryland State Arts Council.

November Schedule:

- 11-6-21 Eva Mengelkoch from Towson University, Bryan Ganz from Peabody, Peter Minkler and Lura Johnson from the BSO and the Aspen String Trio
- 11-13-21 Three Concertos and a String Quartet. The Mio Quartet, Amit Pele, The Mount Vernon Virtuosi and The Baltimore Symphony Orchestra
- 11-20-21 The Baltimore Chamber Orchestra, Peabody pianist Ben Pasternack and guitarist Ana Vidovic
- 10-27-21 Anticipatory Jewish Music for Chanukah

Book Notes

Interview series on WBJC hosted by Judith Krummeck and devoted to the world of books — from different genres to book awards, to local and national authors.

November Highlights:

- 11-6-21 A Veteran's Day Special with Rafe Posey author of *The Stars We Share*

Marketing & Brand Awareness

The College developed and implemented a comprehensive winter and spring 2022 marketing campaign centered on building brand knowledge and familiarity while also building College enrollment. The campaign, "We Build Futures", is tied to the College's 75th anniversary with a newly designed logo that will be used in the design of all items during the year. The campaign includes extensive digital advertising on Facebook, Instagram, Google and YouTube. Additionally, Mass Transit Administration bus and subway entrance signage, light pole signage in downtown Baltimore, Liberty Heights Avenue, Towanda Avenue, and main campus are being added or replaced.

The College continued its partnership with Kaiser Permanente and Community College of Baltimore County to connect prospective students at or near the poverty line with access to education opportunities. This joint campaign, funded with a grant from Kaiser Permanente, has produced exceptional results as measured by interest on social media and each college website.

The College also completed the purchase of a College Board PSAT/SAT List and mailed to each student, with follow-up Information Sessions and Constant Contact emails included. This long-range initiative is to build and sustain a flow of high-school age students from Baltimore schools directly to BCCC.

The College has begun the process of exploring co-branding opportunities with WBJC, which will advance both brands while taking advantage of marketing opportunities. Efforts to-date include a website review, cobranding creative approaches, a WBJC Press Kit, Thank You cards, and Station Snapshot flyer.

Rebranding

The college invested additional creative time to develop:

- Completion of a 75th anniversary logo
- Subway entrance (CUBE) and bus signage redesigned
- A comprehensive email campaign for current and prospective students using Constant Contact.
- A continuing array of website home page billboard images that promote various college or enrollment areas, including promoting college programs and Student Affairs events
- A comprehensive social media campaign supporting Student Affairs departments
- Winter and Spring 2022 Schedule of Classes
- New external signage
- Holiday cards and video
- A new College Viewbook, Panther Card, and At-a-Glance brochure
- Continuing redesign of website pages to improve the user experience.
- A new brochure supporting Workforce Development programs and courses.
- Program and certificate social media posts
- Redesigned academic and Workforce Development program cards

Market Research

- The College invested additional research into numerous website platforms in use by competitor schools. This is an effort to evaluate modern CMS ability and design as related to moving toward a new CMS platform and subsequent website for BCCC.
- The College has begun to invest time in researching brand messaging to tell the BCCC story to prospective students via a comprehensive email campaign. The results of this research will inform the College about how to structure the flow of information to these students more effectively.
- The College has begun evaluating multiple competitor viewbooks against student perceptions for recruitment and general information desires. This information will inform the College on a new direction for its next viewbook.

Enrollment Campaigns and Metrics

- An initial mailing of a viewbook and letter from the president have been mailed to College Board students whose name we purchased from SAT/PSAT lists. This effort will be followed with a comprehensive email campaign.

- The Spring 2022 Marketing Campaign was implemented at the end of November and includes integrated efforts via email, direct mail, digital advertising, and social posts.

Partnerships

Kaiser Permanente ALICE Initiative: The College continued working with Kaiser Permanente and Community College of Baltimore County to effectively execute a strategic messaging campaign via print, electronic, social, and streaming music to heighten the awareness of no cost and low-cost education and training opportunities with a integrated marketing campaign that targets individuals living above the federal poverty level, but below the basic cost of living. BCCC campaign results indicate more than 4,500 prospective students have visited the BCCC website, with 2,061 of those students being unique visitors. This translates to one half of all prospective students returning to the site for more information. The campaign will continue through December 2021.

Campus Loop Road Construction/Department of General Services: The College announced a \$5 million loop road project to improve vehicular and pedestrian circulation along with emergency access to the campus for safety of students and faculty members that visit BCCC. The project is in partnership with the Department of General Services, with DGS Secretary Ellington E. Churchill, Jr., BCCC President Debra L. McCurdy, and Staff participating in a campus event to celebrate the first steps of the project.

WBJC Corporate Support Partnerships with Returning Clients: Canticle Singers, The Baltimore Choral Arts, and the Shriver Hall Concert Series.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, December 15, 2021

Dr. Liesl Jones, Vice President, Academic Affairs

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.”

Alignment of Academic Affairs programs and Workforce

Baltimore Police Department (BPD) and BCCC Crosswalk

The Division along with Workforce and the Police Academy have begun to recruit for the spring semester. To that end the Division in conjunction with the Police Academy will be holding a kickoff welcoming and informational session via Zoom on Wednesday, December 8th, at 7:00pm. Currently there are 4 students that have taken advantage of the agreement and the information session will hopefully produce more recruits.

EMS and EMT

Beginning with spring 2022 the EMSP 104 (paramedic) course will be crossed listed so that students from both programs will take courses together.

Early Childhood Education and Child Care

The Academic Affairs leadership is working with the Workforce Development Team to develop an Early Childhood Education Assistant Child Care Teacher Pathway with a possible collaboration with the Maryland Family Network. The Dean and other representatives from BCCC, including the AVPAA met on November 3rd with representatives of the Family League of Baltimore to discuss the AARPA Child Career Pathway, which is an opportunity for students to take courses at BCCC in order to obtain the Early Childcare Assistant Teacher certification. This is an opportunity that can bring a healthy number of new students to BCCC to enroll in the Early Childhood Education courses. The Division is currently working to formalize this relationship, so students can begin to enroll into the program.

Curriculum

The Program Coordinator for Psychology and the adjunct instructor for the American Sign Language course are working to develop a proposal for a Deaf Studies program. The program will go to CIC in the early spring semester. English faculty are developing a proposal I for a Communications program which will be ready for the January or February CIC meeting. BSTEM is on track to bring three new programs to the Board for approval in spring including an AAS in Cyber Forensics and AS in Biology and an AS in Geoscience.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, December 15, 2021

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

Realignment Task #2

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

Workforce Development Program Development and Expansion

The Workforce Development (WD) Department enrolled 330 students in November. Workforce continues to develop Community and Professional partners, cultivating relationships to expanded opportunities for students. The Career Services Office continues to support graduates transitioning to employment and coordinating with Workforce to develop specific Job Readiness training modules. Additional activities include:

- The Workforce Development Department issued 62 scholarships under GEER 1, GEER 2, and Workforce Development Sequences Scholarship (WDSS) funds in November.
- In November, the Healthcare team placed 55 students for Clinical rotations from our Patient Care Technician (PCT) and Certified Nursing Assistant (CNA) programs.
- New Clinical sites were established with the following partners – Johns Hopkins – Bayview and Future Care. Future Care has also agreed to work with Workforce on training their staff for Certified Medicine Aide Certifications. Workforce added Johns Hopkins Hospital as a clinical site for our Certified Nursing Assistant (CNA) students.
- In November, new contract agreements were signed with Gore Bros. for Court Reporting to include Court Reporting Theory I and II, as well as Speed Development for training under Human Services and Law Enforcement.
- In November, 20 BACH students completed healthcare training programs under the current Contract Training Agreement. Additional cohorts of students will be scheduled in throughout 2022.
- The Career Services team continues to work with hiring partners to place current students and graduates in employment. In November, this office assisted Concerted Care and UMMC students with employment for Patient Care Technician (PCT) positions at University of MD and Johns Hopkins.
- The BCC Career Services team assisted and hosted a hiring event with the Baltimore Fire Department as they conducted interviews for 500 EMTs and 100 911 dispatchers. Several BCCC EMT graduates participated in the event. The college is also partnering with the Baltimore City Fire Academy to support a Spring recruitment session.

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.

- Under contract with Baltimore City Schools, students from Renaissance Academy High School started the BCCC Venipuncture/Phlebotomy Workforce Training program. Students at Frederick Douglass HS started a CNA Workforce Training program. Upon graduation, students will be assisted with employment placement at University of Maryland Hospitals and other healthcare facilities.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, December 15, 2021

Dr. Liesl Jones, Vice President, Academic Affairs

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.”

The VP for Academic Affairs is part of the Talent Ready work group that is developing a CTE pathway with City Schools and BCCC for computer science. The VP and the liaison from City Schools have begun to meet to review the Project Lead the Way and the Cisco curriculum to articulate the courses to the Computer Information Systems program and the Cyber Security Assurance Program. Additional meetings are planned and will include the Dean of BSTEM and the Cyber Security faculty as part of the team that will develop the agreement.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, December 15, 2021

Dr. Liesl Jones, Vice President, Academic Affairs

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.”

Dual Enrollment and CTE Pathways

The spring semester schedule for dual enrollment is under development. The VP for Academic Affairs is part of the Talent Ready work group that is developing a CTE pathway with City Schools and BCCC for computer science. The VP and the liaison from City Schools have begun to meet to review the Project Lead the Way and the Cisco curriculum to articulate the courses to the Computer Information Systems program and the Cyber Security Assurance Program. Additional meetings are planned and will include the Dean of BSTEM and the Cyber Security faculty as part of the team that will develop the agreement.

Tutoring activity for the fall semester is below. The College will return to in-person instruction for the spring 2022 semester; tutoring will have both an in person and virtual presence.

	Sum of Times Viewed	Sum of Times Participated
DE SP 101 Tutoring Fall 2021	253	0
DE PSY 101 Tutoring Fall 2021	177	0
DE MAT 128 Tutoring Fall 2021	48	0
DE ENG 101 Tutoring Fall 2021	16	0
DE SOC 101 Tutoring Fall 2021	21	0
DE MAT 107 Tutoring Fall 2021	33	0
DE BIO 101 Tutoring Fall 2021	26	0
DE BIO 102 Tutoring Fall 2021	38	0

PTech

The PTech Coordinator and the Vice President for Academic Affairs meet weekly to review student progress, issues with the courses, and communications with the High Schools.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, December 15, 2021

Dr. Daniel Velez, Vice President, Student Affairs

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

Realignment Task #5

“Align the budget of BCCC with realistic enrollment projections.”

STUDENT AFFAIRS

In November 2020, Student Affairs identified the following four methods for meeting realistic enrollment projections.

1. Identify Enrollment Projections for Specific Student Demographics, Including the Enrollment Funnel for Each Student Group,
2. Develop a Timely Financial Aid Award Package That Utilizes Federal, State, Foundation, and Institutional Funds,
3. Complete Degree Audits for All Students at the End of the Student’s First Year, and
4. Revise the Current Advising Model.

Method 1: Identify Enrollment Projections for Specific Student Demographics, Including the Enrollment Funnel for Each Student Group

1. Admissions will work with Institutional Research and the Registrar’s Office to identify the student demographic of the current enrolled students
2. Admissions will determine the current funnel percentages for each of the identified student demographics
3. Using historical information, current data, and census data from BCCC’s service area, Admissions will determine enrollment projections. These projections will be vetted with the Student Affairs Leadership Team (SALT) and with other stakeholders within the College.
4. This work will begin in November for Winter 2020 and Spring 2021 with any necessary changes made in January and February as projections for academic year 2021-22 start.

The enrollment funnel is defined as:



Update on Method 1: With the hiring of a new vice president for student affairs, a strategic enrollment management taskforce will be convened to develop a Strategic Enrollment Management Plan. The process of developing a SEM Plan will take campus stakeholders through a process of identifying enrollment projections for specific student demographics, including a review of the enrollment funnel for each group. Currently, the College is focused on increasing its Winter and Spring session enrollments through the deployment of methods

such as emailing, calling, texting, social media banner ads, website banner ads, campus lawn banners and through our high school visitations. New emailing technology has enabled us to identify the progress we are making in mail delivery, open, click and bounce rates. New texting technology also enables us to communicate with students about registration and other important milestones, while allowing students the opportunity to reply to messages and receive assistance.

Method 2: Develop a Timely Financial Aid Award Package That Utilizes Federal, State, Foundation, and Institutional Funds

1. Financial Aid will team with Student Accounts (F&A) to determine the appropriate Cost of Attendance at BCCC.
2. Financial Aid will determine the timeline for financial aid award notification to current and new students at BCCC.
3. Financial Aid will develop the award package contents which include federal, state, institutional and foundation funds.
4. Financial Aid will share the draft of the award communication with SALT and with other stakeholders within the College.
5. This work will begin in January 2021 for academic year 2021-22.

Update on Method 2: There has been a focus on filling the director of financial aid and the Federal Work Study coordinator positions. Filling these vacancies will ensure the office is meeting the “Administrative Capability” regulations to administer the FSA funds. The Office has utilized a third-party vendor to assist it in the completion of action items such as the transition of Regent Student Portal from Spin Portal to Student Experience Portal to serve students more effectively. The completion of the transition is crucial for communication between the financial aid office and students. The third-party vendor is also assisting financial aid and the student accounts office to streamline the Reconciliation Process—a critical component of compliance.

Method 3: Complete Degree Audits for All Students at the End of the Student’s First Year

1. The Registrar will work with the academic divisions to update and correct academic curriculums including course sequence, pre-requisites, and lecture/lab combinations.
2. Corrected curriculum information will be updated on the website, in the online catalog, and in marketing materials.
3. Updated education plans will be developed for degree audit staff in the Registrar’s Office.
4. Registrar will share the updated curriculum and education plans with SALT and with other stakeholders within the College.
5. Students identified as having completed their first 30 hours at BCCC will have their transcribed courses applied to their education plan prior to registration in the student’s third semester.
6. The update to curriculum will begin in January 2021 with the curriculum changes to be approved and updated prior to the start of Fall 2021 semester.
7. *Note – this initiative requires either additional staff in the Registrar’s Office as there is only one staff member doing the manual degree audits or an automated degree audit that allows the office to manage the audits and allow the students to run their own degree audit at will.*

Update on Method 3: Registration and Records has worked with Academic Affairs and the Ellucian consultant to program *DegreeWorks* and *Scribe Banner* software to ensure it is aligned with BCCC courses and prerequisites. This will allow for automated degree audits. Staff, students, and faculty will be able to run automated degree audits on demand when *Banner ERP* goes live.

Method 4: Revise the Current Advising Model

1. The Vice President for Student Affairs will work with the Vice President for Academic Affairs and the President to identify members from each division to serve on an ad hoc committee to review the current advising model and assess its effectiveness.
2. Best practices from the National Association of College Advisors will be identified
3. The committee will recommend to the VPSA and VPAA the changes to the advising model including the role of professional advisors, faculty advisors, and identify any technology needs that will be needed.
4. The committee will share updates with SALT and selected groups in Academic Affairs and with other stakeholders within the College.
5. The assessment of the current advising model will begin in January 2021 with an advising model pilot recommendation to begin Spring 2022.

Update on Method 4: An ad hoc committee to review the current advising model and assess its effectiveness has not been seated. There is a need to appoint this ad hoc committee to begin its work. Best practices from the National Association of College Advisors are available. The ad hoc committee will be responsible for gathering those best practices along with others from nationally recognized organizations to utilize in their recommendations. The planned assessment of the current advising model did not take place in January 2021, as planned. An advising model pilot recommendation did not begin in Spring 2022, as planned. There is a need for the ad hoc committee to conduct these processes. Unfortunately, challenges related to the pandemic have impacted our ability to make measurable progress in this area. We anticipate making greater strides in the weeks ahead.

INSTITUTIONAL EFFECTIVENESS, RESEARCH & PLANNING

State and Federal Reporting

The Office of Institutional Research (OIR) developed data for and oversaw the successful submission of the following State and federal reporting requirements.

Maryland Higher Education Commission

- Developed data to prepare the Credit Hours of Enrollment (CC-S-6 Form) for submission to the Maryland Higher Education Commission (MHEC) to meet the deadline of November 4, 2021.
- Developed Summer and Fall 2021 Enrollment Information System (EIS) files for submission to MHEC to meet the deadline of November 15, 2021.
- Led workgroup with representation from Office of Financial Aid, Student Accounting, Information Technology Services (ITS), and Workforce Development & Continuing Education (WDCE) to prepare the preliminary Financial Aid Information System (FAIS) file for submission to MHEC by the deadline of November 15, 2021.
- Led workgroup with representation from Human Resources, ITS, and Payroll to develop the Employee Data system file for submission to MHEC to meet the deadline of December 15, 2021.
- Submitted the College's first Non-Credit Workforce Completer System file to MHEC to meet the deadline of December 1, 2021. Led workgroup with representation from WDCE, ITS, and Records & Registration to ensure processes were in place to collect and report necessary information.
- Supported WDCE in submission of Cyber Warrior System file to MHEC to meet the deadline of December 1, 2021.
- Developed detailed data related to full-time equivalent (FTE) enrollment to support Controller's Office in preparation of the Annual Financial Report for MHEC.

College Collaborations for External Reporting or Stakeholder Needs

OIR supported other College offices to prepare data related to the following initiatives.

Program Accreditations

- Developed trend data for enrollment, degrees and certificates conferred, and demographics for Commission on Accreditation on Physical Therapy Education (CAPTE) report process and served on the review team for the final submission Developed trend data for enrollment, degrees and certificates conferred, course pass rates, and P-TECH participation and prepared updated student and faculty surveys to support the Accreditation Council for Business Schools and Programs (ACBSP) report process (due February 2022). Provided regular updates to team regarding Developed graduate follow-up survey for alumni from designated programs. Serve on the review team for the final submission.
- Developed trend data for the annual report for the Maryland Board of Nursing (MBON) and serve on the review team for the submission to meet the deadline of December 10, 2021.
- to meet the November deadline.

Department of General Services/Department of Budget Management

- Developed enrollment and outcomes data for the Enrollment and Mayor's Scholars Program Report.

MarylandOnline.org

- Collaborated with WDCE to develop enrollment, course and section data to complete the Survey of Member Institutions' Online Enrollments and Course and Program Offerings to meet submission deadline of December 3, 2021.

Baltimore City Public Schools

- Dual enrollment
- Mayor's Scholars Program

Support for Internal Priorities

OIR developed data or provided other support for the following internal priorities.

- Serve on planning teams for data migration and validation processes, activity codes for special populations, and action items related to Academic Affairs and Student Affairs as part of the Banner Enterprise Resource Planning (ERP) implementation process.
 - Conducted data validation to support data migration related to student characteristics, academic history, testing data, and registration holds.
- Conducted monthly OIR session with Academic Affairs leadership team which focused on processes related to provide course pass rate data.
- Serve on Program Review and Evaluation Committee's planning team which meets weekly.
 - Led student and faculty surveys' review, design/update and implementation process. Compiled results and shared with Committee.
 - Developed trend data related to programs' enrollment, degrees conferred, discipline credit hours, and short-term outcomes.
- Develop needs assessment and student satisfaction surveys in collaboration with Student Life and Activities to inform planning process.
- Developed credit enrollment updates for winter and spring terms for Cabinet and other administrators.
- Developed summer and fall continuing education enrollment data by department to support WDCE leadership team.
- Provided FTE trend data to support Budget Office in the budget development/projections process.
- Drafting proposed policy and procedures related to reestablishing the College's Institutional Review Board.

Institutional Reporting

In January 2022, the Office of Assessment will assume responsibility for the oversight of institutional reporting. The institutional reporting framework is in development and contains a comprehensive reporting schedule, accreditation statuses, annual dues timelines, and institutional reporting templates.

Technology

Ellucian Banner

The Office of Assessment assists in the validation of migrated data and provides guidance to ensure an accurate and effective system implementation.

Nuventive (TracDat)

The Office of Assessment is developing fluency in the current platform and drafting recommendations for the entry, maintenance, and use of assessment data. Academic assessment best practices will be tailored to data entry expectations and incorporated into the assessment manual. Identified areas for improvement will become key components of future professional development.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, December 15, 2021

Advancement & Strategic Partnerships

Realignment Task #7

“Establish strong relationships with key stakeholders.”

Baltimore Concert Opera: Artistic Director Julia Cooke was interviewed by Jonathan Palevsky about the upcoming production of *The Medium*.

Osher Lifelong Learning Institute/Towson University: Jonathan Palevsky was the instructor for community classes in two subjects; *Why Mozart Matters* and *Music from 1900 – 1945*.

Baltimore Chamber Orchestra: Jonathan Palevsky created a multi-media “Informance” for a performance at Kraushaar Auditorium at Goucher College.

Peabody Institute of the Johns Hopkins University: Dean Fred Bronstein was interviewed by Jonathan Palevsky about their Next Normal 2.0 Symposium.

Hopkins Symphony Orchestra: Jed Gaylin was a guest on the November 11, 2021 episode of *Face the Music* with WBJC hosts Jonathan Palevsky. He was also interviewed about the symphony’s concert on December 4, 2021

Annapolis Chorale and Chamber Orchestra: Music Director J Ernest Green was interviewed for broadcast by Jonathan Palevsky concerning their upcoming performance of *Voices of Light* by Richard Einhorn.

Shriver Hall Concert Series: Joshua Gindele of the Miro Quartet was interviewed by Judith Krummeck about their appearance at Shriver Hall. Jonathan Palevsky conducted a pre-concert lecture and interview with composer Caroline Shaw on November 14, 2021.

Alzheimer’s Foundation of America: President Charles Fuschilla Jr. was interviewed about the upcoming Maryland Virtual Alzheimer’s Symposium for broadcast by Jonathan Palevsky.

The Fibroid Foundation: Founder Sateria Venable was interviewed about their fundraising Gala for broadcast by Kati Harrison.

Baltimore Museum of Art: Judith Krummeck wrote about the installation of *A Modern Influence: Henri Matisse, Etta Cone, and Baltimore* for the WBJC newsletter and website <https://www.wbjc.com/2021/host-blogs/the-many-faces-of-the-faun/>.

Maryland Consumer Rights Coalition: Executive Director Marceline White was interviewed about Maryland’s new medical debt protections for broadcast by Dyana Neal.

Kaiser Permanente ALICE Initiative: The College continued working with Kaiser Permanente and Community College of Baltimore County to effectively execute a strategic messaging campaign via print, electronic, social, and streaming music to heighten the awareness of no cost and low-cost education and training opportunities with an integrated marketing campaign that targets individuals living above the federal poverty level, but below the basic cost of living. Results to-date are strong with this partnership campaign with 4,500 prospective students have visited the BCCC website, and over half returning more than once for more information. The campaign will continue through December 2021.

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WBJC Corporate Support Partnerships with Returning Clients: Canticle Singers, The Baltimore Choral Arts, and the Shriver Hall Concert Series.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, December 15, 2021

Advancement & Strategic Partnerships

REALIGNMENT TASK # 8

“Develop and market a brand for BCCC.”

The College developed and implemented a comprehensive winter and spring 2022 marketing campaign centered on building brand knowledge and familiarity while also building College enrollment. The campaign, “We Build Futures”, is tied to the College’s 75th anniversary with a newly designed logo that will be used in the design of all items during the year. The campaign includes extensive digital advertising on Facebook, Instagram, Google, and YouTube. Mass Transit Administration bus and subway entrance signage, light pole signage in downtown Baltimore, Liberty Heights Avenue, Towanda Avenue, and main campus are being added or replaced. Additionally, a high-quality email campaign is being developed for enrollment efforts, with the first set sent yielding a read-rate of 31%, 75 higher than the industry average.

The College continued its partnership with Kaiser Permanente and Community College of Baltimore County to connect prospective students at or near the poverty line with access to education opportunities. This joint campaign, funded with a grant from Kaiser Permanente, has produced strong and consistent results for BCCC as measured by interest on social media and the College website.

The College also completed the purchase of a College Board PSAT/SAT List and mailed an introductory letter and viewbook to each student, with follow-up Information Sessions and Constant Contact emails scheduled to continue the conversion process. This long-range initiative is to build a brand and sustain a flow of high-school age students from Baltimore high schools directly to BCCC.

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- New external signage
- Holiday cards and video
- A new College Viewbook, Panther Card, and At-a-Glance brochure
- Continuing redesign of website pages to improve the user experience.
- A new brochure supporting Workforce Development programs and courses.
- Program and certificate social media posts
- Redesigned academic program cards and a Workforce Development program brochure

Event Promotion

WBJC initiated public service announcements throughout the month for:

- “Becoming”. An event by Michelle Obama
- Depression Group
- Let’s Talk Series
- Healthy Relationships Bingo
- Trio Virtual Open House programs
- Defeating Finals Stress

Additional Public Service Announcements with multiple daily reads by WBJC hosts, including Beginner’s Yoga Virtual Class.

WBJC Program Highlights

Brand building efforts include:

- **Music in Maryland:** Live performances from some of Maryland’s finest classical ensembles, made possible by a generous grant from the Maryland State Arts Council.
- **November Schedule:**
 - 11-6-21 Eva Mengelkoch from Towson University, Bryan Ganz from Peabody, Peter Minkler and Lura Johnson from the BSO and the Aspen String Trio
 - 11-13-21 Three Concertos and a String Quartet. The Mio Quartet, Amit Pele, The Mount Vernon Virtuosi and The Baltimore Symphony Orchestra
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- **November Highlights: November 6, 2021,** Veteran’s Day Special with Rafe Posey author of *The Stars We Share*

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, December 15, 2021

Mr. John Schiesler, Director of Enterprise Applications

REALIGNMENT TASK #9

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

Enterprise Resource Planning (ERP) Project Implementation Engagements

The ERP Executive Steering Committee meets every Friday to review outstanding ERP-related actions items that have been assigned to their respective functional areas to ensure deliverables are being completed in a timely manner.

The Office of Information Technology Services (ITS) is working towards building integrations to Banner for several applications that are currently used by BCCC. BCCC will continue to use the state of Maryland supported Financial Management Information System (FMIS) to print checks, process payments, maintain budgets and other financial processes. General ledger transactions from FMIS will be integrated into Banner. This integration is being built by Ellucian with support from the BCCC Finance team and IT.

Additionally, other general ledger transactions that occur in Banner will be integrated into FMIS. Vendor updates made in Banner will be integrated from Banner to FMIS as well. These integrations are being built and tested by IT with support from the BCCC Finance team.

Once Banner is implemented for Human Resources and Payroll, which is planned to go live in April, 2022, Banner will replace the currently used timekeeping application, MDTime, with its own timekeeping system. BCCC IT is developing integrations for the time information in Banner to be sent to the Central Payroll system which BCCC uses to process payroll.

Other third-party applications that are currently integrated to the HPLAN legacy ERP system are currently being scoped by IT and Ellucian to plan for integration to Banner. The first third-party application being scoped is the WinPrism bookstore application.

Data Migration

The technical team has completed the second round of Overall & Holds (Student test scores and student account hold information) data migration as well as a second round of academic history data migration. The feedback from the data validation teams who validated the round one data in each of these datasets was translated into either technical data extract errors (of which the IT team resolved) or actual data entry errors that existed in the legacy system and were never resolved. Those errors were resolved by the Registrar’s office.



Baltimore City Community College

Realignment Tasks Update

Board of Trustees, December 15, 2021

Office of the President

REALIGNMENT TASK #10

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

The College is proceeding on schedule with the planned demolition of the Bard Building. The College drafted the program documents that are required for all construction projects that use capital funds and, after receiving feedback from the Department of General Services (DGS), will finalize the documents and send them to DGS and the Department of Budget and Management (DBM) for approval. The document drafted by the College will be included in the Scope of Work section when DGS issues an Invitation for Bid regarding the demolition of the Bard Building.



Baltimore City Community College

Realignment Tasks Update

Board of Trustees, December 15, 2021

Office of the 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.”

The College has drafted Policies and Procedures governing its new procurement authority and is presenting them to the Board for approval. Once approved by the Board, the Policies and Procedures must be further reviewed and approved by the Board of Public Works (BPW) and the Joint Committee on Administrative, Executive, and Legislative Review.



Baltimore City Community College

Realignment Tasks Update

Board of Trustees, December 15, 2021

President McCurdy & Cabinet

REALIGNMENT TASK #12

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

Strategic Planning

President McCurdy, the Vice President of Institutional Effectiveness, Research & Planning and Director of Assessment met with the planning consultants from Keeling & Associates (K&A) to review the draft developed by K&A. Cabinet are reviewing the draft plan to make initial changes. Additional stakeholders including the Board of Trustees, faculty, and staff, will provide feedback thereafter.

Assessment Model

President McCurdy is leading the development of an institutional assessment model to align with the roll-out of the 2021-2024 Strategic Plan. The Vice President of Institutional Effectiveness, Research & Planning and the Director of Assessment are researching and developing an institutional assessment model. Research parameters include national assessment models, 2- and 4-year Maryland higher education assessment models, and assessment leadership best practices. The draft model was presented to the Office of the President and Academic Affairs on November 29th.

Assessment Manuals

The Office of Assessment is developing manuals for academic and non-academic assessment practices. The manuals will provide procedures, timelines, roles and responsibilities, technology guidance, best practices, style guidance, and glossary.

Office of Assessment SharePoint Library

The Office of Assessment document library was developed within the Office of Institutional Effectiveness, Research & Planning SharePoint site.

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 11 | Active Search Listing

**HR Active Search List as of November 30, 2021**

Baltimore City Community College						
	Div	PIN #	Position	Oversight	Date posted	Status 11/30/21
1	AA	66725	Dean, School of Nursing & Health Professions	Dr. Liesl Jones	11/4/2020	Resumes forwarded to Vice President
2	AA	66682	Assistant Professor of Nursing-Mental Health	Dr. Liesl Jones	11/10/2020	Resumes forwarded to Vice President
3	AA	TBD	Assistant Professor of Nursing-Adult Medical/Surgical	Dr. Liesl Jones	3/12/2021	Resumes forwarded to Vice President
4	AA	TBD	Assistant Professor of Nursing-Adult Medical/Surgical	Dr. Liesl Jones	3/12/2021	Resumes forwarded to Vice President
5	AA	TBD	Assistant Professor of Microbiology	Dr. Liesl Jones	3/15/2021	Resumes forwarded to Vice President
6	SA	66948	Director of Testing & Accommodative Services	Dr. Daniel Velez	5/15/2020	Resumes forwarded to Vice President
7	SA	66899	Director of Financial Aid	Dr. Daniel Velez/ Channa Williams	4/21/2021	Resumes forwarded to Vice Presidents
8	SA	TBD	Admissions Recruiter/Advisor	Dr. Daniel Velez	9/29/2021	Resumes forwarded to Vice President
9	SA	TBD	Admissions Recruiter/Advisor	Dr. Daniel Velez	9/29/2021	Resumes forwarded to Vice President
10	SA	TBD	Assistant Vice President of Student Affairs	Dr. Daniel Velez	10/19/2021	Resumes forwarded to Vice President
11	SA	TBD	Associate Director of Admissions	Dr. Daniel Velez	10/26/2021	Resumes forwarded to Vice President
12	SA	TBD	Coordinator of Veteran Services	Dr. Daniel Velez	11/1/2021	Resumes forwarded to Vice President
13	SA	TBD	Senior Records & Registration Specialist	Dr. Daniel Velez/ Sharon Stoddard	11/23/2021	Resumes forwarded to Vice President
14	SA	TBD	Financial Aid Advisor/ Work Study Coordinator	Dr. Daniel Velez	11/30/2021	Search is Open
15	ASP	67013	Senior Accountant	Channa Williams	5/12/2021	Resumes forwarded to Vice President
16	ASP	66686	Vice President of Advancement	Dr. Debra McCurdy	7/23/2021	Resumes forwarded to President
17	WDCE	73965	Director of Business Development Services	Michael Thomas	11/12/2020	Resumes forwarded to Vice President
18	WDCE	TBD	Maintenance Supervisor	Michael Thomas/ Kate Dixon	4/21/2021	Resumes forwarded to Vice President
19	WDCE	86279	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President
20	WDCE	86277	Police Supervisor	Michael Thomas	11/9/2020	Resumes forwarded to Vice President
21	WDCE	72346	Master Electrician	Michael Thomas	9/7/2021	Resumes forwarded to Vice President

22	WDCE	67014	EVS Technician	Michael Thomas/ Kate Dixon	10/12/2021	Resumes forwarded to Vice President
23	A&F	66916	Assistant Director of HR - EEO & Compliance	Channa Williams/ Danielle Porter	4/16/2021	Resumes forwarded to Vice President
24	A&F	88496	Assistant Director of Procurement	Channa Williams/ Anna Lansaw	4/23/2021	Resumes forwarded to Vice President
25	A&F	TBD	Assistant Vice President of Finance & Administration	Channa Williams	6/8/2021	Resumes forwarded to Vice President
26	A&F	70709	Human Resources Generalist	Channa Williams/ Danielle Porter	10/1/2021	Resumes forwarded to Vice President
27	A&F	TBD	Payroll Manager	Channa Williams/ Danielle Porter	10/5/2021	Resumes forwarded to Vice President
28	A&F	TBD	Accounts Payable & CPC Manager	Channa Williams/ Eileen Waitsman	11/9/2021	Resumes forwarded to Vice President
29	A&F	TBD	Senior Accountant	Channa Williams/ Eileen Waitsman	11/9/2021	Resumes forwarded to Vice President
30	OP	66855	Special Assistant to the President	Dr. Debra McCurdy	4/20/2021	Resumes forwarded to President
31	OP	TBD	Programmer/Analyst	Channa Williams/ John Schiesler	5/10/2021	Resumes forwarded to Vice President
32	OP	TBD	Executive Administrative Assistant	Dr. Debra McCurdy	10/13/2021	Resumes forwarded to President
33	OP	TBD	Chief Information Officer	Dr. Debra McCurdy	11/2/2021	Resumes forwarded to President
34	OP	TBD	Business Systems Analyst- Student Enrollment Systems	Dr. Debra McCurdy/ John Schiesler	11/8/2021	Resumes forwarded to President
35	OP	TBD	Administrative Assistant	John Schiesler	11/30/2021	Resumes forwarded to Oversight