

**Baltimore City  
Community College**

**Board of Trustees  
Open Session**

**Dr. Debra L. McCurdy**  
President

**Mr. Kurt L. Schmoke**  
Chair

WEDNESDAY | JANUARY 19, 2022

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

TAB 1 | Approval of the January 19, 2022 Agenda

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

Open Session Agenda | 4:00pm January 19, 2022 (Virtual Zoom Meeting)

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

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<b>I. Call to Order</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
<b>Adoption of Agenda (Vote)</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
a. Approval of the January 19, 2022 Agenda (Tab 1)	
<b>II. Board Actions / Consent Agenda (Vote)</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
a. December 15, 2021 Open Session Minutes (Tab 2)	
b. Closed Session Meeting Summary (Tab 2)	
c. Special Meeting December 21, 2021 Open Session Minutes (Tab 2)	
d. Student Government Association Report (Tab 3)	
<b>III. Items Removed from the Agenda (Tab 6)</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
a. AFSCME Local #1870 at BCCC Report (Tab 4)	
b. Faculty Senate Report (Tab 5)	
<b>IV. New Business (Tab 7)</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
▪ Procurement Delegation (Votes)	Dr. Debra McCurdy, <i>President</i>
○ West Pavilion Chiller & Pumps Replacement (\$175,000)	Ms. Katherine Dixon,
○ West Pavilion Fire Alarm System Upgrade (\$160,000)	<i>AVP Facilities</i>
○ South Pavilion Roof Replacement (\$424,000)	Ms. Anna Lansaw,
○ Life Science Exterior Doors Replacement (\$191,000)	<i>Director of Procurement</i>
<b>V. College Policies (Tab 8)</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
▪ None	
<b>VI. Presentations (Tab 9)</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
▪ Facilities Update	Dr. Debra McCurdy, <i>President</i>
	Mr. Michael Thomas,
	<i>VP Workforce Dev. &amp; Con't Ed.</i>
	Ms. Katherine Dixon,
	<i>AVP Facilities</i>
▪ Enrollment Report	Dr. Debra McCurdy, <i>President</i>
	Ms. Becky Burrell,
	<i>VP Institutional Effectiveness</i>
	Dr. Daniel Velez,
	<i>VP Student Affairs</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)**

- a. Operational
- b. Realignment

Dr. Debra McCurdy, *President*

**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 | December 19, 2021 Minutes

TAB 2 | Closed Session Meeting Summary

TAB 2 | Special Meeting December 21, 2021 Minutes

TAB 3 | Student Government Association

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

TAB 2 | December 19, 2021 Minutes

TAB 2 | Closed Session Meeting Summary

TAB 2 | December 21, 2021 Special Meeting Minutes

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

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

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I. **Call to Order** – Chairman Kurt L. Schmoke called the meeting to order at 4:04 pm.

**Adoption of Agenda**

a. Approval of the December 15, 2021 Agenda

Chair Schmoke asked for a motion to approve the agenda. Trustee Weiss made the motion and Trustee Pfeifer seconded it. Without objections, the agenda was adopted.

II. **Board Actions / Consent Agenda**

- a. Approval of the November 17, 2021 Open Session Minutes
- b. Closed Session Meeting Summary
- c. Student Government Association Report

Chair Schmoke asked for a motion to approve the Consent Agenda items. Trustee Weiss made the motion to approve all three items and Trustee Toriola seconded it. The items were approved without objection.

III. **Items Removed from the Agenda**

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

IV. **New Business**

- None

V. **College Policies**

- None

VI. **Presentations**

- Procurement

Ms. Channa Williams, Interim Vice President (IVP) for Finance & Administration, presented updates related to the College's procurement process and Senate Bill (SB) 326. During the last legislative session, and effective July 1, 2021, SB326 changed the BCCC's procurement authorization levels. These changes necessitate updates to the College's procurement process which require Board approval. Trustee Weiss requested clarification regarding the \$500,000 threshold. Interim VP Williams indicated that the wording would be modified.

IVP Williams provided an overview of the proposed changes and an updated BCCC Procurement Policies and Procedures document. The procurement document includes ten sections, noted below.

1. General information
2. Advertising and competitive requirements
3. Electronic procurement authorization
4. Procurement methods
5. Contract types
6. Contract administration
7. Vendors
8. Socio-economic policies and compliance
9. Protests and claims
10. Definitions

In addition to the proposed policies and procedures document, the Board received a standard Conflict of Interest Statement that is part of the procurement requirements.

**Action:** The Board of Trustees will meet in a special session on Tuesday, December 21, 2021 at 4:00 pm to vote on the approval of the BCCC Procurement Policies and Procedures document. Notification of this special session of the Board will be posted on the BCCC website and be conducted as an open meeting. The December 21, 2021 meeting agenda will be posted 24 hours in advance of the meeting, as required.

- Facilities Update

Mr. Michael Thomas, VP Workforce Development and Ms. Katherine Dixon, Assistant Vice President (AVP) for Facilities shared a presentation regarding the status of ongoing capital projects and renovations across College facilities. The construction of the Loop Road is in the middle of Phase 1, including the removal of Harper Hall and the completion of the back section of the new road. The Loop Road project is on schedule and the College is working with the Baltimore Traffic Engineering Office to coordinate traffic light upgrades for the entrance and the new exit on Liberty Heights Avenue.

Capital improvement projects, such as the Game Room updates, are on schedule as are all major maintenance projects (roofing, HVAC, and Fire Alarm systems). Facility renewal projects are on schedule and include restroom renovations. The Bard Demolition project is on schedule with approval for the creation of Green Space at that location.

**Action:** Board Chairman, Schmoke inquired about the loss of the current Child Care facility (Harper Hall) and plans to replace or re-locate a Child Care Center at BCCC. VP Thomas responded that the College will review plans to open an updated Child Care Center in either West Pavilion or the South Pavilion. The new Child Care Center would be operated by the College though joint planning by the Academic Affairs Early Childhood Education programs and the Workforce Development training program in Early Childhood Education.

- Enrollment Report

Ms. Becky Burrell, Vice President (VP) for Institutional Effectiveness, Research, & Planning and Dr. Daniel Velez, VP Student Affairs, provided a presentation of the Fall, Winter and Spring (to date) credit enrollment and strategies. The presentation included more detailed information regarding International Students, as requested by Trustee Toriola at the last Board meeting.

- Current BCCC enrollment by geographic region includes 76% of students from Baltimore City, 14% from Baltimore County, 5% from other Maryland Counties combined and 4% from another Country.
- Students self-report demographic country of origin; it does not directly indicate if they are new Baltimore residents or have an F-1 Visa status.
- The countries with the largest enrollment other than the United States include Nigeria (169), Cameroon (41), Jamaica (30), Nepal (26), Honduras (21) and Ethiopia (16).
- VP Burrell shared enrollment trend data across all 16 Maryland community colleges (system-wide declines in enrollment). BCCC reported an increase in enrollment for the Winter Term (from 247 to 276) and registration for the Spring 2022 is ahead of the same point in time last year.

VP Burrell shared that the Cabinet is improving processes to best serve students, faculty, and staff. For example, through coordination across Cabinet areas, the academic calendar was adjusted to open registration earlier.

Dr. Velez shared strategies for increasing recruitment efforts, enrollment and retention at the College. He highlighted several outreach efforts for recruiting international students as well as upgrades to email notification systems and communications with potential new students, those who have “stopped out” and “near completers”. Student Affairs is in the process of hiring new Admissions Office recruiters.

Trustee Toriola asked for clarification regarding student questions in response to financial aid refund letters sent to students. The refunds are in process; however, students reported difficulty in getting through on the phone to ask questions. Dr. Velez shared that the College has been updating the phone system and there was a gap in service due to changed phone numbers and misrouting of calls. This has been corrected in the new system which will direct all calls across the Department, with additional back-up routed to a voice mail system.

#### ▪ Enterprise Resource Planning (ERP) Update

Mr. John Schiesler, Director of Enterprise Applications Systems reported on the current status of the transition to the new ERP system (Ellucian Banner). Overall, the College maintains a GREEN status from the Maryland 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 continues to provide official monthly ‘Health Assessment’ reports to the State which includes details on project activities including milestones, deliverables, and spending. Despite adjustments to the internal module go-live dates, the project is still on track to be completed by December 2022, as originally scheduled.

The first module to “Go Live” will be the Financial Aid System scheduled for February 2022. This will allow the College to integrate Financial Aid data and “package” student awards in March 2022, with disbursements in August 2022 (for the Fall 2022 semester). Students will be notified prior to the term they plan to start.

The second module to go live will be Human Resources scheduled for April 2022, followed by Student Enrollment in May 2022. This will allow for the full implementation of the system during the Fall 2022 semester.

## VII. President’s Report

Dr. Debra McCurdy, President, reported on the College's Return-to-Campus planning and progress in terms of a four-phase process (Phase 0 – 3). The College is currently in Phase 2 with all non-faculty staff working in a hybrid schedule of four days on campus and one day remote. Classes remain virtual, with limited on-campus labs and clinicals as required for students to complete program and licensing requirements (such as School of Nursing and Health Professions graduates). The College continues to respond to the pandemic and planning for a safe return to campus, guided by seven main strategies addressed in the College's COVID-19 Response documents. This information is posted on the BCCC website as well as being communicated through periodic updates by the President.

BCCC will move to Phase 3 of the Return-to-Campus plan for the Spring 2022 semester. While staff and faculty return to a five-day week regular schedule, COVID-19 safety protocols remain in place, including the following requirements.

- Masks will be required indoors at all BCCC facilities regardless of vaccination status.
- Social Distancing (maintaining 6 feet) and limited class size will be enforced.
- No large-group functions will be allowed on campus.
- Limited vending, and the café will not be operating.
- All BCCC employees are encouraged to be fully vaccinated or tested for COVID-19 on a weekly basis. Testing is available through CVS Minute Clinic which is housed in the College's South Pavilion. The availability of on-site vaccinations are pending.
- Students taking in-person classes or using in-person services are also encouraged to be fully vaccinated or tested for COVID-19 on a weekly basis.

The College will monitor COVID-related incidents on campus. Public Safety serves as the point of contact in each building to respond to any COVID-related issues or concerns. The Facilities Department has established COVID cleaning schedules for each building. This includes hourly cleaning in restrooms, between-session cleaning of classrooms, and daily cleaning of office areas. The Spring semester includes an increased number of on-line and hybrid class schedules so students may return to class based on their own comfort level and needs.

## **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 Pfeifer and seconded by Trustee Tannhauser Blum. Without objection, the Open Session was adjourned, and the Closed Session was scheduled to begin at 6:00 p.m.

Respectfully submitted,  
Debra L. McCurdy, PhD  
President



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

Closed Session Summary | December 15, 2021 (Virtual Zoom Meeting)

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**Board Members Present:** Chairman Kurt L. Schmoke, Esq.; Ms. Leonor Tannhauser Blum; 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.

**Board Members Absent:** Dr. John Brothers

**Also in Attendance:** Ms. Maria E. Rodriguez, Esq.; Ms. Kristin McFarland, Esq.; Ms. Becky Burrell, BCCC VP of Institutional Effectiveness and Research.

The open meeting was closed at 6:00 PM pursuant to a unanimous vote of Board Members. Chairman Schmoke brought the closed session meeting to order at 6:07 PM.

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

### **Topics Discussed:**

The Trustees discussed a personnel matter.

The closed session was adjourned at 6:55 PM following a unanimous vote upon a motion made by Mr. Weiss and seconded by Mr. Perkins-Cohen.

Respectfully submitted,

Debra L. McCurdy, PhD  
President

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

Special Meeting Minutes | 4:00pm Tuesday, December 21, 2021 (Virtual Zoom Meeting)

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I. **Call to Order** – Chairman Kurt L. Schmoke called the meeting to order at 4:08pm.

**Adoption of Agenda (Vote)**

a. Approval of the December 21, 2021 Agenda

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

II. **College Policies**

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

Chairman asked that Ms. Williams review new information not covered at the December Board of Trustees meeting. President McCurdy indicated that the draft Procurement Policies and Procedures were previously distributed at the December 15, 2021 meeting of the Board. The Procurement Procedures are before the Board in this Special Meeting for approval and to clarify and approve the authority for spending levels.

VP Williams provided an update regarding the President's and the Board of Trustees' roles and responsibilities. She indicated that the Procurement Manual provided to the Board an outline covering the procurement requirements and spending authorities. VP Williams covered the following points regarding the change in procurement authority:

- Senate 326 Overview which was effective July 1, 2021
- Senate Bill 326 Requirements
- Board & 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
    - Approve proposed policies outlined in Section 1. 4. of the procurement manual governing conflict of interest issues
    - 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 from \$25,000 up to \$100,000
    - Prior approvals needed to conduct any procurements exceeding \$25,000
    - Establish specific internal procurement requirements and compliance

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The approval level for contracts and the prior approvals for College processes are being developed.

- 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.
- 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. This section also includes the policies governing conflict of interest issues.
  - Section 2 – Advertising and Competition Requirements
    - This section outlines the advertising requirements for procurement based on dollar value and sole source procurements:
      - From \$0.01 to \$4,999 competition is preferred but not required.
      - From \$5,000 up to \$25,000 shall have at least two written bids/proposals
      - From \$25,000 up to \$50,000 shall be advertised for minimum of 3 days
      - From \$50,000 and above shall be advertised for at least 20 days

Trustee Weiss indicated a clarification needed to amend dollar values to reflect the following:

- *From \$5,000 up to \$24,999 shall have at least two written bids/proposals*
- *From \$25,000 up to \$49,999 shall be advertised for minimum of 3 days*
- Section 3 – Electronic Procurement Authorization
  - This section allows the College to conduct procurement transactions by electronic means.
- 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 utilize 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.
- 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.
- 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 including proposed section for conflict of interests
  - 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

Chairman Schmoke asked for a motion to approve the College's Procurement Policies & Procedures which contain the institution's procurement delegation of authority and established dollar thresholds. Trustee Pfeifer made the motion for approval and Trustee Brothers seconded it. Without objections, the motion was approved.

- BCCC & Regent Education Inc. **(Vote)**  
Contract Modification No. 4 (\$324,000)

VP Williams brought forward a request for a contract modification for BCCC & Regent Education which supports the financial aid management system. The amount requested is for the renewal option year commencing on January 1, 2022 through December 1, 2022 in the amount of \$324,000.

Chairman Schmoke asked for a motion to approve the BCCC & Regent Education Inc. Contract Modification No. 4. Trustee Weiss made the motion for approval and Trustee Blum seconded it. Without objections, the motion was approved.

### III. Motion for Adjournment **(Vote)**

Chairman Schmoke asked for a motion for adjournment. Trustee Pfeifer made the motion and Trustee Perkins-Cohen seconded it. Without objections, the motion was approved.

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

TAB 3 | Student Government Association Report

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## **Baltimore City Community College**

### **CABINET UPDATE**

**Board of Trustees, January 19, 2022**

*Student Affairs*

#### **STUDENT GOVERNMENT ASSOCIATION**

Due to the December final exam schedule, the last meeting of the fall semester took place on November 30, 2021. This was in the November 2021 SGA report that was reviewed for the December 15, 2021, Board of Trustees Meeting.

Students did not arrive back until the beginning of the Spring Semester on January 12, 2022.

SGA is working on filling senator positions, as well as a vacant executive board position.

#### ***Activities and Events***

December 1, 2021 – Highlandtown Immigration and Food Project, Part 1 – Members of the LatinX Uni2 Student Club attended a presentation on the politics and history of immigration, food, and culture in Highlandtown from 1980 to 2021. The guest panelists were as follows: Andy Dahl, the Manager of Neighborhood Programs of Southeast CDC, Rosalyn Vera, Owner of Cocina Luchadoras, and Yesenia Mejia who is with the Creative Alliance. The facilitator of the online program was Tania Lizarazo, and the event took place from 4:30 – 5:30 pm.

December 6, 2021 – Conversation with author Gayle Jessup White – Members of the History and Anthropology Clubs attended a webinar featuring guest author Gayle Jessup White, Ms. Jessup is a descendant of Sally Hemmings and Thomas Jefferson. She discussed her book, Reclamation: Sally Hemmings, Thomas Jefferson, and a Descendant's Search for Her Family's Legacy. The event was sponsored by the Reginald F. Lewis Museum and took place at 7pm.

December 8, 2021- Highlandtown Immigration and Food Project, Part II – Members of the LatinX Uni2 Student Club attended the student led presentation on the historical timeline of LatinX food and culture in Highlandtown from the 1980's to the 1990's. The presenters were students from UMBC's Baltimore Field School program. The program was held from 5:30 – 6:30 pm online.

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

TAB 4 | AFSCME Local #1870 at BCCC Report

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- No Report Submitted

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

TAB 5 | Faculty Senate Report

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- No Report Submitted

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

TAB 6 | Items Removed from the Agenda

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- AFSCME Local #1870 at BCCC Report
- Faculty Senate Report

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

**TAB 7 | New Business**

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- Procurement Delegation **(Votes)**
  - West Pavilion Chiller & Pumps Replacement **(\$175,000)**
  - West Pavilion Fire Alarm System Upgrade **(\$160,000)**
  - South Pavilion Roof Replacement **(\$424,000)**
  - Life Science Exterior Doors Replacement **(\$191,000)**

**BALTIMORE CITY COMMUNITY COLLEGE  
BOARD OF TRUSTEE  
ACTION ITEM  
January 19, 2022**

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**Contract ID:** BCCC-FY22-WP-001  
**Contract Description:** West Pavilion Chiller and Pumps Replacement  
**Contract Term:** 120 Calendar Days from Notice to Proceed  
**Contract Amount:** \$175,000 (Engineer's Estimate)

**Small Business  
Reserve (SBR) Designated:** Yes

**Minority Business  
Enterprise (MBE) Goal:** 10%

**Requesting Remarks:**

The College is requesting pre-approval to award the above reference contract in the not to exceed amount of \$175,000. Contractor shall provide all labor, equipment, tools, materials, supplies, etc. to remove and replace a 46-ton chiller and two (2) pumps in the West Pavilion building. This contract has been designated to the Small Business Reserve program and assigned a 10% MBE participation goal.

A total of six (6) bids were received on January 14, 2022 that are currently under evaluation. The bids ranged from \$108,810 to \$167,000. Upon contract award, the College will update the Board of the actual contract award and value.

**Fund Source:** Capital Construction

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<b>BOARD OF TRUSTEES ACTION</b>	<b>THIS ITEM WAS:</b>		
<b>APPROVED</b>	<b>DISAPPROVED</b>	<b>DEFERRED</b>	<b>WITHDRAWN</b>
	<b>WITH DISCUSSION</b>	<b>WITHOUT DISCUSSION</b>	

**BALTIMORE CITY COMMUNITY COLLEGE  
BOARD OF TRUSTEE  
ACTION ITEM  
January 19, 2022**

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**Contract ID:** BCCC-FY22-WP-002  
**Contract Description:** West Pavilion Fire Alarm System Upgrade  
**Contract Term:** 120 Calendar Days from Notice to Proceed  
**Contract Amount:** \$160,000 (Engineer's Estimate)

**Small Business  
Reserve (SBR) Designated:** Yes

**Minority Business  
Enterprise (MBE) Goal:** 10%

**Requesting Remarks:**

The College is requesting pre-approval to award the above reference contract in the not to exceed amount of \$160,000. Contractor shall provide all labor, equipment, tools, materials, supplies, etc. Fire Alarm System in the West Pavilion (WP) on at the Liberty West Campus. This contract has been designated to the Small Business Reserve program and assigned a 10% MBE goal.

Upon contract award, the College will update the Board of the actual contract awardee and value.

**Fund Source:** Capital Construction

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<b>BOARD OF TRUSTEES ACTION</b>	<b>THIS ITEM WAS:</b>		
<b>APPROVED</b>	<b>DISAPPROVED</b>	<b>DEFERRED</b>	<b>WITHDRAWN</b>
	<b>WITH DISCUSSION</b>	<b>WITHOUT DISCUSSION</b>	

**BALTIMORE CITY COMMUNITY COLLEGE  
BOARD OF TRUSTEE  
ACTION ITEM  
January 19, 2022**

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**Contract ID:** BCCC-FY22-SP-11  
**Contract Description:** South Pavilion Roof Replacement  
**Contract Term:** 60 Calendar Days from Notice to Proceed  
**Contract Amount:** \$424,000

**Small Business Reserve (SBR) Designated:** Yes

**Minority Business Enterprise (MBE) Goal:** 10%

**Requesting Remarks:**

The College is requesting pre-approval to award the above reference contract in the not to exceed amount of \$424,000. The contractor shall provide all labor, equipment, tools, materials, supplies, etc. required for roof replacement including removing the existing roof and installing a new roof located at 2600 Liberty Heights Avenue, Baltimore, MD 21215. This contract has been designated to the Small Business Reserve program and assigned a 10% MBE participation goal.

A total of four (4) bids were received on January 14, 2022, that are currently under evaluation. Bids range from \$424,000 to \$831,188. Upon contract award, the College will update the Board of the actual contract awardee and value.

**Fund Source:** Capital Construction

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<b>BOARD OF TRUSTEES ACTION</b>	<b>THIS ITEM WAS:</b>		
<b>APPROVED</b>	<b>DISAPPROVED</b>	<b>DEFERRED</b>	<b>WITHDRAWN</b>
	<b>WITH DISCUSSION</b>	<b>WITHOUT DISCUSSION</b>	

**BALTIMORE CITY COMMUNITY COLLEGE  
BOARD OF TRUSTEE  
ACTION ITEM  
January 19, 2022**

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**Contract ID:** BCCC-FY22-LS-001

**Contract Description:** Life Science Exterior Door Replacement

**Contract Term:** 90 Calendar Days from Notice to Proceed

**Contract Amount:** \$191,000 (Engineer's Estimate)

**Small Business  
Reserve (SBR) Designated:** Yes

**Minority Business  
Enterprise (MBE) Goal:** 10%

**Requesting Remarks:**

The College is requesting pre-approval to award the above reference contract in the not to exceed amount of \$191,000. Contractor shall provide all labor, equipment, tools, materials, supplies, etc. to remove and replace the existing doors and install new exterior doors at Life Science building located Liberty Heights Campus. This contract has been designated to the Small Business Reserve program and assigned a 10% MBE participation goal.

Upon contract award, the College will update the Board of the actual contract awardee and value.

**Fund Source:** Capital Construction

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<b>BOARD OF TRUSTEES ACTION</b>		<b>THIS ITEM WAS:</b>	
<b>APPROVED</b>	<b>DISAPPROVED</b>	<b>DEFERRED</b>	<b>WITHDRAWN</b>
<b>WITH DISCUSSION</b>		<b>WITHOUT DISCUSSION</b>	

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

TAB 8 | College Policies

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- None

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

TAB 9 | Presentations

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- Facilities Update
- Enrollment Update
- ERP Update

# Facilities Project Update

Facilities Planning and Operations

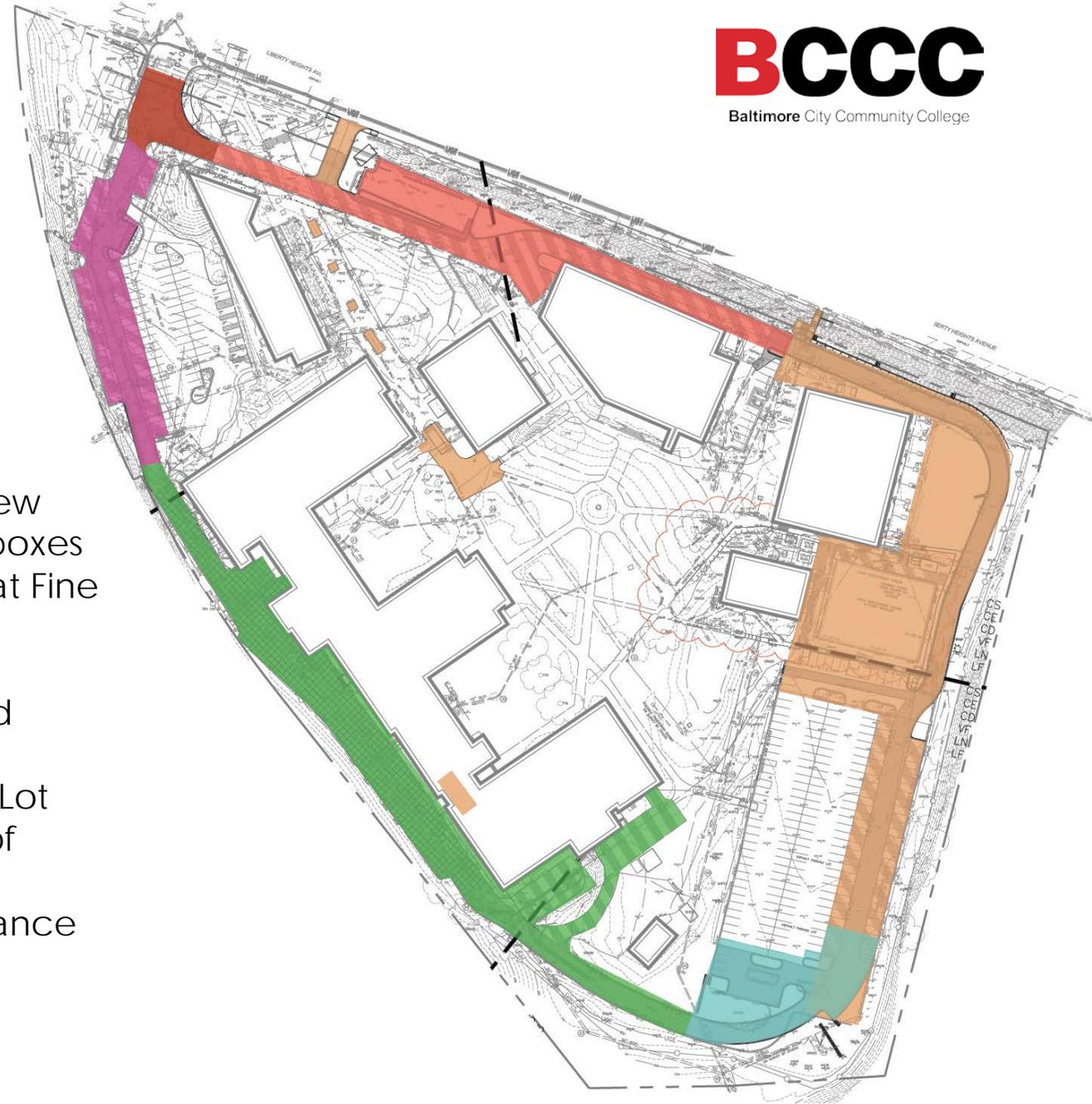
01.19.2021

## 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

# BCCC Perimeter Loop Road Project



Harper Hall

## BCCC Perimeter Loop Road Project



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

# BCCC Perimeter Loop Road Project



BCCC Perimeter Loop Road Project



Baltimore Community College



# BCCC Perimeter Loop Road Project



## Bard Building Demolition

- FY22 Capital Budget - Governor included \$7.4m for demolition of the Bard Building
- Final Program approved 12.16.21
- DGS selected A/E firm
- Short-term plan to return site to green space
- Long-term plan to redevelop the site for Harbor Campus when market conditions permit.
- Schedule:
  - Demo plans: Jan. – May 2022
  - Bid: June 2022
  - NTP: Sept. 2022
  - Complete: March 2023



# **Board of Trustees Meeting**

Wednesday, January 19, 2022

## **Enrollment Report**

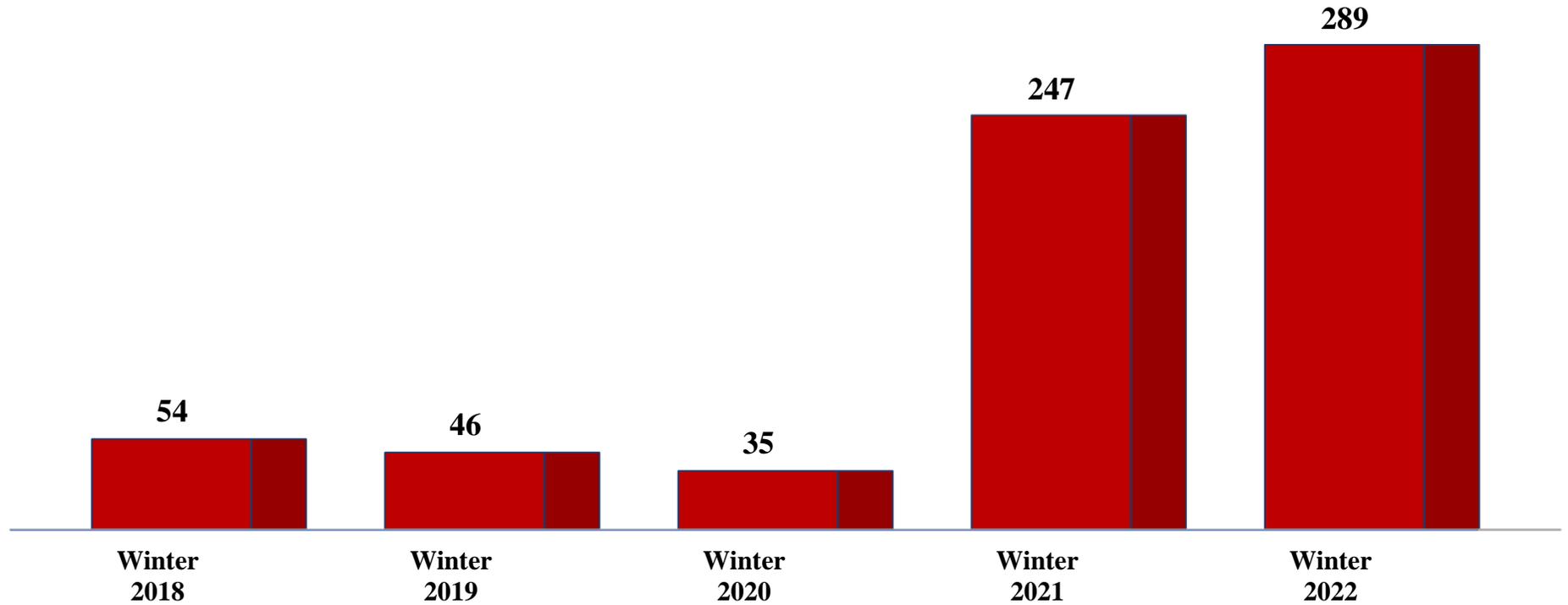
Dr. Daniel C. Velez, Vice President, Student Affairs

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

# Winter Credit Enrollment Trends 2018-2022\*

+435% Change from  
Winter 2018 to Winter 2022

\*As of 1/10/2022



Source: BCCC Enrollment Information System files and Student Information System. | Office of Institutional Research

# Winter 2022 Enrollment As of 1/10/2022

## Winter Credit Unduplicated Headcount Enrollment Update for January 10, 2022 4:00 PM

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

Registration for Winter 2020 began on November 16, 2020.

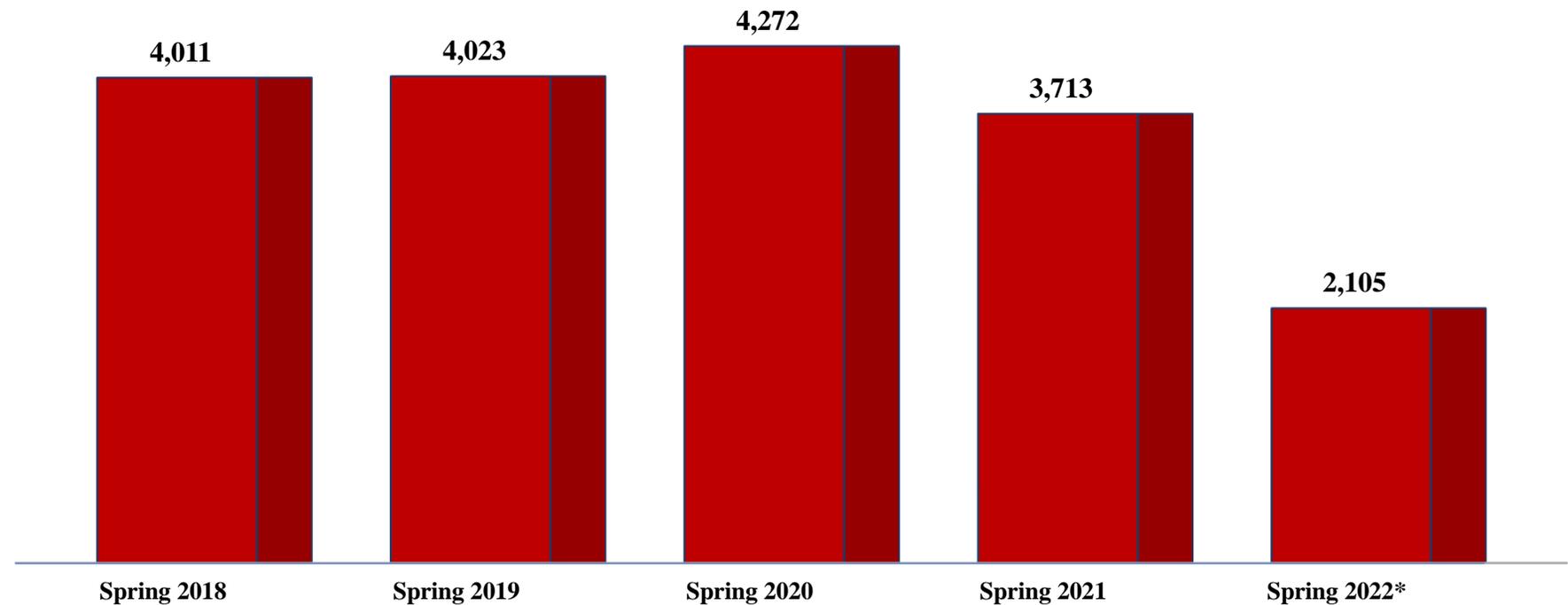
Registration for Winter 2021 began on October 25, 2021.

<b>Total Headcount Change from Prior Year</b>		<b>18.4%</b>		<b>23 days after the start of classes</b>		
	Winter 2021 as of 01/11/2021	Winter 2022 as of 01/10/2022	% Change			
<b>Total Headcount</b>		<b>244</b>	<b>289</b>	<b>18.4%</b>		
Student Characteristics	Winter 2021 as of 01/11/2021	Winter 2022 as of 01/10/2022	% Change	% of Winter 2021	% of Winter 2022	
<b>Entry Status</b>						
New to BCCC	27	23	-14.8%	11.1%	8.0%	
Began BCCC in Preceding Fall	39	43	10.3%	16.0%	14.9%	
Continuing from Before Preceding Fall	178	223	25.3%	73.0%	77.2%	
<b>Total</b>	<b>244</b>	<b>289</b>	<b>18.4%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>Gender</b>						
Women	187	229	22.5%	76.6%	79.2%	
Men	57	60	5.3%	23.4%	20.8%	
Blank/Unknown	0	0	0.0%	0.0%	0.0%	
<b>Total</b>	<b>244</b>	<b>289</b>	<b>18.4%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>Ethnic Background</b>						
African American/ not Hispanic	190	220	15.8%	77.9%	76.1%	
White/ not Hispanic	21	24	14.3%	8.6%	8.3%	
Hispanic	11	7	-36.4%	4.5%	2.4%	
Asian	9	8	-11.1%	3.7%	2.8%	
Two or more races	8	17	112.5%	3.3%	5.9%	
Other/Unknown	5	13	160.0%	2.0%	4.5%	
<b>Total</b>	<b>244</b>	<b>289</b>	<b>18.4%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>State Residence Status (Tuition Status)</b>						
City	155	195	25.8%	63.5%	67.5%	
County	75	74	-1.3%	30.7%	25.6%	
Other State	2	3	50.0%	0.8%	1.0%	
Other Country	12	17	41.7%	4.9%	5.9%	
<b>Total</b>	<b>244</b>	<b>289</b>	<b>18.4%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>Academic Goal</b>						
AA Degree	204	235	15.2%	83.6%	81.3%	
Certificate	15	22	46.7%	6.1%	7.6%	
No degree; Courses to Transfer	17	18	5.9%	7.0%	6.2%	
No Degree or Certificate	8	14	75.0%	3.3%	4.8%	
Other	0	0	0.0%	0.0%	0.0%	
<b>Total</b>	<b>244</b>	<b>289</b>	<b>18.4%</b>	<b>100.0%</b>	<b>100.0%</b>	

# Spring Credit Enrollment Trends 2018-2022\*

\*As of 1/11/2022

Spring 2018 – Spring 2021 reflect final enrollment reported to MHEC. Spring 2022 registration is still underway for all mini-sessions.



Source: BCCC Enrollment Information System files and Student Information System. | Office of Institutional Research

# Spring 2022 Mini-sessions

Spring 2022 Session	First Day of Classes	End of Add-Drop Period	Last Day of Classes (Including Finals)
16-Week	January 12	January 20	May 10
Accelerated 1 (A1) 8-Week	January 12	January 13	March 8
14-Week	January 26	January 27	May 10
12-Week	February 9	February 10	May 10
10-Week	February 23	February 24	May 10
Accelerated 2 (A2) 8-Week	March 9	March 10	May 10

Source: BCCC Spring 2022 Academic Calendar distributed by the Records and Registration Office.

# Spring 2022 Enrollment As of 1/11/2022



## Spring Credit Unduplicated Headcount Enrollment Update for January 11, 2021 2:30 PM

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.

<b>Total Headcount Change from Prior Year</b>		<b>-4.9%</b>		<b>1 day before the start of classes</b>		
	Spring 2021 as of 01/12/2021	Spring 2022 as of 01/11/2022	% Change			
<b>Total Headcount</b>		<b>2213</b>	<b>2105</b>			
Student Characteristics	Spring 2021 as of 01/12/2021	Spring 2022 as of 01/11/2022	% Change	% of Spring 2021	% of Spring 2022	
<b>Entry Status</b>						
New to BCCC	174	150	-13.8%	7.9%	7.1%	
Began BCCC in Preceding Fall or Winter	301	269	-10.6%	13.6%	12.8%	
Continuing from Before Preceding Fall	1738	1686	-3.0%	78.5%	80.1%	
<b>Total</b>	<b>2213</b>	<b>2105</b>	<b>-4.9%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>Gender</b>						
Women	1670	1635	-2.1%	75.5%	77.7%	
Men	543	470	-13.4%	24.5%	22.3%	
Blank/Unknown	0	0	0.0%	0.0%	0.0%	
<b>Total</b>	<b>2213</b>	<b>2105</b>	<b>-4.9%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>Ethnic Background</b>						
African American/ not Hispanic	1764	1675	-5.0%	79.7%	79.6%	
White/ not Hispanic	160	148	-7.5%	7.2%	7.0%	
Hispanic	104	89	-14.4%	4.7%	4.2%	
Asian	84	67	-20.2%	3.8%	3.2%	
Two or more races	59	62	5.1%	2.7%	2.9%	
Other/Unknown	42	64	52.4%	1.9%	3.0%	
<b>Total</b>	<b>2213</b>	<b>2105</b>	<b>-4.9%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>State Residence Status (Tuition Status)</b>						
City	1477	1437	-2.7%	66.7%	68.3%	
County	528	505	-4.4%	23.9%	24.0%	
Other State	30	38	26.7%	1.4%	1.8%	
Other Country	178	125	-29.8%	8.0%	5.9%	
<b>Total</b>	<b>2213</b>	<b>2105</b>	<b>-4.9%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>Academic Goal</b>						
AA Degree	1842	1694	-8.0%	83.2%	80.5%	
Certificate	100	162	62.0%	4.5%	7.7%	
No degree; Courses to Transfer	156	158	1.3%	7.0%	7.5%	
No Degree or Certificate	113	90	-20.4%	5.1%	4.3%	
Other	2	1	0.0%	0.1%	0.0%	
<b>Total</b>	<b>2213</b>	<b>2105</b>	<b>-4.9%</b>	<b>100.0%</b>	<b>100.0%</b>	

# Credit and Non-Credit/Continuing Education Distance Education: Courses, Sections, and Enrollments (Seats)

## Calendar Year 2021

	Credit Courses				Non-Credit/Continuing Ed. Courses			
	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall
<b>Undergraduate</b>								
A) Courses	10	296	86	281	0	59	41	52
B) Sections	18	698	256	704	0	233	89	119
C) Enrollments	336	10311	3981	10436	0	3129	1075	1272

## Calendar Year 2020

	Credit Courses				Non-Credit/Continuing Ed. Courses			
	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall
<b>Undergraduate</b>								
A) Courses	2	104	85	293		21	43	41
B) Sections	2	167	205	769		28	73	126
C) Enrollments	39	3333	4310	12451		53	396	1756

### Definitions

**Distance Education:** Courses taught exclusively via online or other technologically-mediated modality (except for testing, orientation, or academic support services which require coming to campus).

**Courses:** Number of unique courses with at least one section that ran via distance education.

**Sections:** Number of sections that ran via distance education for all courses.

**Enrollments:** The number of registrations in all course sections that ran via distance education.

# Key Points

- Changes in the pandemic may have impacted college-going decisions this spring
- New email campaigns
- New social media campaigns
- Hired a new Recruiter, and two more will be hired
- Posted for three new Advisors to reduce wait times



# What are we doing

**BCCC's Spring Semester Begins January 12.  
Have You Registered for Classes?**

**Register for Classes Today**

Register now for **tuition-free\*** spring courses with multiple start dates.

**Spring classes start:**  
January 12  
January 26  
February 9  
February 23  
March 9

\*For eligible students.

**BCCC**  
Baltimore City Community College

[Click Here to Register](#)

**Free Textbook Shipping When You Register for Spring 2022 Classes.**

## Current Students

**BCCC's Spring Semester Begins January 12.  
Have You Registered for Classes?**

**Pick Up Where You Left Off**

Register now for **tuition-free\*** spring courses with flexible schedules.

**Spring classes start:**  
January 12  
January 26  
February 9  
February 23  
March 9

\*For eligible students.

**BCCC**  
Baltimore City Community College

[Click Here to Register](#)

**Free Textbook Shipping When You Register for Spring 2022 Classes.**

## Stop Outs

<input type="checkbox"/>	Time Sent ↓	Campaign Name	Sends	Opens	Clicks	Bounces	Unsubscribes
<input type="checkbox"/>	Fri, Dec 31, 2021, 11:15 AM	Current Students - 12/27/2021	3,606	1,282 37%	75 6%	123 3%	0 0%
<input type="checkbox"/>	Fri, Dec 31, 2021, 11:10 AM	Prospective Students - 12/27/2021	569	157 29%	8 5%	23 4%	0 0%
<input type="checkbox"/>	Fri, Dec 31, 2021, 11:10 AM	Stop-out: 12/27/2021	2,983	1,003 35%	54 5%	113 4%	0 0%
<input type="checkbox"/>	Fri, Dec 31, 2021, 11:07 AM	Near-Completer - 12/27/2021	285	75 29%	2 3%	26 9%	0 0%
<input type="checkbox"/>	Tue, Dec 21, 2021, 3:01 PM	Student Holiday Email - 12/2021	8,838	2,793 33%	0 0%	469 5%	19 1%
<input type="checkbox"/>	Mon, Dec 13, 2021, 3:15 PM	Admissions Information Session - Spring 2022 Campaign - 12/8/21	3,530	1,357 40%	68 5%	131 4%	2 1%
<input type="checkbox"/>	Thu, Dec 9, 2021, 5:18 PM	Near-Completer - 12/8/2021	293	82 30%	4 5%	23 8%	2 1%
<input type="checkbox"/>	Thu, Dec 9, 2021, 5:14 PM	Current Students - 12/8/2021	3,613	1,233 35%	69 6%	125 3%	0 0%
<input type="checkbox"/>	Thu, Dec 9, 2021, 5:13 PM	Prospective Students - 12/8/2021	573	289 53%	8 3%	24 4%	2 1%
<input type="checkbox"/>	Thu, Dec 9, 2021, 5:12 PM	Stop-out: 12/8/2021	2,990	1,081 38%	52 5%	108 4%	1 1%

# Communication

**Open Rate: 36.22%**

Open Rate Industry Average  
(28%): **8% higher than the  
industry average**

**Click Rate: 4.77%**

Click Rate Industry Average  
(2%): **4.77% higher than the  
industry average**

# Virtual Help Desk

559 log ins in the first week

- January 4                      11 log ins
- January 5                      54 log ins
- January 6                      127 log ins
- January 7                      115 log ins
- January 10                     252 log ins

# **B**CCC

## Enterprise Resource Planning (ERP)

### Project Update

January 19, 2022

John Schiesler (Director of Enterprise  
Applications)

## Project Status

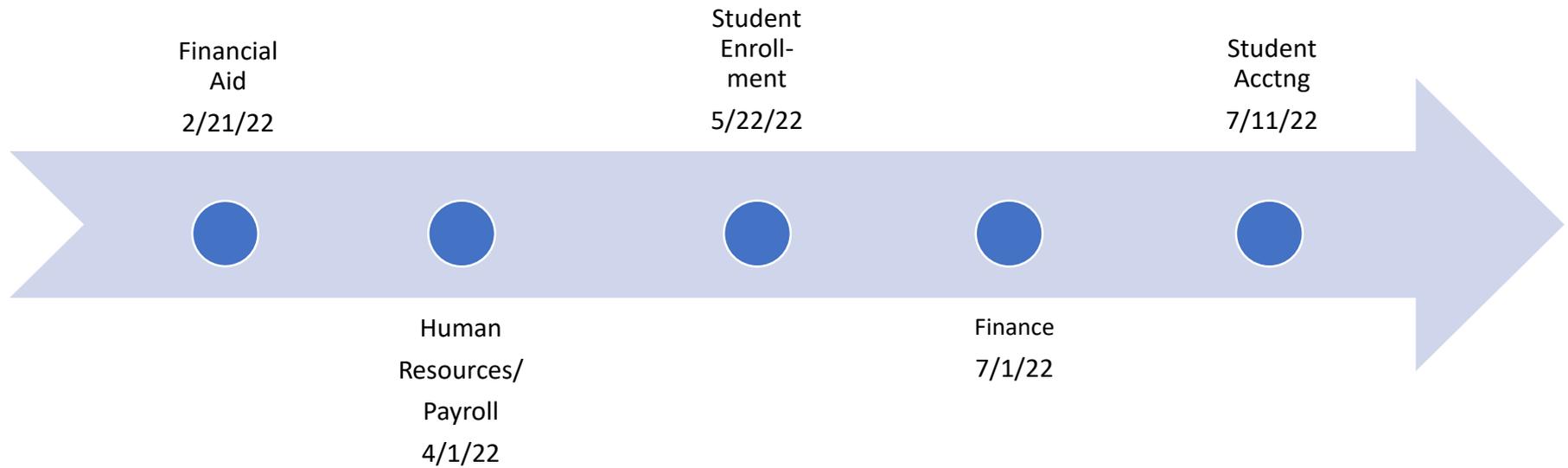
The College maintains a **GREEN** status from the State's Department of Information Technology (DoIT).

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



# Human Resources

## Key Milestones:

- **4/1/2022 – Web Time Entry replaces MDTime**
  - BCCC will continue to manually enter new employees into Workday and time into Central Payroll
- **8/1/2022 – Integration Completed**
  - Central Payroll Integration development and testing completed and implemented
  - Workday integration development tested completed and implemented

# Human Resources Preparation

- **Data Migration and Validation**
  - Student Data (General Person Employee)
  - Position Control
  - Onboarding/Hiring
  - Employee Leave Balances
- **Web Time Entry**
- **Operational Readiness**
  - Testing - All Human Resources/Payroll Processes tested including pay cycles for PIN and non-PIN employees
  - Communication to staff and faculty
- **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, January 19, 2022**

*Dr. Debra L. McCurdy, President*

Given the rise in COVID cases and the impact from variants, the planned date for the instructional courses to return face-to-face for the Spring semester, was moved from January 12 to January 31. This is consistent with many of our two year counterparts who have made changes to anticipated on-site start dates or modified other aspects of their academic calendars (**attached**). The controversies about mandatory vaccinations or required weekly testing have consumed a great deal of institutional energy. Currently at BCCC, the nursing and health sciences faculty are vaccinated and the students in these programs must be vaccinated as mandated by the clinical labs and sites where they are assigned to complete practicum work.

We have now communicated to the students that we will be moving forward with a policy to mandate student vaccinations. Details are being worked through to determine the internal scope of work and managing the oversight. There is strong likelihood for an outside entity to oversee or assist with the oversight.

Simultaneously, we are working through how best to present a vaccination mandate for faculty and staff; obviously there are mixed opinions. A draft process has been developed.

#### **President's Forum & Opening Week, January 4-7, 2022**

On January 5, 2022 President McCurdy opened Spring Semester and welcomed 252 faculty, staff and administrations back from the winter break during the virtual Fourm (**attached**). New employees were recognized and welcomed to the College. The return to campus update included COVID vaccinations/testing, faculty on-campus resources, student services, facilities and technology. Additional updates on Academic activities including Middle States, enrollment, strategic planning, procurement, facilities, and details regarding how the College is preparing for a safe return to campus for employees and students.

A host of professional development sessions were well attended. External guests provided presentations during the Professional Development Week activities:

- Civilian Response to Active Shooter Events (CRASE) by Baltimore Police Department
- Current State of Title IX, Binghamton University
- Year Two Banner Update, Ellucian
- Argos Report Writing Demonstration, Evisions

The complete schedule of Professional Development sessions in included in the Board packet (**attached**).

#### **Spring Semester Virtual, January 12 – 30, 2022**

A communication was sent to students on January 7, 2022 regarding the move from face-to-face classes to virtual, however classes will start as scheduled beginning on January 12, 2022 . The return to face-to-face is anticipated for January 31<sup>st</sup>. Faculty and staff also received updates and communications in December and January about the return to campus protocols.

#### **President's Town Hall**

In addition to the January 5, Forum, a President's Town Hall was held on January 11, 2022 (**attached**), and attended by 213 faculty, staff and administrators. The Town Hall provided employees with specific updates regarding the College's return to campus following Governor Hogan's State of Emergency Proclamation on January 4, 2022. President McCurdy provided live responses to attendee questions regarding employee/student COVID vaccination/testing, needs in student services, resources for returning to campus and faculty concerns. Cabinet also elaborated on responses.

## **Personnel Salary Increases**

Faculty and staff were also informed of January 2022 pay increases (3%) and a \$1,500 bonus for State employees. Additionally, a 3% increase is anticipated for July 1, 2022.

## **The Comcast Partnership**

Underscoring Comcast's commitment to digital adoption and the critical role of technology in education and employment, Comcast has reached out to BCCC to provide the following:

1. A \$30,000 student emergency grant fund which can be used for challenging expenses (childcare, rent, transportation, food, etc). The office of the VP for Student Affairs will oversee the grant.
2. 100 laptops for distribution to students
3. Continuation of internet access (Internet Essential Partnerships) to offer support for student internet needs.

## **Strategic Planning**

Keeling & Associates have developed their draft of the College's 2022-2025 Strategic Plan currently being reviewed and revised by the President's Cabinet. Sessions for faculty, staff, students, community members and Board of Trustees will be held in the spring to provide feedback. The final draft will be presented to the Board of Trustees for approval. A copy of the draft Plan is included in the Board packet.

## **BCCC Foundation Assessment**

Trustee John Brothers, who also serves as the Chair of the BCCC Foundation, provided the introduction to the founder and CEO of Altruist, Donald Summers. We have received a proposal and contracted with Altruist to perform an accurate evaluation of Baltimore City Community College's fundraising performance, both within the BCCC Foundation and across the College. Once initiated and completed we will gain an assessment and better awareness about the Foundations operations and capacity for outreach. The Performance Assessment will take each participant approximately 35 minutes - 30 for an interview, and 5 minutes for a survey. The Foundation Board has been interviewed. Altruist is interested in interviewing the College's Board of Trustees, along with the select faculty and lead decision makers at the College, including the Cabinet, Deans and Directors. President McCurdy will provide additional information and outreach to the College community in the coming week. Information will also be sent directly to the members of the Board of Trustees.

## **Tuesday, January 4, 2022**

### **Civilian Response to Active Shooter Events (CRASE)**

**1:00pm – 1:50pm**

*The program is designed to provide all civilians with knowledge that will empower and instill confidence to survive an active shooter attack whether at work, church, movie theater or anywhere else. Avoid | Deny | Defend™ is designed as an awareness tool that will empower and instill confidence to civilians of all ages and abilities, helping them understand that “What You Do Matters™” in an active shooter event.*

Attendees: Faculty and Staff

Presenter: Baltimore Police Department, Detective Robinson

Zoom Link: <https://bccc-edu.zoom.us/j/94753936481>

### **In-Person Classroom Management in the Time of COVID**

**2:30pm – 3:20pm**

*As the College returns to in person instruction, the session will cover how to manage your classroom with the mask mandate and other requirements. The presentation will be a panel discussion.*

Attendees: Faculty

Presenters: Dr. Liesl B. Jones, VP of Academic Affairs

Dr. James M. Dyett, Professor & Program Coordinator, Physical Therapy Assistant Program

Mr. Michael Thomas, VP of Workforce Development & Continuing Education

Zoom Link: <https://bccc-edu.zoom.us/j/94753936481>

### **MD Time System for Faculty**

**3:30pm – 4:20pm**

*Human resources will explain how faculty will use MD Time to enter sick time and personal time.*

Attendees: Faculty

Presenters: Dr. Liesl B. Jones, VP of Academic Affairs

Ms. Danielle Porter, Director of Human Resources

Zoom Link: <https://bccc-edu.zoom.us/j/94753936481>

**Wednesday, January 5, 2022**

**The President's Forum**

**9:00am – 10:00am**

Dr. Debra L. McCurdy, President

Attendees: Faculty and Staff

Zoom Link: <https://bccc-edu.zoom.us/j/94753936481>

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**Leveraging Technology in the Classroom**

**2:30pm – 3:20pm**

*As the College returns to in person instruction the session will cover best practices for leveraging existing technology in the classrooms (i.e. smart boards, document cameras, etc.) and how to keep it interactive, and avoid the “Sage on the stage” perception.*

Attendees: Faculty

Presenter: Mr. Brian Terrill, Director of E-Learning

Ms. Jamie Gillis, Coordinator of E-Learning

Zoom Link: <https://bccc-edu.zoom.us/j/96918103111?pwd=ZjBjbzM2WUJqRFVBSzRmMjhQU3pCdz09>

**Curriculum 2.0**

**3:30pm – 4:20pm**

*This is the second instalment of developing programs and program review. The Deans will share the new programs coming forward in the spring semester. This is an overview and during the School meetings the programs will be discussed in greater detail.*

Attendees: Faculty

Presenters: Dr. Liesl B Jones, VP of Academic Affairs

Dr. Mark Conard, Dean of Arts & Social Sciences

Dr. John Schaumlöffel, Dean of Business, Science, Technology, Engineering & Mathematics

Zoom Link: <https://bccc-edu.zoom.us/j/96918103111?pwd=ZjBjbzM2WUJqRFVBSzRmMjhQU3pCdz09>

**Thursday, January 6, 2022**

**Creating A Culture of Compliance**

**8:30am – 9:20am**

*Examine the findings and recommendations from the Office of Legislative Audits. Take a deep dive into the impact to the College, students, faculty, and staff. Review the historical implications of audit findings, repeat findings, and recommendations. Explore strategies to mitigate or eliminate findings.*

Attendees: Faculty & staff

Presenter: Ms. Lyllis M. Green, Chief Internal Auditor

Zoom Link: <https://bccc-edu.zoom.us/j/94753936481>

**FERPA: Family Education Rights and Privacy Act**

**9:30am – 10:20am**

*If you are thinking: “That spreadsheet on my desktop with all the student's personal identifiable information—grades, names, social security numbers... it’s okay to email that to a fellow colleague.” Then this session is a must for you!! FERPA protects the privacy of all student education records. Therefore, there are certain actions that you should be taking to safeguard those records.*

Attendees: Faculty & Staff

Presenters: Dr. Daniel Velez, VP of Student Affairs

Ms. Sharon Stoddard, Registrar

Zoom Link: <https://bccc-edu.zoom.us/j/94753936481>

**And the Survey Says...What Students Say About BCCC**

**10:30am – 11:20am**

*The Community College Survey of Student Engagement (CCSSE) is a well-established tool that helps BCCC focus on good educational practice and identify areas in which we can improve our programs and services for students. The College will administer the CCSSE spring 2022 to faculty and credit students to learn more about the operations and continuous improvement. Also, learn how the College will revitalize the Institutional Review Board (IRB) to support internal and external research.*

Attendees: Faculty & Staff

Presenters: Ms. Becky Burrell, VP of Institutional Effectiveness, Research & Planning

Ms. Eileen Hawkins, Director of Institutional Research

Zoom Link: <https://bccc-edu.zoom.us/j/94753936481>

**Thursday, January 6, 2022**

**Canvas 1-2-3**

**11:30am – 12:20pm**

*Three sessions, each targeting a different level of user experience with Canvas. Level 1 would be Basic, new to the platform, get up and running quickly; Level 2 would be intermediate and focused on assignments, quizzes, and the gradebook; Level 3 would be advanced and cover how to make use of the Rich Content Editor for a more visually appealing course. Break out rooms will be used for faculty to attend the level they feel they need as we enter the spring semester.*

Attendees: Faculty

Presenters: Mr. Brian Terrill, Director of E-Learning

Ms. Jamie Gillis, Coordinator of E-Learning

Zoom Link: <https://bccc-edu.zoom.us/j/96918103111?pwd=ZjBjbzM2WUJqRFVBS08rMjhOU3pCd09>

**Accessing Success: Understanding Student Disability Services**

**1:30pm – 2:20pm**

*Students with documented disabilities come to college and may or may not disclose such disabilities. What should faculty do if they suspect a student needs to receive support by the Office of Disability Student Services (DSS)? What are the accommodative services provided by the DSS office? This session will provide faculty and other employees with an overview and include information on how students can access the services.*

Attendees: Faculty & Staff

Presenters: Dr. Daniel Velez, VP of Student Affairs

Dr. Bryan Miller, Director of Disability Student Services

Zoom Link: <https://bccc-edu.zoom.us/j/94753936481>

**Recognizing and Working with Students Who Are a Threat to Themselves**

**2:30pm – 3:20pm**

*Recognizing suicidal expressions may make a life-or-death difference for a student at BCCC. There may be times when students' expression in words, actions, or imagery should be questioned, and the student referred to the appropriate care professional. What would you ask? How would you ask it, and in what forum/mode?*

Attendees: Faculty & Staff

Presenters: Dr. Daniel Velez, VP of Student Affairs

Ms. Angela Donn, Coordinator of the Wellness Center

Ms. Julie Hawk, Assistant Professor, Psychology

Zoom Link: <https://bccc-edu.zoom.us/j/94753936481>

## **Thursday, January 6, 2022**

### **Teaching, Technology & Dual Enrollment/P-Tech**

**3:30pm – 4:20pm**

*The College is growing Dual Enrollment and P-Tech. The session will cover best practices for teaching dual enrollment and P-Tech students; how to keep it interactive and engaging. Three of the topics to be covered are:*

- 1) *Internal BCCC Management for DE and P-TECH/ Mandatory reporting for DE and P-TECH*
- 2) *Challenges and limitations of the HS IT Infrastructure*
- 3) *Imparting a Growth Mindset in the High School Student*

Attendees: Faculty

Presenters: Ms. Jayda Williams, P-TECH Liaison

Mr. Brian Terrill, Director of E-Learning

Ms. Jamie Gillis, Coordinator of E-Learning.

Zoom Link: <https://bccc-edu.zoom.us/j/96918103111?pwd=ZjBjbzM2WUJqRFVBS08rMjhOU3pCdz09>

## **Friday, January 7, 2022**

### **Banner ERP Update**

**8:30am – 9:20am**

*Faculty and staff will have an opportunity to understand the current “Green” status of the new Enterprise Resource Planning (ERP) system. The Ellucian/Banner implementation of the Finance, Human Resources, Financial Aid and Student modules are making progress. Learn what has occurred since the January 2021 Kick-off and what’s ahead.*

Attendees: Faculty & Staff

Presenters: Mr. John Schiesler, Director of Enterprise Applications

Ellucian Representatives

Zoom Link: <https://bccc-edu.zoom.us/j/94753936481>

### **Current State of Title IX**

**9:30am – 10:20am**

*This presentation will provide an overview of current law and guidance, and how Title IX has changed under the Trump Administration. She will also inform participants of how to respond to students who are disclosing incidents related to Title IX.*

Attendees: Faculty & Staff

Presenters: Dr. Daniel Velez, VP of Student Affairs

Ms. Amy Zieziula, Deputy Title IX Coordinator, Binghamton University

Zoom Link: <https://bccc-edu.zoom.us/j/94753936481>

## **Friday, January 7, 2022**

### **Argos Demonstration**

**10:30am – 11:20 am**

*The implementation of the new Enterprise Resource Planning (ERP) system, Banner, is a huge step forward for the College. Are you wondering how your department will be able to access the information it needs from Banner? Enter Evisions Argos! Argos is a reporting tool designed to help colleges and universities work better through flexible, powerful, easy-to-use reporting tools developed by higher education experts. An Evisions representative will provide an overview of Argos and a peek into the types of reports that can be created.*

Attendees: Faculty & Staff

Presenters: Ms. Becky Burrell, VP of Institutional Effectiveness, Research & Planning

Ms. Eileen Hawkins, Director of Institutional Research

Mr. Peter Wilbur, Evisions Strategic Solutions Manager

Zoom Link: <https://bccc-edu.zoom.us/j/94753936481>

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### **The Faculty Senate**

**1:00pm**

*Faculty Academy Meeting & Sessions*

Attendees: Faculty

Facilitator: Dr. Katana L. Hall, Faculty Senate President



# **Baltimore City Community College**

## **President's Forum**

---

**8:30a.m. Wednesday, January 5, 2022**

**Dr. Debra L. McCurdy, President**

# “OUR MISSION”



**Baltimore City Community College is an innovator in providing quality career pathways & educational opportunities for a diverse population of learners to exceed the challenges of an ever-changing competitive workforce & environment.**

# **“OUR VISION”**



**Baltimore City Community College provides quality, affordable, and accessible education meeting the professional & personal goals of a diverse population, changing lives, & building communities.**

**“OUR CENTER”**



*Students First*

*Students First*

*Students First*



# ***New Full-Time Employees***

# **New Full-Time Employees**



- **Frederick Banks, Director of Workforce Development**
- **Shanice Boston, Building Security Officer**
- **Geoffrey Boyd, Assistant Director of Capital Projects**
- **Anthony Brown, EVS Technician I**
- **Nicole Deutsch, Director of Assessment**
- **Bridgett Ethridge-May, Assistant Professor Dental Hygiene**
- **Evelyn Garcia, Coordinator of CRJ/Assistant Professor**
- **Jamie Gillis, Coordinator of E Learning**
- **Shannon Guy, Property Control Specialist**
- **Edward Harper, Associate Director of Admission**
- **Julianna Hawk, Assistant Professor, Psychology**
- **Mary Alanna Hays, Refugee Manager**
- **Brett King Sr., Records & Registration Specialist**
- **Anna Lansaw, Director of Procurement**
- **Jordan Lyles, Admissions Recruiter/Advisor**
- **Cortney Merritt, Wellness Counselor**

# **New Full-Time Employees**



- **Michael Miller, Maintenance Mechanic**
- **Veronica Nicholson, Building Security Officer**
- **Major Phelps, EVS Technician I**
- **Elizabeth Purswani, Director of Student Life**
- **Darryl Rogers, Director of Adult Basic Education**
- **John Schaumloffel, Dean BSTEM**
- **Anna Shraga, Refugee Assistance Specialist**
- **Leon Stokes, Building Security Officer**
- **Terri Tate-Randall, Workforce Operations Specialist**
- **Sherie Taylor-Daniel, Building Security Officer**
- **Daniel Velez, VP of Student Affairs**
- **Wanda Walker, Accounts Clerk III**
- **Russell Watkins, Logistics Manager**
- **Tina Williams, Building Security Officer**
- **Cynthia Wilson, Sr. Records & Registration Specialist**



# ***Academic Affairs Update***

# Middle States Update



- **The College attended the Self Study Institute in preparation for writing the Self-Study.**
- **The College is moving into the planning phase for the self-study design and the self-study.**
- **The VPAA, VPIERP and the President will meet with the College's Middle States liaison to discuss the planning of the self-study design.**
- **The development the working groups will be based around the format of the self-study. A timeline for the self-study design is under development.**

# Curriculum Update



- **Proposed Programs Business, Science, Technology, Engineering & Mathematics:**
  - **AAS in Geoscience**
  - **AS in Physical Science**
  - **AS in Biology**
  - **AAS in Cybersecurity and Digital Forensics**
  
- **Proposed Programs Arts & Social Sciences:**
  - **AAS in American Sign Language/Deaf Studies**
  - **AS in Communication**

# MOUs Under Development



## **AARPA Child Career Pathway**

- **Dean of SASS is working with Workforce and Family League of Baltimore to give students to opportunity to earn the Early Childcare Assistant Teacher certificate and transfer into the Early Childhood Education program.**

## **Talent Ready CoLab Project**

- **Academic Affairs and Workforce are developing in Collaboration with City Schools a CTE for computer Science. The pathway will combine credits from courses in the Project Lead the Way curriculum with Workforce credentials and transfer them to either the Computer Science program or the Cybersecurity and Assurance Program.**



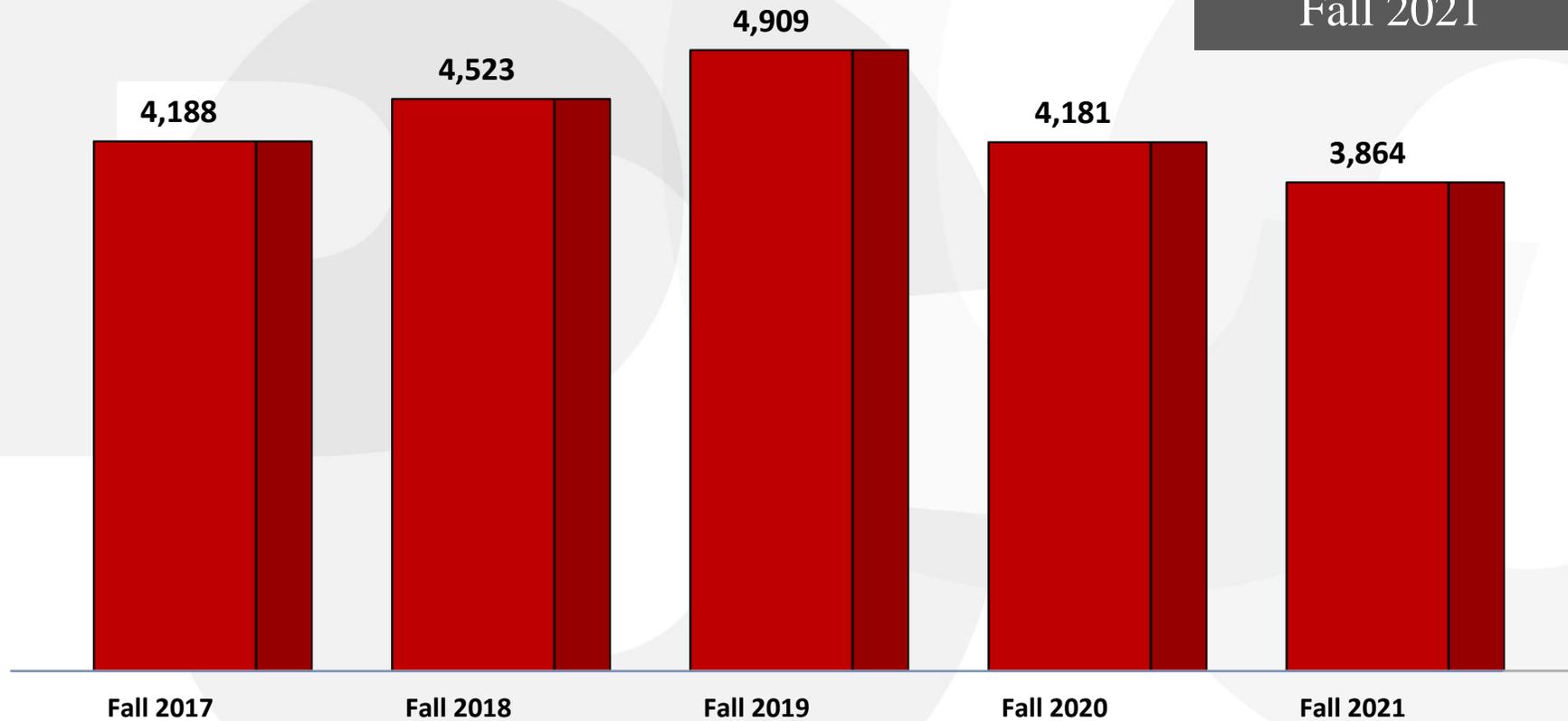
# ***Institutional Enrollment & Planning Update***

# Enrollment Update

Fall 2016 - Fall 2021  
Credit Headcount



-8% Change from  
Fall 2017 to  
Fall 2021



# Enrollment Update



Full-Time and Part-Time Credit Students by College												
Maryland Community Colleges												
Fall 2019-2021												
Community College	Full-Time			Part-Time			Total			Percent Change from Prior Year		
	Fall 2019	Fall 2020	Fall 2021	Fall 2019	Fall 2020	Fall 2021	Fall 2019	Fall 2020	Fall 2021	Fall 2019	Fall 2020	Fall 2021
Allegany College of Maryland	1,032	871	797	1,552	1,652	1,639	2,584	2,523	2,436	0%	-2%	-3%
Anne Arundel Community College	3,604	3,188	2,726	9,051	8,760	7,897	12,655	11,948	10,623	-2%	-6%	-11%
Baltimore City Community College	1,579	1,181	805	3,330	3,000	3,059	4,909	4,181	3,864	9%	-15%	-8%
Community College of Baltimore County	5,053	4,901	4,181	12,841	12,697	11,945	17,894	17,598	16,126	-6%	-2%	-8%
Carroll Community College	1,089	1,009	891	2,037	2,051	1,879	3,126	3,060	2,770	2%	-2%	-9%
Cecil College	762	604	545	1,615	1,486	1,270	2,377	2,090	1,815	-1%	-12%	-13%
Chesapeake College	563	506	413	1,621	1,398	1,325	2,184	1,904	1,738	5%	-13%	-9%
College of Southern Maryland	2,257	2,001	2,064	4,094	4,163	3,046	6,351	6,164	5,110	-8%	-3%	-17%
Frederick Community College	1,843	1,719	1,515	4,286	4,037	3,908	6,129	5,756	5,423	2%	-6%	-6%
Garrett College	412	338	292	239	288	286	651	626	578	-1%	-4%	-8%
Hagerstown Community College	1,061	1,193	1,137	2,787	2,240	2,396	3,848	3,433	3,533	-7%	-11%	3%
Harford Community College	1,932	1,750	1,590	3,773	3,506	3,006	5,705	5,256	4,596	-3%	-8%	-13%
Howard Community College	3,194	2,683	2,377	6,146	6,921	5,747	9,340	9,604	8,124	-1%	3%	-15%
Montgomery College	7,305	6,902	5,801	13,955	13,135	11,483	21,260	20,037	17,284	-2%	-6%	-14%
Prince George's Community College	3,508	3,504	3,145	8,280	7,853	7,432	11,788	11,357	10,577	-1%	-4%	-7%
Wor-Wic Community College	712	667	504	2,182	2,038	1,930	2,894	2,705	2,434	-4%	-7%	-10%
System Wide	35,906	33,017	28,783	77,789	75,225	68,248	113,695	108,242	97,031			
Percent of Total Enrollment	32%	31%	30%	68%	69%	70%						

Source: Enrollment Information System, Maryland Higher Education Commission, Fall 2021

# Enrollment Update

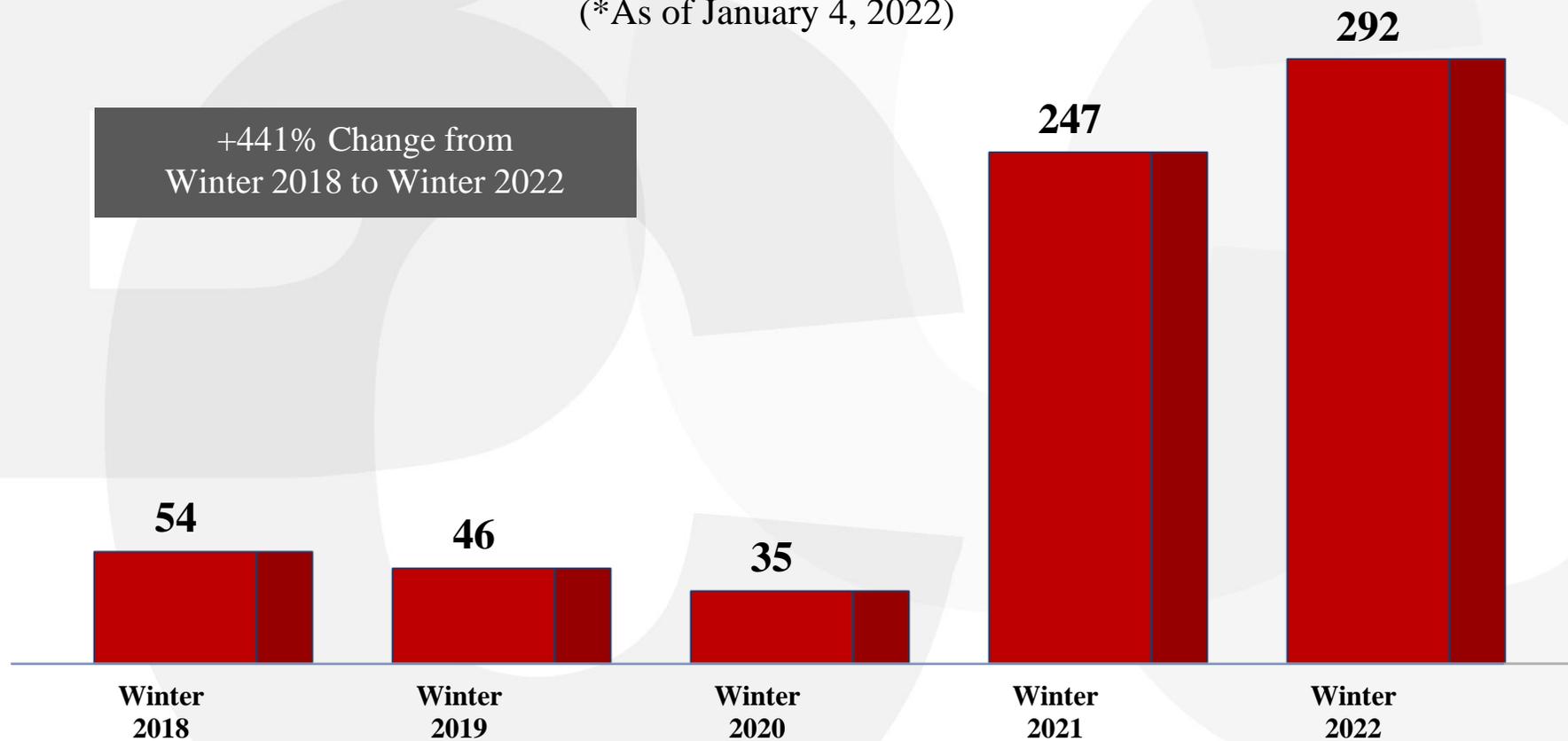


Winter 2018 - Winter 2022\*

Credit Headcount

(\*As of January 4, 2022)

+441% Change from  
Winter 2018 to Winter 2022



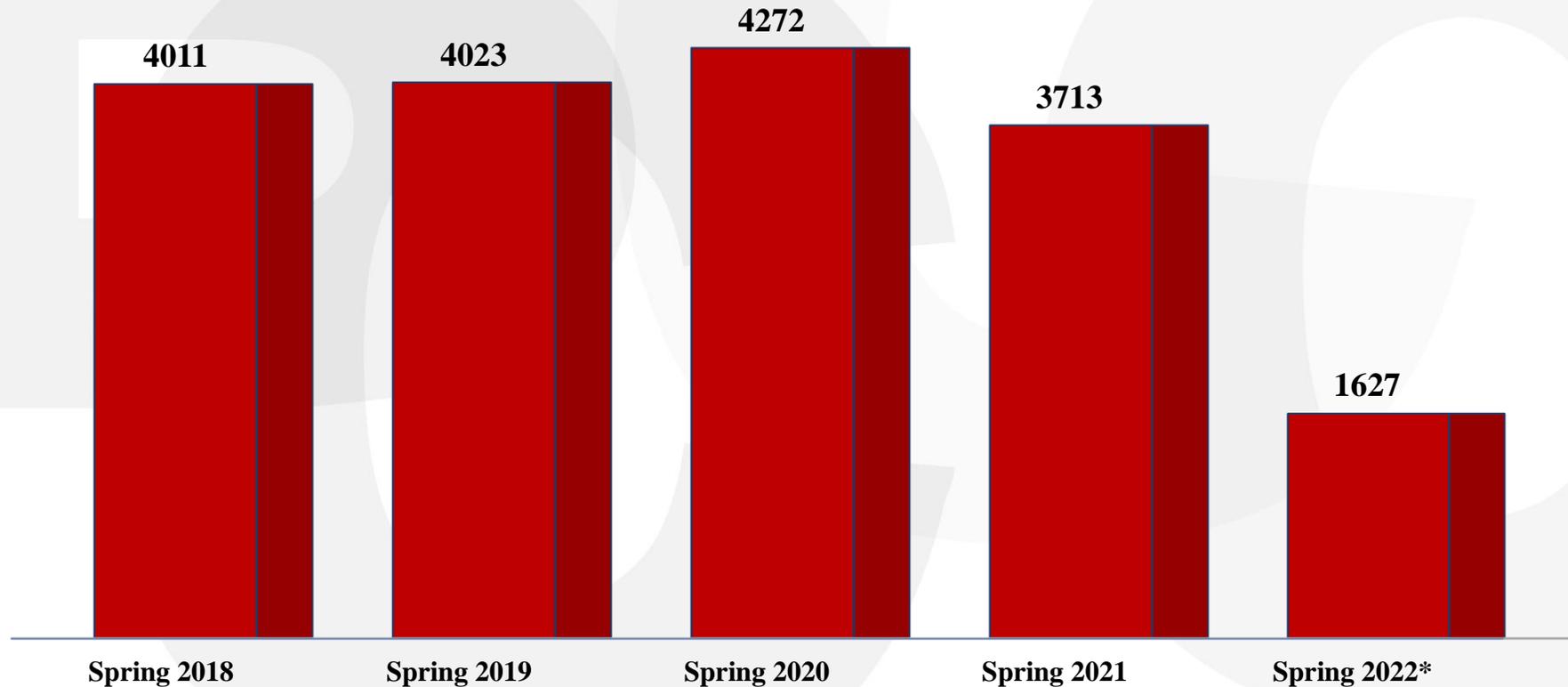
# Enrollment Update



Spring 2017 - Spring 2022\*

Credit Headcount

(\*As of January 4, 2022)



# Enrollment Strategies



- Reimagining MSP, GTW and Near Completer Recruitment Efforts.
  - Realign under one office
- Increasing Recruitment and Retention of Students Transitioning from Workforce and Continuing Education Programs
  - Adult Basic Education
  - English as a Second Language
- Improving Efficiencies in Dual-Enrollment Processes
  - Application processing
  - Response time
  - Student support and intervention
- Examining New Early Warning System to Increase Retention
- Revamping the Virtual Help Desk to Provide More Efficient Student Services

# Institutional Planning



- Finalize Draft Plan Created from Faculty, Staff, Student & Community Sessions
- Establish Institutional Targets w/ State KPIs as Baselines
- Develop Action Plans by Cabinet Area
- Develop Action Plans by Departments/Programs

## Aspirational Direction

Vision

Mission

Core Values

## Strategic Goals

Goal 1

Goal 2

Goal 3

## Tactical Objectives

Objective 1.1

Objective 1.2

Objective 1.3

Objective 2.1

Objective 2.2

Objective 3.1

## Action Plans

Action 1.1.1

Action 1.1.2

Action 1.1.3

Action 2.1.1

Action 2.2.1

Action 3.1.1



# **Procurement Update**

# Procurement



## 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

# Procurement



- **Contracts valued of \$100K or less** must be reviewed and approved by the BCCC's President or the president's designee
- **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 21, 2021 Special Board Meeting**)
  - Joint Committee on Administrative, Executive, and Legislative Review of the Maryland General Assembly
  - Board of Public Works
- Establishment of policies governing **conflict of interest issues**.
- **Participation in Minority Business Enterprise Program** and other similar programs

# Procurement

## Board & President's Roles/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
  - Approve proposed policies in the procurement manual **governing conflict of interest issues**
  - **Amend procurement policies and procedures** periodically to stay consistent with the law and best practices.
  - Establishes the College's Procurement **Delegation of Authority**
- President
  - Approves all **contracts from \$25,000 up to \$100,000**
  - Prior approvals needed to conduct any **procurements exceeding \$25,000**
  - Establish specific **internal procurement requirements** and compliance





# Facilities Project Update

Facilities Planning and Operations

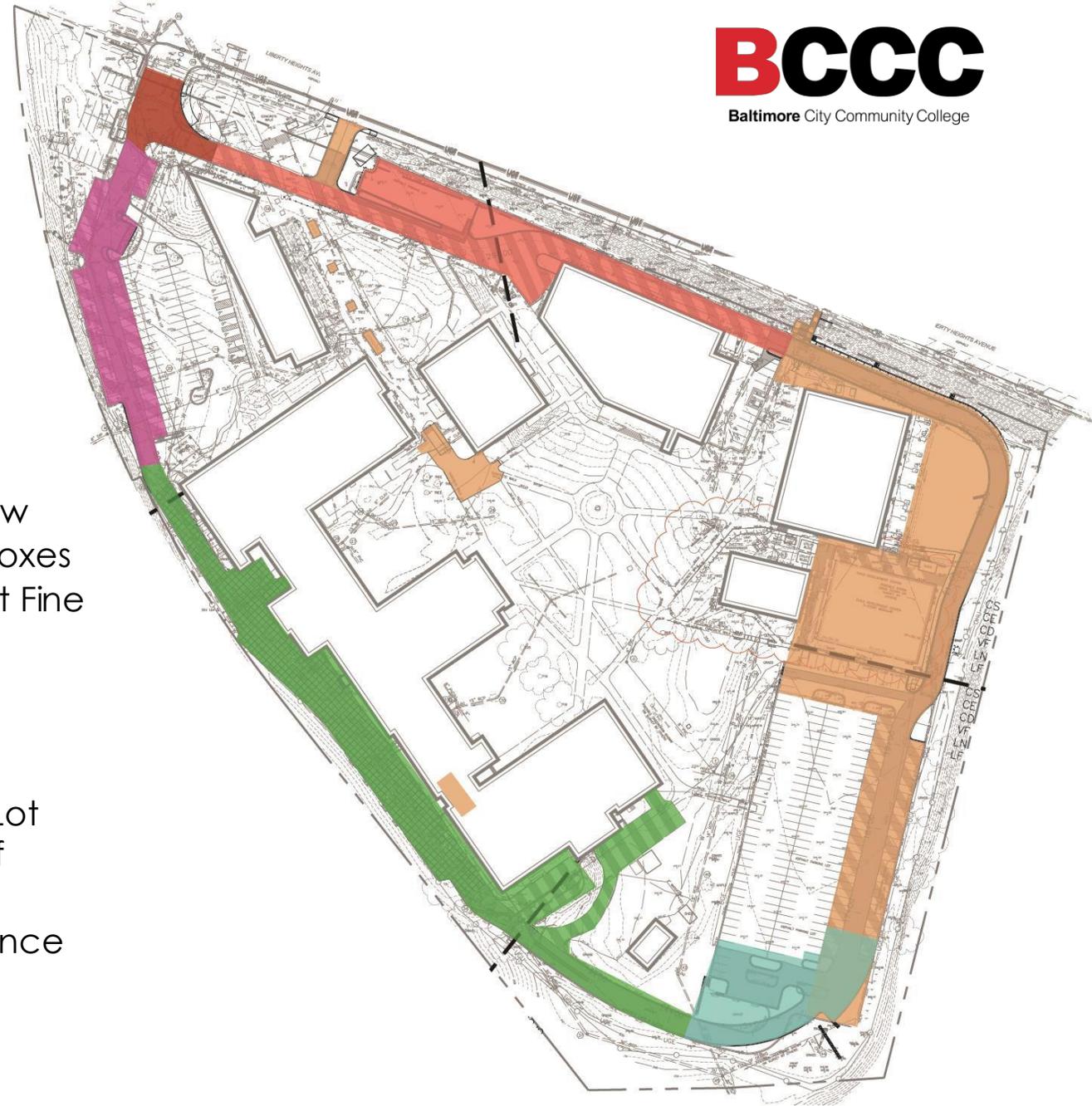
As of January 2022

# Harper Hall



## 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

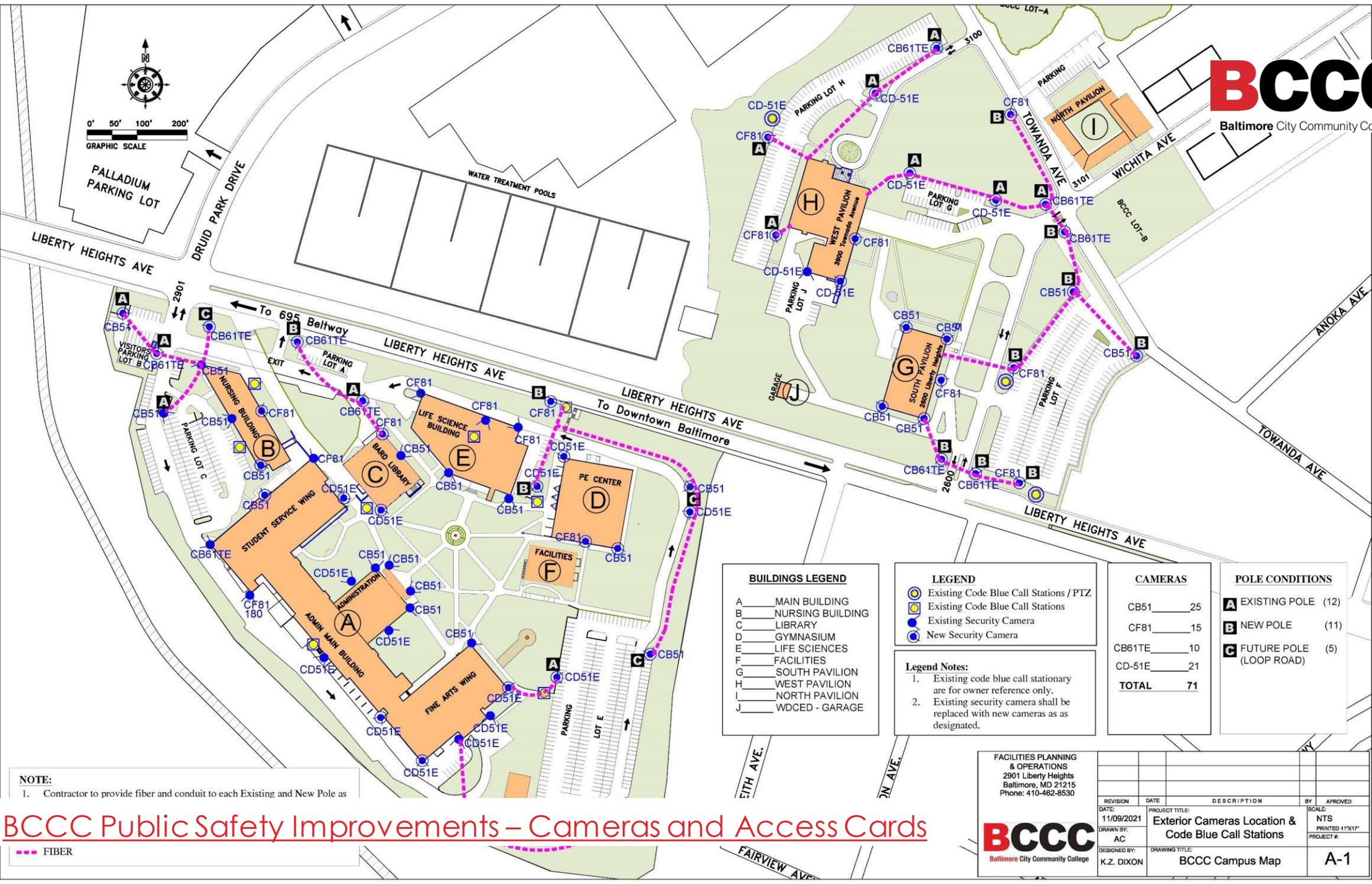
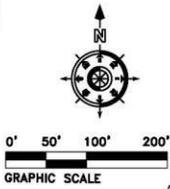


BCCC Perimeter Loop Road Project



# 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 WDCED - 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
<b>TOTAL</b>	<b>71</b>

**POLE CONDITIONS**

<b>A</b> EXISTING POLE	(12)
<b>B</b> NEW POLE	(11)
<b>C</b> FUTURE POLE (LOOP ROAD)	(5)

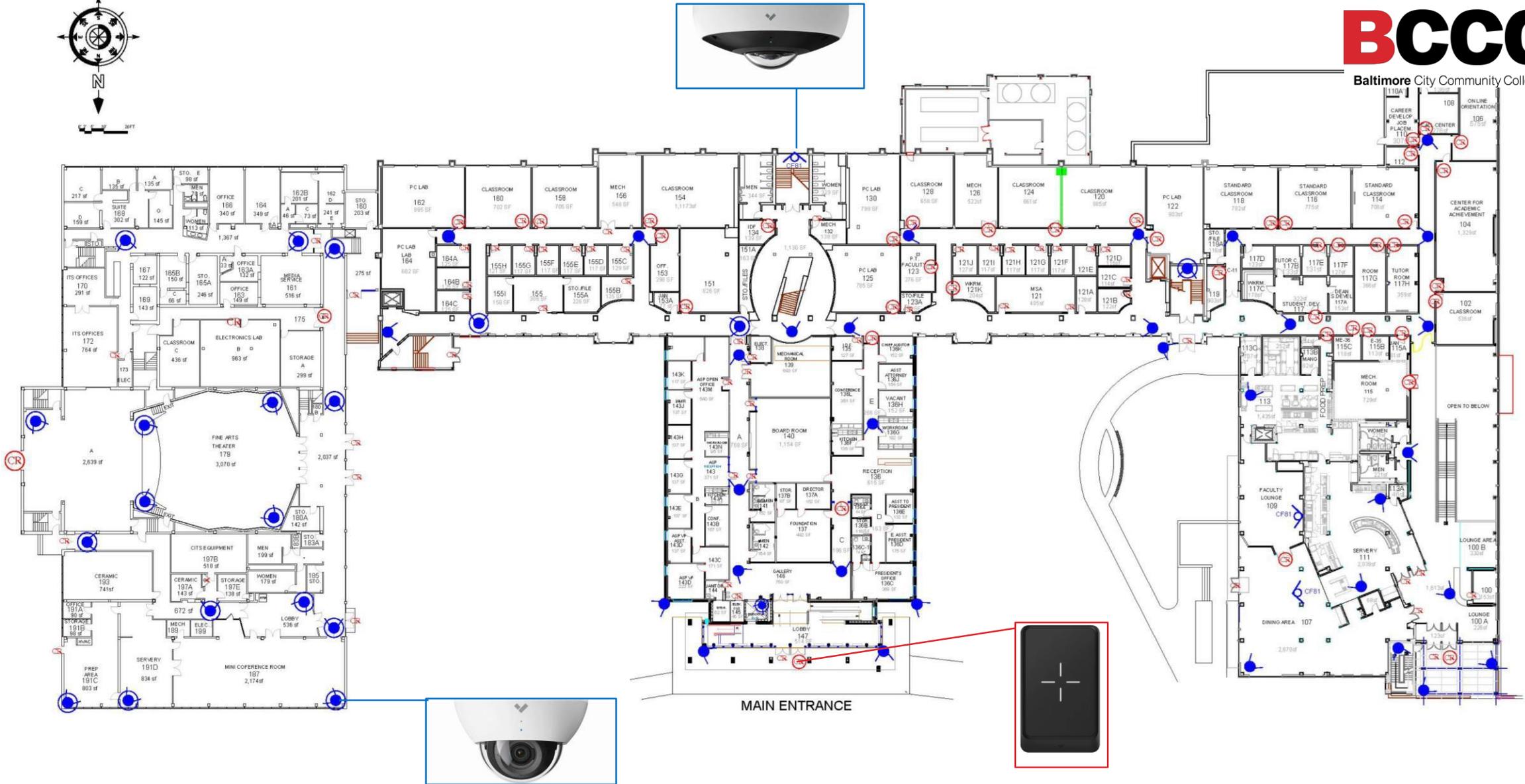
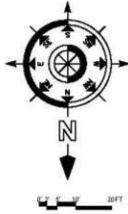
**NOTE:**  
1. Contractor to provide fiber and conduit to each Existing and New Pole as

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

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

**BCCC**  
Baltimore City Community College

## BCCC Public Safety Improvements – Cameras and Access Cards



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





PHOTO: JAMES...

BALTIMORE CITY  
COMMUNITY COLLEGE

BALTIMORE CITY  
COMMUNITY COLLEGE

NURSING

## Student Life Center Renovation

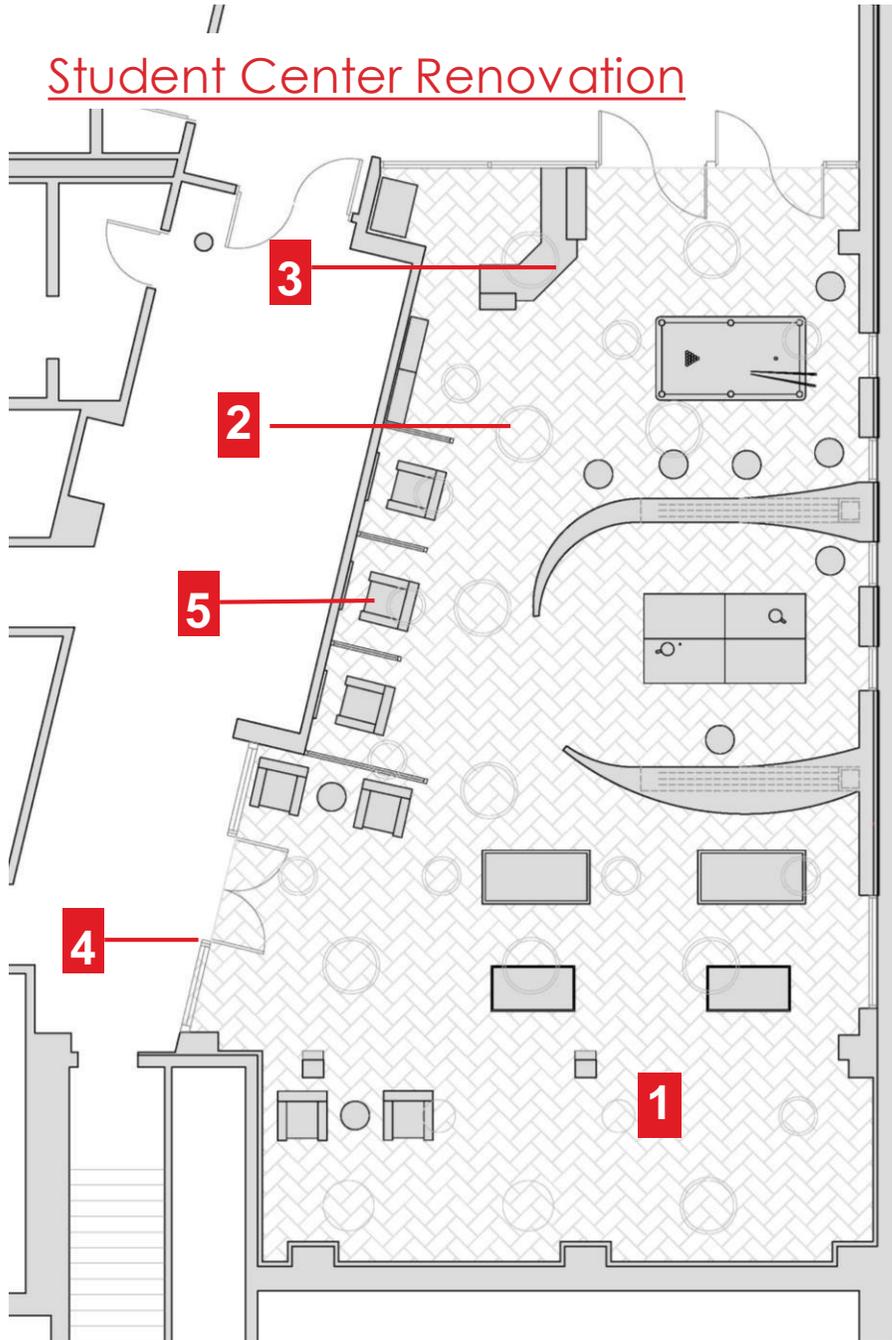


Before – September 2021



Progress Photo – October 2021

# Student Center Renovation



**1** 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 – December 2021



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



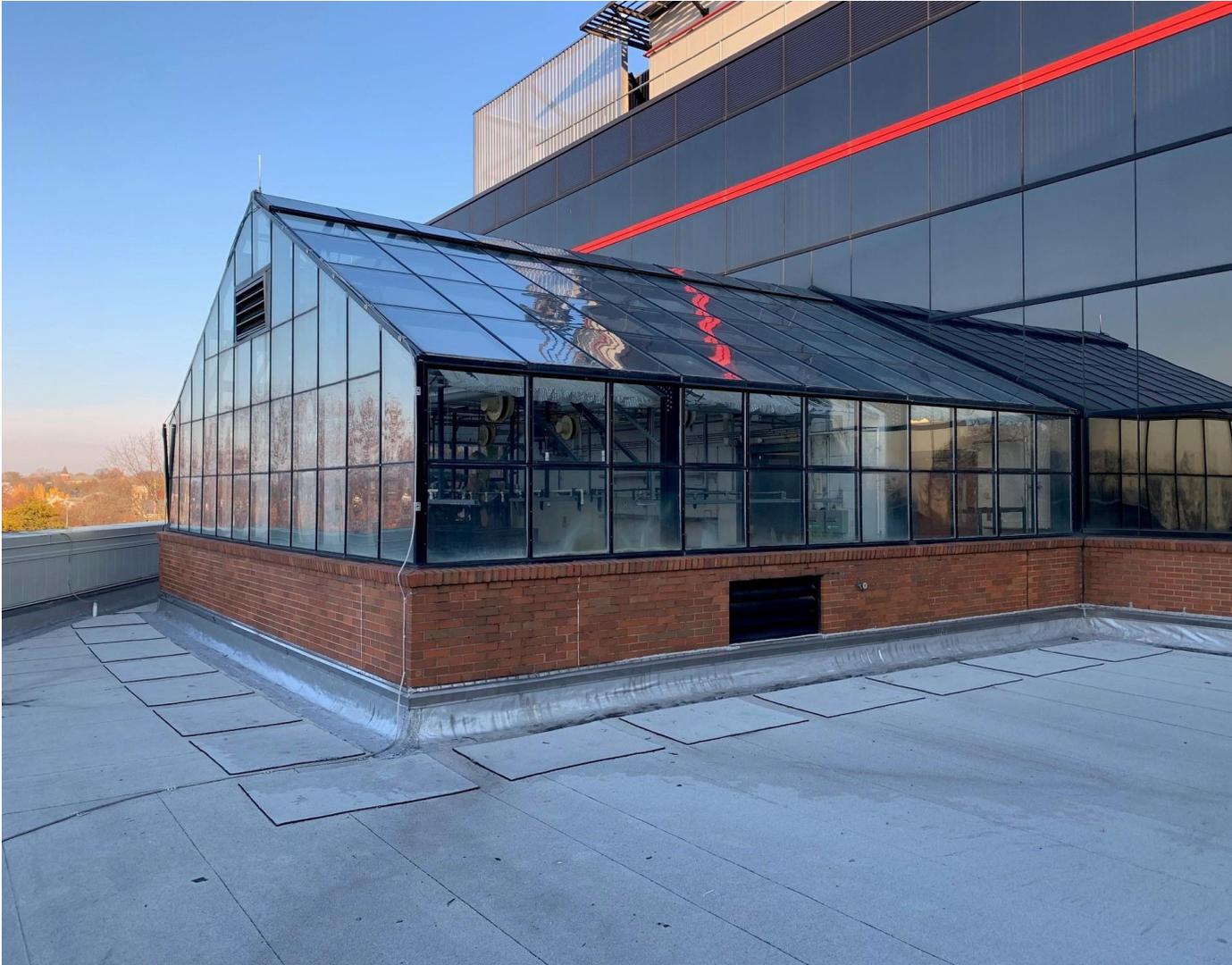
South Pavilion- Roof  
Replacement & HVAC Repairs

## 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

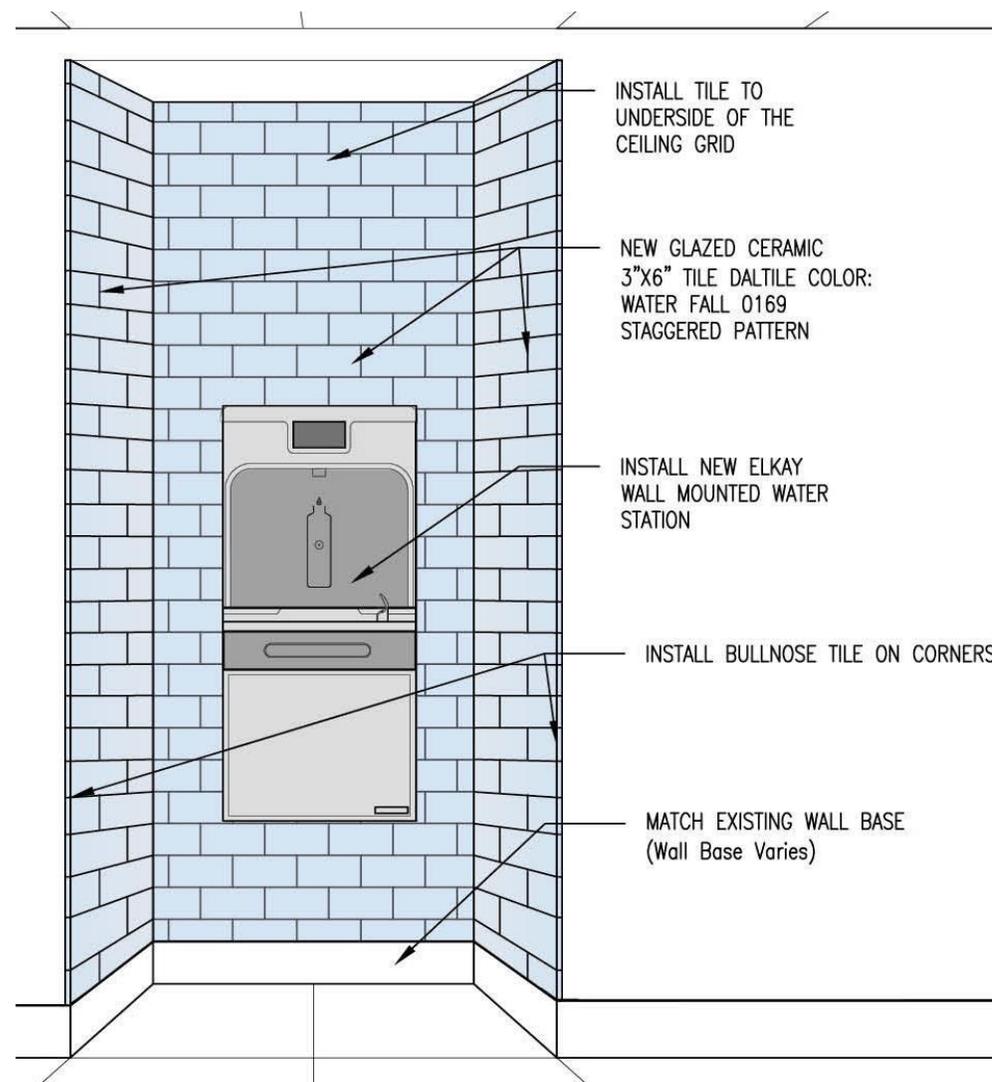


- Repairing the framing (\$13,000), sealing the brick, recoating the walls and floor for water tightness
- Est. Completion: Jan '22

## West Pavilion Chiller Replacement



- Replace 46-ton Chiller and Pump
- BID: Due January 7, 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



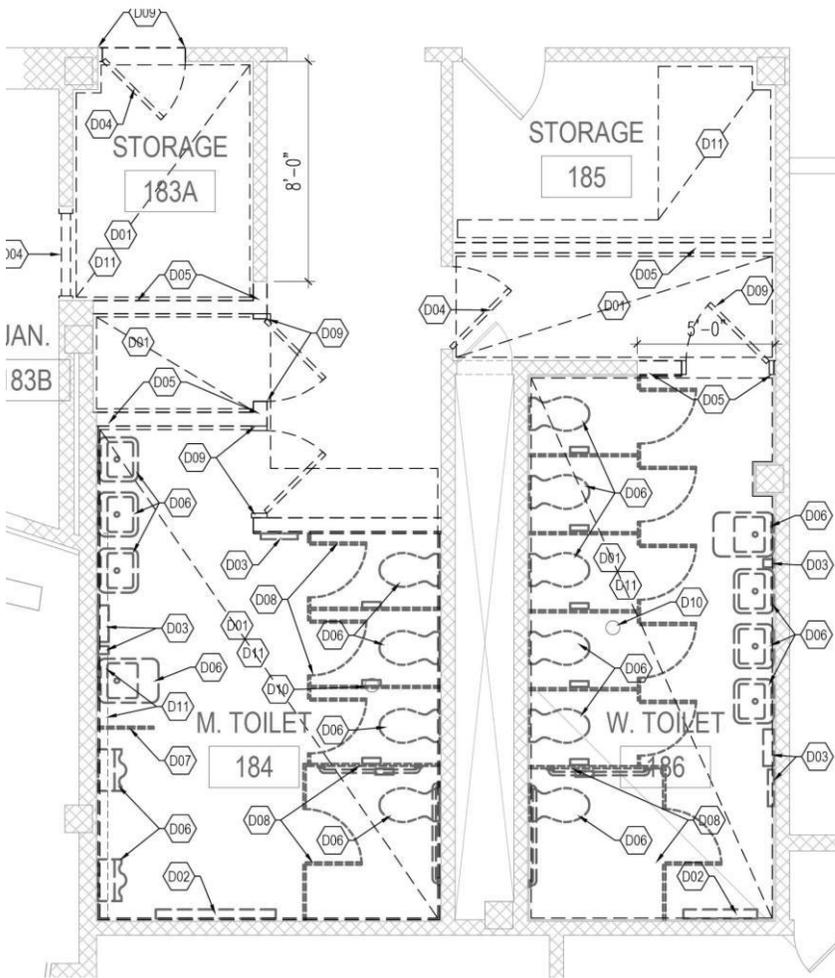
Fine Arts Wing - Men



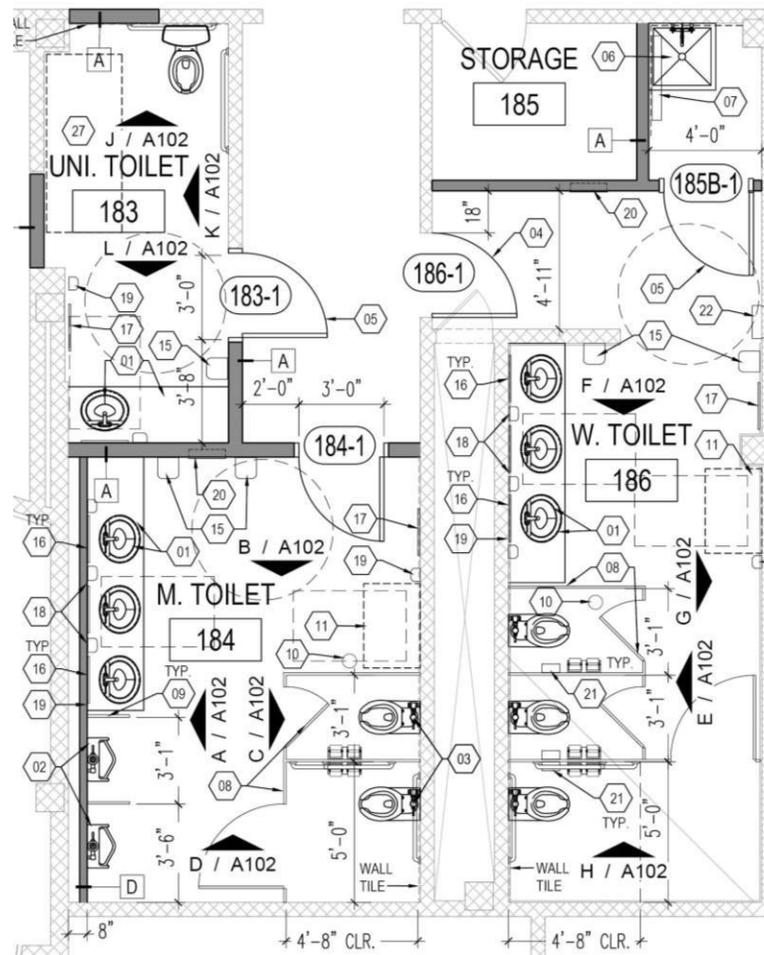
Physical Education Center - Men

Fine Arts Wing –  
Restroom Renovation

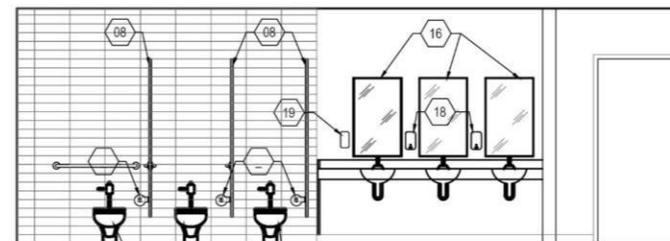
- Project administered by DGS
- STATUS: 50% Design Review
- BID: February '22
- START (Est.): March '22
- COMPLETION (Est.): June '22
- COST (est): \$296,000



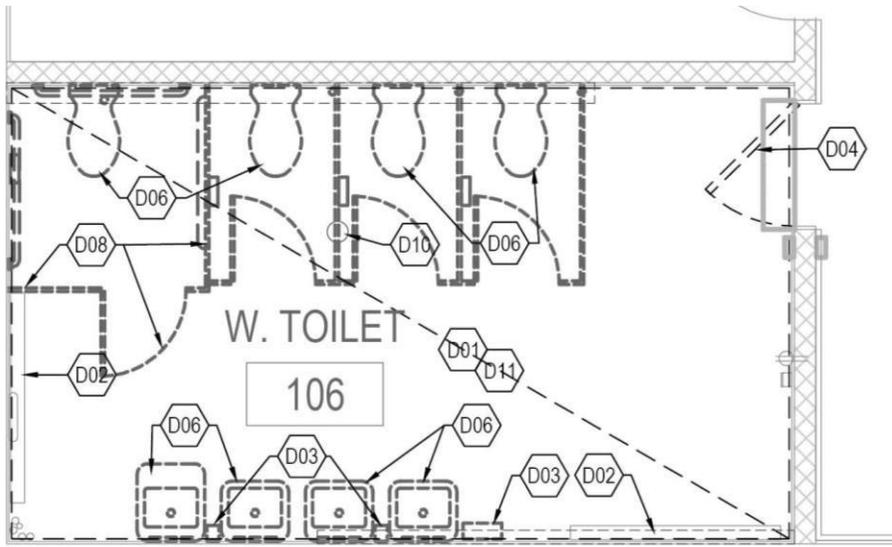
Existing



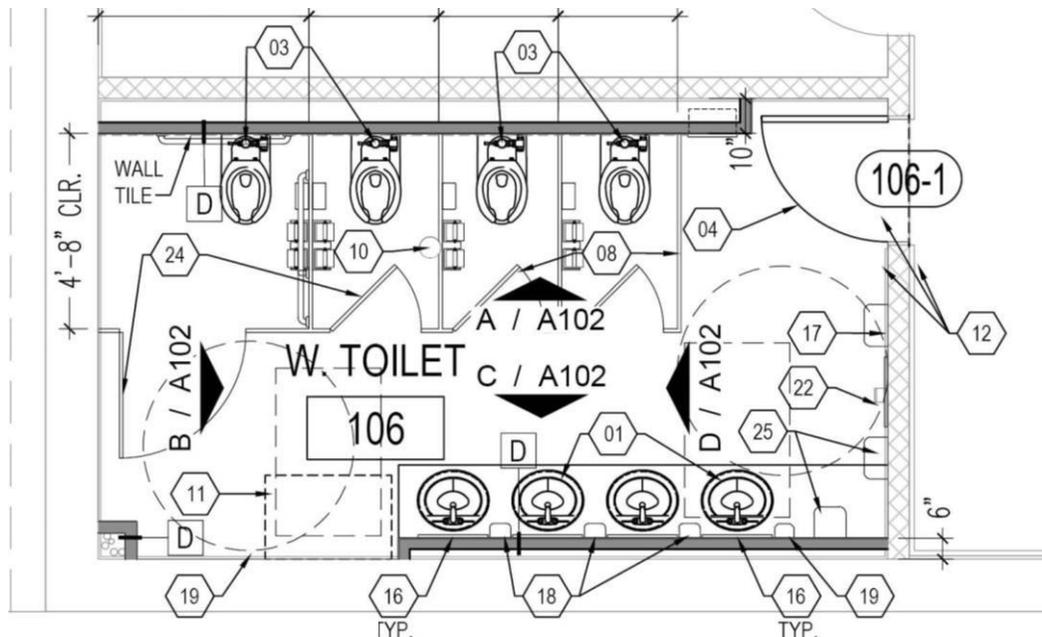
Proposed



Women - Proposed



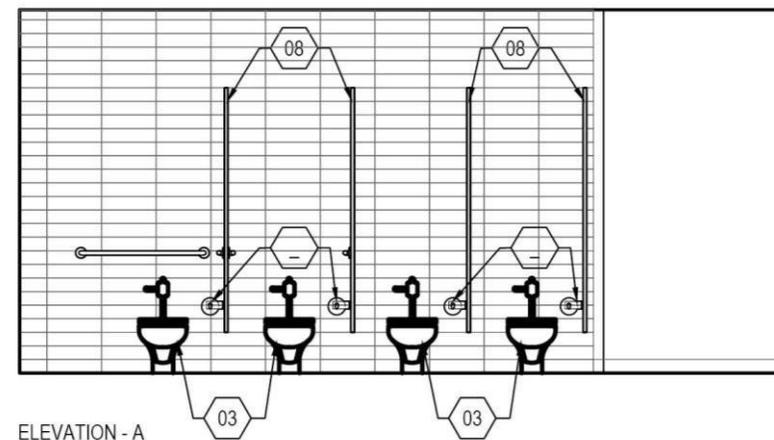
Women - Existing



Women - Proposed

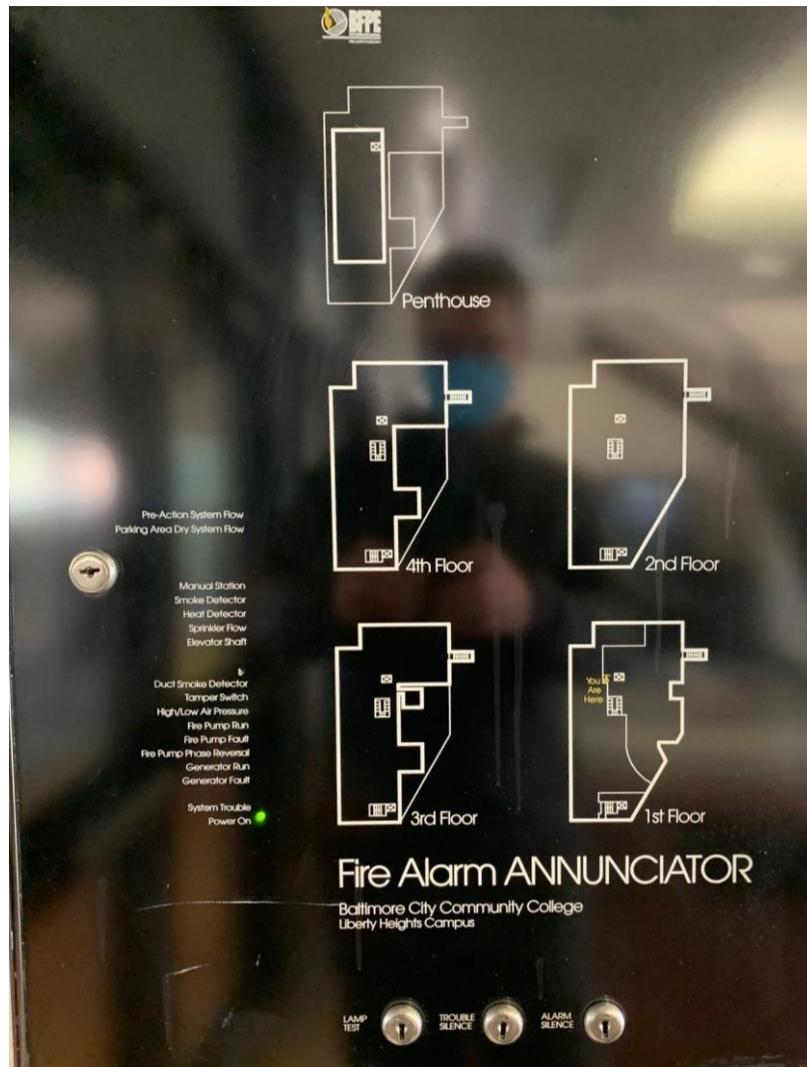
## Physical Education Center Restroom Renovation

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



ELEVATION - A

# Life Safety Systems Upgrade

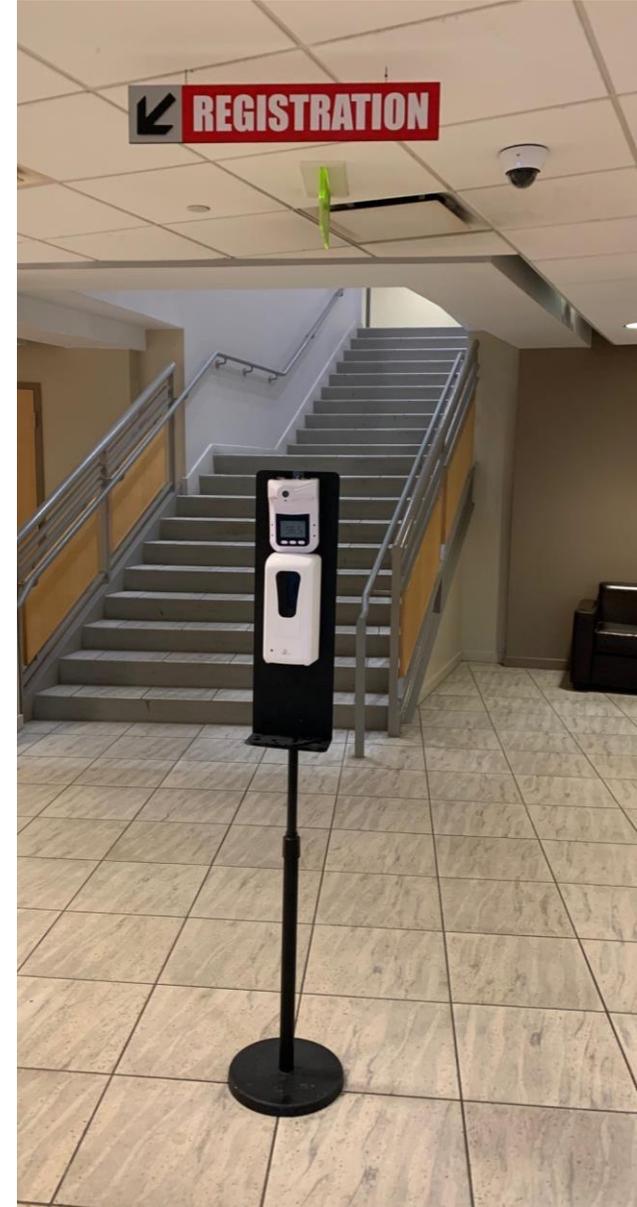


- Life Sciences Building & West Pavilion
- Replace existing to a code compliant, non-proprietary addressable fire alarm system the following
- BID: Mid-January '22
- COMPLETION: May '22
- COST (est): \$380,000

# PEC Hot Water Replacement



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

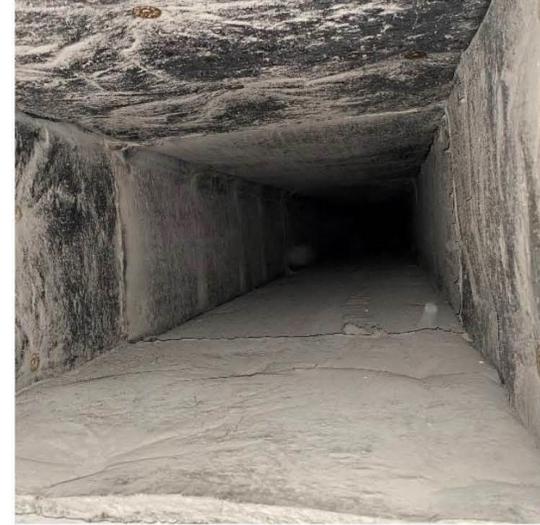
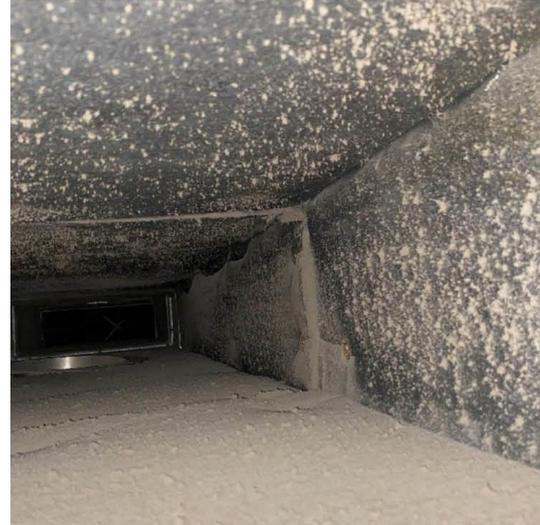


Reopening Preparations:  
COVID Deep Cleaning - Ductwork

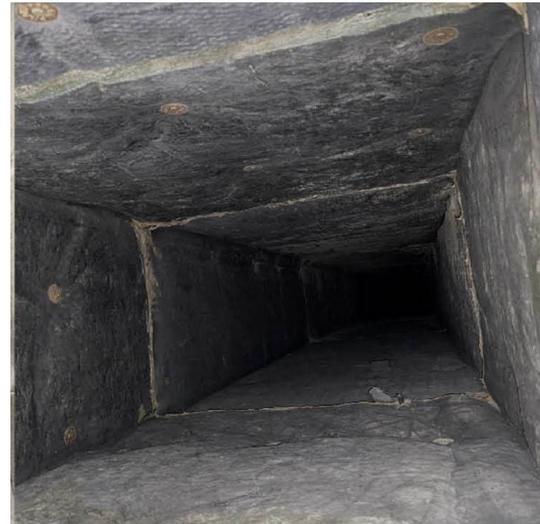


- Cleaning Ductwork on Floors 1, 3, & 4
- START: Nov.29, '21
- COMPLETION: Dec. 3, '21
- COST: \$27,630

# 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
<b>FY 22</b>					
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
<b>SUBTOTAL</b>		<b>\$ 4,000,000.00</b>		<b>\$ 657,303.50</b>	

**BCCC FACILITIES RENEWAL GRANTS**

12.01.2021

FACILITY	PROJECT TITLE	APPROVED	ENCUMBERED FUNDS	NOTES
<b>FY 22</b>				
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
<b>SUBTOTAL</b>		<b>\$ 500,000.00</b>	<b>\$ 221,898.00</b>	



# **Return to Campus Update**

# Return to Campus



Throughout the Fall 2021 Term, virtual and on-line classes continued.

Limited in-person labs and clinical instruction allowed students to complete degree programs and certificate/licensing requirements as they advance their career plans.

Up-to-date announcements and COVID Safety information may be found on the BCCC website and through updates from the President.

Facilities has completed deep-cleaning and COVID sanitation procedures throughout the campus - touch-less dispensers for sanitizer and towels, temperature monitors, plexiglass shields, and upgraded air filtration systems.

# Return to Campus



To ensure the on-going safety of the BCCC Community, COVID protocols for social distancing, face-coverings, temperature checks, and self-monitoring will be followed.

Public Safety will monitor entrance at each building and patrol the campus locations.

All those on campus must wear masks and comply with COVID safety protocols, including self-monitoring for symptoms and social distancing.

A limited supply of extra masks are available.

# Return to Campus



The college is also hosting a CVS Clinic on the campus. BCCC community members may get COVID tested on campus at no cost.

The college will monitor COVID-related incidents on campus. Public Safety serves as the point of contact in each building to respond to any COVID-related issues or concerns.

Facilities has established COVID cleaning schedules for each building, including hourly cleaning in restrooms, between-session cleaning of classrooms, and daily cleaning of office areas.

# Return to Campus



The College's Public Safety staff will advise the appropriate supervisors, employees, faculty and staff on next steps.

Public Safety will manage each individual case from initial report to clearance to return to campus.

A College representative will contact any campus-related individuals that the employee or student has come into close contact with, stating that they must quarantine until further notice because they may have been exposed to a presumptively ill person while on campus, unless the individual was fully vaccinated prior to the exposure.

To the extent possible, the College will not disclose personally identifiable information.

Local health departments may also conduct contact tracing and advise employees and students of next steps regarding testing and quarantine requirements.

# Return to Campus



- **Would students be required to be vaccinated and wear mask to attend physical classes.**

*A vaccine mandate is under consideration. However, there is a City-wide mask mandate.*

- **Will students be required to self check for temperature , if so how will the college enforce exclusion of students with elevated temperature or prevent students who develop high fever from attending?**

*Temperature checks will be performed at the entrance to each building on campus. In the event of an elevated temperature, the person will be asked to leave campus and report to their healthcare provider. Public Safety is responsible for ensuring compliance and reporting of all COVID-related incidents.*

- **Should a student who has been observed sneezing and coughing repeatedly in a face to face class be asked to leave or be excused for the classrooms?**

*In the event of COVID symptoms, staff or students should contact Public Safety. Students may be asked to leave the classroom.*

# Return to Campus



- **Under what conditions should a faculty member engage in a students well being because of COVID?**

*Faculty should report COVID-related symptoms or incidents. Public Safety serves as the point-of contact in all buildings on campus.*

- **Would faculty members be required to enforce the mask mandate in class?**

*Yes. Signs are posted and all students will be reminded of the masking requirements. Faculty should remind students as needed. Faculty may contact Public Safety as needed.*

- **How would the college perform deep cleaning of classrooms computers and equipment between classes?**

*The BCCC Facilities Department has been trained in COVID cleaning protocols and has an updated COVID cleaning schedule for each building.*

# Return to Campus



College	Acknowledging the Omicron (and Delta) winter spike, are any colleges considering (additional) modifications to operations in January?
AACC	AACC is similar to Harford - Winter session is online and spring starts late January. We are watching and waiting.
Alleghany	Not yet responded
BCCC	BCCC is considering a vaccine mandate and the possibility of a delay. We will monitor the situation and adjust as needed.
Carroll	Carroll is same as Chesapeake—fully remote first two weeks of January; possibly expanding to the first four weeks of January, skeleton crew, conversion of everything that can be remote to be remote,
CCBC	CCBC Spring starts in late January. Winter is overwhelmingly Online. Monitoring.
Cecil	Cecil is limiting in-person classes in early January to our non-credit workforce programs; all of our credit classes for winter are online. We start credit classes on Tuesday, January 18th, and currently are continuing with our fall plan: six ft social distancing for in-person classes; masking indoors; and a large number of classes online. We are monitoring as well.
Chesapeake	Chesapeake is considering skeleton crews for staff. Classes are low-density anyway until the spring semester (65% FTF / 35% Online) begins in late January, 1/26). Student enrollments are heavier at this point in online classes, and we are monitoring regularly, so we may be moving some FTF sections online.
CSM	Not yet responded
Frederick	FCC is going with online for spring to begin with.
Garrett	Garrett is considering going remote for the first part of the Spring semester but no decision has been made yet.
Hagerstown	Hagerstown is starting the spring semester on Monday, January 10, with the same protocols that were in place for the fall; a mix of classes, a mask mandate, and 3' social distancing.
Harford	Harford is contemplating going with online for spring to begin with.
Howard	Howard has few F2F classes this winter session with the vast majority online. Spring starts at the end of January (mostly online) and we are monitoring.
Montgomery	At MC, our Winter Session is online, we are converting some low enrolled f2f classes to structured remote and monitoring the situation.
PGCC	PGCC winter term is essentially online with a Spring start at the end of January. We will keep watching the situation, but no changes for now.
Wor-Wic	On Monday we announced a week delay in starting the semester (to Jan 21). Skipping spring break again this spring.

# Return to Campus



- ***BCCC is considering a COVID vaccination mandate.***
- ***Classes still start on schedule on January 12, 2022.***
- ***Face-to-face classes will be remote for faculty until January 31, 2022 and still start on January 12.***
- ***SNHP clinical courses/labs will be held on campus.***
- ***Administrators & Staff will return to remote starting Monday, January 10, 2022 until January 31, 2022.***
- ***Cabinet will hold meetings to plan the return to remote operations.***
- ***Cabinet will continue to be on campus.***
- ***Facilities & Public Safety will continue to work on campus.***

*\*Pending guidance from Baltimore City & Baltimore City Health Department*



# **Baltimore City Community College** **President's Forum**

---

**8:30a.m. Wednesday, January 5, 2022**

**Dr. Debra L. McCurdy, President**

January 7, 2022

Dear BCCC Students:

I am deeply aware that some of you are concerned with the return to campus for the Spring semester and face-to-face classes – the Cabinet and I share the concern as COVID has rocked our world. In fact, I continue to receive many notes from students who have expressed similar concerns. They have also expressed how operational issues have affected them and others, or simply wanted to acknowledge the positive support they received from faculty and staff. Our commitment remains to continue to recognize and prepare for change and doing what best meets the needs of BCCC students.

Previously, I announced that for the upcoming Spring semester, BCCC would return to the regular Monday through Friday schedule and resume face-to-face services on January 12, 2022. I am updating this announcement because of Governor Hogan’s State of Emergency Proclamation. The Governor’s Proclamation necessitated the decision to change our face-to-face classes to virtual from January 12 to January 31, 2022. **Please note, classes will still begin on January 12 either virtual or online, with minimal exceptions for majors such as Nursing and Health Professions. This means, if you are scheduled for a face-to-face class, your face-to-face class will now be virtual until January 31, but still begin on January 12.** Most Maryland colleges have also adjusted their face-to-face start date and/or moved more classes to virtual instruction.

The Governor’s January 4, 2022, Proclamation reminds us that the situation is fluid and necessitates that we take swift action to protect the BCCC community. Therefore, while we have been encouraging your vaccination, we now require it. If you are a student in the Nursing and Health Professions who will be accessing the campus and are experiencing COVID-19 symptoms, you are reminded that you cannot come to campus. Please note the following common COVID-19 symptoms:

- Congestion or runny nose
- Cough Shortness of breath or difficulty breathing
- Diarrhea
- Fatigue Muscle or body aches
- Fever or chills
- Headache
- Nausea or vomiting
- New loss of taste or smell
- Sore throat

BCCC continues to host a CVS clinic on the campus and community members may get COVID tested on campus at no cost; we may also have vaccinations available again onsite.

If you have any questions about this guidance and/or technology resources, please contact the Office of the Vice President for Student Affairs at [VPSTUD@bccc.edu](mailto:VPSTUD@bccc.edu). Thank you all for choosing BCCC.

Best Regards,



Debra L. McCurdy, PhD  
President



# **Baltimore City Community College**

## **President's Town Hall**

---

**4:00pm Tuesday, January 11, 2022**

**Dr. Debra L. McCurdy, President**

# Good News!



## State Employee Pay Increases

1. **In Fiscal Year (FY) 2022, specifically in January 2022 (3% - cost of living and increment), and a \$1,500 bonus; and**
2. **In FY 2023, an additional 3% adjustment in July 2022 or January 2023, as appropriate, for eligible employees.**

## BCCC Award

1. **Comcast grant for \$30,000 (student emergency fund).**
2. **100 Student Laptops.**
3. **Funding to Continue Student Internet Needs.**



# ***Academic Affairs Update***

# Academic Affairs



## What we are working on to go virtual:

1. E-learning has posted an announcement in Canvas to alert students that we are remote, and classes are virtual.
2. E-learning is fielding phone calls and emails from students regarding all of the normal opening of the semester issues with logging into Canvas and students not seeing their courses.
3. All courses will be published by COB today as classes begin tomorrow.
4. E-learning has fielded some calls from students concerned about returning to campus.
5. New adjuncts are being assigned Zoom accounts. Program Coordinators are providing the names of the adjuncts that need the accounts.
6. Laptops are available for faculty. Coordinate with the respective Dean.

# **Academic Affairs**



## **Spring schedule**

### **1. For 16 week and A1 (first 8-week)**

- a. 115 face to face sections were moved to virtual with a total enrollment of 1056**
- b. 189 virtual and web sections with a total enrollment of 2846.**
- c. 39 health science courses are on campus along with the dental clinic being open to patients. A total of 281 students are currently enrolled in the courses or working in the dental clinic.**
- d. 34 sections with students going to clinical sites in Nursing and the Health Professions.**
- e. 9 sections in the Health Sciences are virtual with a total enrollment of 110 students.**

# Academic Affairs



## Spring schedule

### 2. Low enrolled classes that were moved 16 week and A1

#### a. SASS

- i. 20 sections were moved from 16 week to 12 week
- ii. 2 sections were moved from A1 to A2
- iii. 5 sections were moved from 16 week to 14 week.

#### b. BSTEM

- i. 15 sections were moved from 16 week to 12 week.

#### c. SNHP

- i. No classes were moved

# Academic Affairs



## Spring schedule

### 3. For 14, 12 and A2

#### a. 14-week term

- i. 2 face to face.
- ii. 10 dual enrollment to be scheduled face to face.
- iii. 13 virtual web courses.

#### b. 12-week term

- i. 81 sections face to face.
- ii. 82 sections virtual/web.

#### c. A2

- i. 45 sections are virtual/web.
- ii. 36 sections are face to face.

#### d. 10-week term

- i. All 14- and 12-week courses that are low enrolled will be moved to the 10 week term.
- ii. 2 courses in BSTEM are scheduled for 10 weeks.

# Academic Affairs



## Spring Schedule by School

### 2. Low enrolled classes that were moved 16 week and A1

#### a. SASS

- i. 20 sections were moved from 16 week to 12 week
- ii. 2 sections were moved from A1 to A2
- iii. 5 sections were moved from 16 week to 14 week.

#### b. BSTEM

- i. 15 sections were moved from 16 week to 12 week.

#### c. SNHP

- i. No classes were moved

# Academic Affairs



## Concerns for spring

- 1. Faculty Load:** currently faculty have been assigned a full load for the spring but a number of the courses in the 14, 12, 10, and A2 terms are low enrolled.
- 2. The Dual enrollment schedule has not been finalized** once it is that may help with faculty whose courses do not make load. Currently there are 10 courses that have been requested by City Schools for the 14-week term.



# ***Student Affairs Update***

# Student Affairs



## Revamping the Virtual Help Desk

- Will be in a state of readiness to return to remote
- Examining multiple options such as direct dial and virtual help from individual offices such as Advising, Financial Aid and Registration and Records, and use of new software for reducing wait times and improving efficiencies
- Hiring more academic advisors

## Communications

- New VHD Website (hours of operations, FAQs, critical updates, phone numbers)
- Updating Student Services Websites w/ Accurate Contact Information
- Verification Phones Operating Properly
  - Student Affairs offices have worked w/ IT to verify that phones are operational
  - Call Center is operational
- Departments & VHD will be Staffed to Answer Phones
- Using Texting to Communication w/ Students

# Student Affairs



## Personnel

- **All Student Affairs Offices will be open (in-person) through January 31 and beyond**
- **Testing Center will be open at least one-week (in-person) for testing that cannot be done virtually**

## Ongoing Searches

- **Appointed an Associate Director of Admissions (Dual Enrollment)**
- **Appointed a Recruiter**
- **Appointed a Director of Student Support Services Program**



# **Information Technology Update**

# Information Technology



## Status of Technology Resources

- **1. Phones – IT is working with Cabinet to plan for completion of the rollout of the new AudioCode phones over the next several weeks.**
- **2. Faculty offices – IT is installing webcams and speakers in all Faculty offices to make them Zoom-ready and Microsoft Teams ready.**
- **3. Headsets – IT is working with Cabinet members to receive lists of staff and faculty in their respective areas that need headsets.**
- **4. PC's and laptops – are being distributed to staff and faculty as needed by Cabinet.**
- **5. ERP – IT Enterprise Applications team working with Cabinet to plan functional training and end-to-end training for functional areas. The plan is to begin using Banner in production in late February for Financial Aid.**



# **Return to Campus Update**

# Return to Campus



To ensure the on-going safety of the BCCC Community, COVID protocols for social distancing, face-coverings, temperature checks, and self-monitoring will be followed.

Public Safety will monitor entrances at each building and patrol the campus locations.

All those on campus must wear masks and comply with COVID safety protocols, including self-monitoring for symptoms and social distancing.

A limited supply of extra masks are available (N95\*, KN95, & 3-ply surgical).

*\*Fit test*

# Return to Campus



The College is also hosting a CVS Clinic on the campus. BCCC community members may get COVID tested on campus at no cost.

The College will monitor COVID-related incidents on campus. Public Safety serves as the point of contact in each building to respond to any COVID-related issues or concerns.

Facilities has established COVID cleaning schedules for each building, including hourly cleaning in restrooms, between-session cleaning of classrooms, and daily cleaning of office areas.

# Return to Campus



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PGCC	PGCC winter term is essentially online with a Spring start at the end of January. We will keep watching the situation, but no changes for now.
Wor-Wic	On Monday we announced a week delay in starting the semester (to Jan 21). Skipping spring break again this spring.

# Return to Campus



- ***BCCC is considering a COVID vaccination mandate for all employees.***
- ***Students have been sent a COVID vaccination mandate communication.***
- ***Classes still start on schedule on January 12, 2022.***
- ***Face-to-face classes will be remote for faculty until January 31, 2022 and still start on January 12.***
- ***SNHP clinical courses/labs will be held on campus.***
- ***Administrators & Staff will return to remote starting Monday, January 10, 2022 until January 31, 2022.***
- ***Cabinet will hold meetings to plan the return to remote operations.***
- ***Cabinet will continue to be on campus.***
- ***Facilities & Public Safety will continue to work on campus.***

*\*Pending guidance from Baltimore City & Baltimore City Health Department*

# **Return to Campus**



## ***Requests***

- ***Additional thermometers at the entrance doors.***
- ***Additional handheld thermometers for faculty.***
- ***Disinfectant Spray & Wipes.***
- ***Other PPE available.***



# **Baltimore City Community College**

## **President's Town Hall**

---

**4:00pm Tuesday, January 11, 2022**

**Dr. Debra L. McCurdy, President**

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, December 15, 2021**

*Dr. Liesl Jones, Vice President, Academic Affairs*

### **ACADEMIC AFFAIRS**

#### *Spring Semester Update*

With the rise in the Omicron variant the College made the decision to move the face-to-face courses for the 16 week and first 8-week term to virtual learning. Additionally, many of the low enrolled courses in the 16 week and 8-week were moved to 14- and 12-week terms.

1. For 16 week and A1
  - a. 115 face to face sections were moved to virtual
  - b. 189 virtual and web sections were run.
  - c. 39 health science sections remained on campus along with the dental clinic being open to patients. A total of 281 students enrolled and, in the courses, or working in the dental clinic.
  - d. 34 sections in the SNHP sent students to clinical sites in Nursing and the Health Professions
  - e. 9 sections in the Health Sciences are virtual with a total enrollment of 110 students.
2. Low enrolled classes that were moved 16 week and A1
  - a. SASS:
    - i. 20 sections were moved form 16 week to 12 week
    - ii. 2 sections were moved from A1 to A2
    - iii. 5 sections were moved from 16 week to 14 week.
  - b. BSTEM
    - i. 15 sections were moved from 16 week to 12 week.
  - c. SNHP
    - i. No classes were moved
3. For 14, 12 and A2
  - a. 14-week term
    - i. 2 face to face
    - ii. 10 dual enrollment to be scheduled face to face
    - iii. 13 virtual web courses
  - b. 12-week term
    - i. 81 sections face to face
    - ii. 82 sections virtual/web
  - c. A2
    - i. 45 sections are virtual/web
    - ii. 36 sections are face to face
  - d. 10-week term
    - i. All 14- and 12-week courses that are low enrolled will be moved to the 10-week term.
    - ii. 2 courses in BSTEM are scheduled for 10 weeks.

#### *Concerns for Spring*

- Faculty Load: currently faculty have been assigned a full load for the spring but a number of the courses in the 14, 12, 10, and A2 terms are low enrolled. The low enrollment may lead to faculty not making load and possibly using the summer term to complete their 2021-2022 teaching obligation.
- The Dual enrollment schedule has not been finalized; once it is that may help with faculty whose courses do not make load. Currently there are 10 courses that have been requested by City Schools for the 14-week term.

- New adjuncts are being assigned Zoom accounts. Program Coordinators are providing the names of the adjuncts that need the accounts.

### ***Preparation for the Return to Campus***

In preparation for faculty to return to campus much work was done to clean lab spaces, service equipment and review technology both in the classrooms and in faculty offices. Faculty offices were outfitted with cameras/microphone and speakers. The desktops were confirmed working and any repairs were performed. Similarly, the classroom technology was tested to confirm it was working and any repairs were performed. The lab spaces were professionally cleaned, and the hoods and equipment has been serviced.

### ***Program Coordinator Meetings***

Meetings were held with the Program coordinators by school to help prepare for the move of classes back to virtual. Future meetings are being scheduled to occur with the Program coordinators on a regular basis to address faculty and program concerns, development of the course schedule, book adoptions and the development of the college catalog. The meetings will aid in better communication and collaborative work within Academic Affairs.

### ***Middle States***

In preparation to write the Self-Study design the Middle States liaison will meet with the BCCC team to review the Self Study Institute, the Self Study design, and help the College to develop the workgroups for the Self-Study and Site Visit.

## **OFFICE OF THE ASSISTANT VICE PRESIDENT FOR ACADEMIC AFFAIRS**

### ***Perkins Update***

Monthly Check-in Meeting are held with the Deans the Plan of Action(s) Budgets and PCA's are discussed.

### **Plan of Action (s) for FY 22 Updates:**

**POA 1:** Tutors/Success Coaches (Update reported 12/6/21) attached

Status: Deadline Met

Monitoring

**POA 2:** ACUE Professional development (Update reported 12/9/21) attached

Status: Deadline Met

Monitoring

**POA 3:** Curriculum Management System amended to become POA 7: Biotechnology Equipment not purchased in FY 21.

Status: Amendment in Progress Due January 31

**POA 4:** Nursing/ Practical Nursing ATI Codes and Huerst review:

Status: In progress (December '21/ January '22 expected)

**POA 5:** Firearms training Simulator: InVeris Law Enforcement Virtual (December '21/ January '22 expected)

**POA 6:** Paramedicine Equipment

Status: Quotes submitted 12/13 for approval of purchase.

### ***Course Credentialing***

A course Credential Catalog is under development which will allow the Deans and program chairs to match faculty credentials to the course credentials for hiring and scheduling of faculty.

### ***Realignment Task 1***

The AVPAA continues to work 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. Statement of Intent was drafted in response for MFN request for a partnership with BCCC for a childcare grant. The goal is to have the MOU drafted for review by mid spring 2022.

***The Promise Academy***

Fall 2021 Pass Rates:

- MAT86 Index# 3117 had a 96% pass rate
- MAT86 Index# 1025 had a 55% pass rate

***Center for Academic Achievement (Tutoring)***

The success coach for the VISTA grant has been hired and began working with tutoring and with students in MAT 107. The success coach was hired late in the fall semester due to issues around finding someone to fill the role. The program will be fully functioning for the spring semester.

Number of Students Served During the fall semester through virtual tutoring:

Row Labels	Sum of Times Viewed	Sum of Times Participated
ACCT 221 Tutoring Fall 2021	505	0
ACCT 222 Tutoring Fall 2021	584	0
BIO 202 Tutoring Fall 2021	1360	5
BIO 203 Tutoring Fall 2021	1234	4
BIO 212 Tutoring Fall 2021	899	3
BUAD 112 Tutoring Fall 2021	1519	4
CHE 101 Tutoring Fall 2021	1226	6
CHE 102 Tutoring Fall 2021	187	0
CHE 213 Tutoring Fall 2021	78	0
CLT 100 Tutoring Fall 2021	6096	16
ENG 101 Tutoring Fall 2021	7183	94
MAT 107 Tutoring Fall 2021	4365	3
MAT 128 Tutoring Fall 2021	1033	1
MAT 86 Tutoring Fall 2021	3883	8
MAT 92 Tutoring Fall 2021	931	1
RENG 91 Tutoring Fall 2021	2912	24
RENG 92 Tutoring Fall 2021	4396	65
DE SP 101 Tutoring Fall 2021	283	0
DE PSY 101 Tutoring Fall 2021	216	0
DE MAT 128 Tutoring Fall 2021	49	0
DE ENG 101 Tutoring Fall 2021	16	0
DE SOC 101 Tutoring Fall 2021	26	0
DE MAT 107 Tutoring Fall 2021	34	0
DE BIO 101 Tutoring Fall 2021	26	0
DE BIO 102 Tutoring Fall 2021	49	0
<b>Grand Total</b>	<b>39090</b>	<b>234</b>

The numbers for tutoring in the fall 2021 semester were similar to those for fall 2020. There was an increase in the number of students in the Dual Enrollment courses that sought help from the tutoring sites. With the return to face-to-face classes tutoring will continue virtually with hours for on campus tutoring.

***E-LEARNING DEPARTMENT***

Jamie Gillis has joined the E-Learning team as Coordinator. Ms. Gillis has been tasked with building training presentations for the Spring semester that will include training on using rubrics, outcomes, leveraging classroom technology to make class time more interactive and engaging, and is developing a three-tier training for users of Canvas based on self-assessment of skill using the platform.

Faculty continue to be trained to teach online. Currently, 125 faculty across the college are currently certified by E-Learning to teach web-based courses. The Q2 report to Campus Compact Mid Atlantic(CCMA) will be completed and the annual survey of member institutions for Maryland Online (MOL) was completed with the assistance of Institutional Research and submitted on 12/3.

***LIBRARY DEPARTMENT***

The annual Maryland Community College Library Collection (MCCLC) data collection is underway. The librarians are working collaboratively with Institutional Research to discuss the data that needs to be collected for MCCLC. The ACRL Academic Library Survey, as well as the IPEDS Survey, will be completed with the Library Staff.

Library Staff continued to assist with the College’s Virtual Help Desk in December. The Librarians continue to participate in the Banner implementation.

Electronic Resources Librarian maintains and update the library’s social media engagement. Below are the numbers for November (until Dec. 22nd ):

	21-Dec
Instagram Followers	73
Instagram Posts	0
Instagram Likes	0
Instagram Engagement	0%
Facebook Likes	508
Facebook Views	9
Facebook Reach	497
Facebook Engagements	54

***Challenges***

There is a likely need for contractual staff, to work at the Circulation Desk and the Reference Desk for evenings and weekends when the students return to campus. The contractual staff were let go when the College went remote and there maybe a need to bring back additional staff.

***SCHOOL OF ARTS & SOCIAL SCIENCES***

The rise in the cases of the Omicron variant of Covid-19, which resulted in moving in-person courses to virtual and moving low enrolled courses to the 12-week term.

For the spring semester, Program Coordinators will meet with the Dean twice a month to begin to work on the schedule and the catalog. The Program Coordinators oversee their respective programs and will help with hiring adjunct, leading assessment work and curriculum development. Meetings with the whole faculty from the division occur on the second and fourth Fridays of each month. Those meetings are proving to be very lively and fruitful.

Regarding the new articulation agreement with the Baltimore City Police Department, which allows graduates from the BCPD Police Academy to transfer credits to BCCC that will count towards a degree in Law Enforcement, the team continue to meet every two weeks with the liaison with the Police Department. There are several recent Police Academy graduates who have begun their studies at BCCC in this spring semester. Further,

Dr. Garcia and the Dean are in communication with our counterparts at the University of Baltimore regarding a potential articulation agreement, allowing our students to transfer to the University of Baltimore to complete their four-year degrees. This is a very exciting development that will hopefully result in a great opportunity for our students.

Professor Darlene Godwin-Lee and the Dean, along with other representatives from BCCC, have been in communication with representatives of the Family League of Baltimore and the Baltimore City Public Schools 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 another opportunity that can bring a healthy number of new students to BCCC to take our Early Childhood Education courses. A statement of intent has been drafted and is under review.

***Curriculum Development:***

Regarding curriculum development, the course in American Sign Language, which was Board-approved last semester, is on the schedule for this spring term. Further, Dr. Denise Portis, who is the instructor for the ASL class, has also agreed to assist Prof. Hawk in drafting a proposal for an ASL/Deaf Studies program. The proposal should go to CIC early in this current semester. Professors Paul Long and Carole Quine continue to make great progress on their proposal for a Communications program. They are on track to have the proposal ready for the February or March CIC meeting. Once in place, these programs will well serve the needs of our students and help them achieve their academic and career goals.

***SCHOOL OF BUSINESS, SCIENCE, TECHNOLOGY, ENGINEERING, & MATHEMATICS (BSTEM)***

During December 2021, the Dean's Office focused on readiness for reopening and worked intensely on the ACBSP accreditation. Supported by our colleagues in the Office of Institutional Research, the faculty and student surveys were completed, and deployed the Graduates (Alumni) survey. Each graduate for the last two years received email and/or text message/telephone reminders from the Deans Offices. Over December, the Deans office completed approximately ¼ of the sections required for the report. The spring readiness activities included continuing to order laboratory supplies, securing orders for adaptive ergonomic and teaching equipment for faculty, defrosting freezers and cleaning refrigerators, and more. Equipment was scheduled for service in January, including sewing machines as well as microscopes.

In addition to these accomplishments, the School of BSTEM (as a whole), ended the semester with all student grades submitted on-time, and began Winter 2022 with nine (9) courses. This includes the innovative offering of Accounting 221, the first-course-in-the-major for this program designed to allow students who took developmental math in Fall 2021 to maintain progress in the major. We look forward to reviewing their academic performance and seeing how many enrolled in the second course-in-the-major (Accounting 222) in spring 2022.

***Business & Technology***

Associate Dean Davis continued the work on the ACBSP QA report. The program in Cyber Assurance and Security has been accepted as an academic partner with the EC-Council (<https://www.eccouncil.org/partner-with-us/>). This recognition and affiliation opens up a host of benefits for faculty and students alike. Dr. Denise Holland led this effort.

***Mathematics and Engineering***

The Mathematics and Engineering department continued work on their MAT 112 proposal, which will shortly be sent to the VPAA. The department also said goodbye to long-time faculty member Marianna Gleger. In preparing for spring 2022, the department plans to begin offering courses at the BioPark facility, and a new document camera has been ordered for that purpose.

### ***Natural & Physical Sciences***

The Natural & Physical Sciences Department has approved the course proposals for CHE 106: Organic and Biochemistry and CHE 107: Organic and Biochemistry Lab. These are part of new degree proposals the department is refining. Professors Wendweson Fikire and Malathi Radhakrishnan led this effort with broad participation from the department. The course proposals will be transmitted to the internal CIC committee for their February 2022 meeting and the curriculum proposals at the February or March meeting.

## **SCHOOL OF NURSING & HEALTH PROFESSIONS**

### **COVID Protocols**

All programs will follow the same COVID protocols from the fall semester. Students and faculty are required to be vaccinated. If a student has an exemption, they are required to test weekly. Students who are positive cannot come to campus until they are COVID negative.

### ***Emergency Medical services***

Students will be on campus for both theory and lab work. Students will be going to offsite clinical sites and will be provided with the required PPE. Faculty will be trained in programs that need to have students fit tested for N95 masks to do the fit testing. The equipment for fit testing is being ordered.

### ***Dental Hygiene***

A new server was ordered to help solve the issues with students logging on to the laptops in the dental clinic. However, the delivery of the server has been delayed. The Cohort who were to have graduated in the spring of 2021 are on track to complete this spring. The faculty are working with the cohort that was to graduate in spring 2022 to help them graduate fall of 2022 and the 2023 cohort is currently on track in their program. Both the 2021 and 2022 cohorts were affected by the pandemic, resulting in the need for the College to close the dental clinic. A discussion is underway to develop a Dental Assistant Program.

### ***Physical Therapy Assistant***

The PTA program needed additional teaching space and a lecture room was identified to be given to the program in addition to their lab spaces. The program needed a washer and dryer which were ordered, and the washer has been received and set up.

### ***Respiratory Care***

Faculty and students are returning to campus for the first time this semester. Students will continue to go out to clinical sites and PPE will be provided. The Respiratory Care lab needed repairs to the computer equipment, all repairs have been completed and the equipment is running properly.

### ***Surgical Technician***

Faculty and students are returning to campus for the first time this semester. Students will continue to go out to clinical sites and PPE will be provided.

### ***Nursing ADN and LPN***

The ADN program admitted its spring cohort and students in both programs have returned to campus. Students are being provided the needed PPE for the off campus clinical sites. The SIM labs have been tested and the computer spaces reviewed, and any repairs have been made. The growing concern is the increased need for qualified adjuncts for clinical sites. With the current COVID outbreak finding nurses that can teach has become difficult. The interim Dean and Faculty are reaching out to their colleagues to recruit adjuncts.

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, December 15, 2021**

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

#### **ADMISSIONS**

**Personnel.** In the last month, the Office of Admissions hired an associate director of admissions, who is responsible for the oversight of the Dual Enrollment program. Additionally, the office hired a recruiter to fill one of three positions. The focus continues to be on hiring the assistant vice president for student affairs who is responsible for managing Admissions and the Enrollment Management functions in the Division—Financial Aid, Registrar, and Student Success Center. Additionally, the office is focused on hiring the Coordinator of Veterans Services; a key position in maintaining VA compliance as we support the veteran and beneficiary population of BCCC.

**Technology.** Admissions deployed its new texting platform to inform students of the opportunities for registering for Winter and Spring sessions, for attending information sessions, and for receiving important services.

**Virtual Services.** The Admissions team continues to support students on the virtual help desk platform. Students can see an Admissions advisor to answer questions regarding their application. Unfortunately, the platform continues to prove challenging for providing students with expedient assistance.

#### **ATHLETIC DEPARTMENT**

The men's and women's basketball coaches have recruited new student athletes to the institution. As a result of the pandemic, the goal is to provide the student athletes an opportunity to get acclimated to college and get a head start on their studies, the semester prior to competition.

A proposal to provide recreational opportunities for the general student population has been submitted to the administration.

#### **DISABILITY SERVICES**

During the month of December, the Disability Support Services Center conducted virtual office hours to assist and support students with end of the year academic tasks. They also hosted a Sip and Chat end of the year activity designed to celebrate the student's academic accomplishments, to help with retention of DSSC students, and to offer announcements and specifics relating to the college's Winter and Spring Registration. The Disability Services office initiated tasks for recruitment and enrollment on behalf of the department which included written communication, daily student contact and program announcements to enhance student engagement. Lastly, the Director submitted the Maryland State report for Student with Disabilities for the fall, 2021 semester.

#### **FINANCIAL AID**

The Financial Aid office awarded \$28273261, Pell Grant and \$19,0350 State and Institutional funding for Fall 21, and \$201648 federal, state, and institutional funding for Spring 2022. Currently, the financial aid office is in the process of setting up the Regent system for the 2022-2023 Academic Year to ensure that our FALL 22 students get packaged as early as March 1, 2022. The financial aid office is also in the process of revamping the Financial Aid webpage to provide up-to-date information to all students. The webpage will also have more information regarding FAFSA nights to assist prospective and current students.

The financial aid office is partnering with the advising department to find attrition, succession, and enrollment variables affecting the current students on Satisfactory Academic Progress to increase retention. The office is also streamlining the reconciliation process with Accounting and I-Data management to avoid discrepancies between the award amounts and disbursement amounts causing audit issues.

## **INTERNATIONAL STUDENT SERVICES**

The International Student Services (ISS) continued its internal audit and review of its processes and procedures to ensure compliance with federal laws governing the certification of international students and College policy. Changes are underway in website language, outgoing messaging to students about financial responsibilities and methods of payment.

ISS staff made presentations to local high schools for general and international recruitment and served on the Virtual Help Desk to help answer general and international inquiries. In preparation for a return to in-person classes, ISS developed new acceptance letters and communication for students arriving from overseas. One new student arrived to attend BCCC from overseas, and 10 international students transferred from other schools for the spring 2022. In addition, ISS has issued 2 new documents for international students who are in the process of changing their visa status to F-1 student visa. The latter students either cannot, or do not have to start classes in the spring, but will attend once their visa status has changed. ISS staff received multiple training on the new Ellucian system and gave valuable feedback in its implementation which will impact many foreign-born students, not just international students on F-1 visa.

ISS staff received inquiries from new countries, rarely represented in the international population, such as from: Oman, Sri Lanka, Myanmar, as well as countries we have become accustomed to (in alphabetical order): China, Cote d'Ivoire, Jamaica, Kenya, Mali, Nepal, Nigeria, Pakistan, Russia, Saudi Arabia, Senegal, South Korea, and Venezuela. Nigeria and Nepal continue to represent the top two sending countries.

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

## **STUDENT LIFE & ENGAGEMENT**

In December 2021, the Office of Student Life & Engagement continued working on operational updates and facility updates. Student Clubs and Organization advisors were emailed with the updated forms process for registration, Panther Food Pantry forms were moved to an online format via SharePoint, and staff continued to move things online. Further, the website for Student Life & Engagement has been updated and includes additional pages about student clubs and organizations, the food pantry, welcome week, and more.

Student Life & Engagement space is being organized and updated. The SGA Office received new flooring recently, the bulletin board is being updated for students return, and staff continue to inventory, organize, and clean in preparation for Spring 2022. Staff on the Welcome Week Committee have been working diligently on an Orientation & Welcome Week schedule for January 12 – 22. Staff are prepared and ready for students to arrive back in the spring and are looking forward to all future engagement and leadership opportunities that will be offered on campus.

### *Activities and Events*

#### December 3, 2021 - Let's Talk- Defeating Finals Stress

The Office of Student Life & Engagement ended their fall Let's Talk series with a conversation with students regarding defeating finals stress. Information was discussed on how to best help and support each other and ourselves around finals time.

#### December 4, 2021 - True Colors

True Colors is a personality assessment that helps attendees to better understand themselves and others. This was the second time this event was offered this semester.

#### Student Government Association

SGA executive board continued to meet, and they are currently in the process of filling vacant senator positions and an executive board position, setting up their spring meetings, and finalizing their spring office hours.

### **RECORDS & 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 inquiries regarding registration and graduation services matters addressed to the registration and graduation public email addresses. zzz

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

***Registrar's Inbox.*** Between December 1-31-2021, Records and Registration processed 1,973 course registrations for 759 unduplicated students for winter 2022 and spring 2022. Registration activity is ongoing for spring 2022.

***Transcripts Processed.*** Records and Registration processed 389 transcripts for the month December 2021 generating \$1,106 for the college.

***Transcript Evaluations and Degree Audits.*** Between December 1-31, 2021, Records and Registration processed 49 transcript evaluations (700 transfer credits) to allow students to register for winter 2022 and spring 2022 courses. 462-degree audits were processed to allow students to register for remaining coursework. These

processes ensure the overall efficiency of the registration process.

## **STUDENT SUPPORT SERVICES PROGRAM**

TRIO SSSP ended the fall semester of events with a Virtual Ugly Sweater Holiday Party where students participated in an ugly sweater competition, games, and singing. The Office of Student Life and Engagement donated prizes for the event, and the program mailed those prizes to the student's homes. The SSSP staff provided academic advising and course selection, degree audits, and other support services to 45 participants via email, phone, and virtual appointments. SSSP awarded eight book award scholarships to offset the cost of books for eligible participants for winter and spring 2022 terms. Additionally, recruitment initiatives included:

- Two Virtual Open House sessions.
- Virtual Help Desk and Call Center support.
- Targeted emails.
- Social media posts.

As a result, the program accepted seven new participants and completed orientation and intake sessions. Lastly, program director Dr. Jackson's doctoral degree conferral and commencement ceremony took place on December 17, 2021, on the campus of Morgan State University.

## **STUDENT SUCCESS CENTER**

In December 2021, 785 students checked in for virtual services at the Student Success Center (SSC) via the Virtual Help Desk, emails, and in/outbound phones. The Student Success Center continues to be a critical office in supporting students with enrollment needs and retention activities. The team supported students during the Winter session with advising needs. The office continues to connect students to campus resources virtually and provide them tools for academic success. Student Success Center staff were available over the Winter Holiday Break to advise students. They have also been instrumental in advising students on the virtual help desk.

We have posted the position of academic advisor and have started receiving resumes. The Goal is to hire at least three full-time academic advisors.

## **STUDENT SUPPORT & WELLNESS CENTER**

During the month of December, Student Support and Wellness Services (SSWS) served students through individual counseling, wellness workshops, classroom presentations, and student consultations. Two virtual workshops were conducted. Five classroom presentations were requested on topics such as stress, mental health, and holiday blues.

Staff in SSWS were able to participate in various training including topics such as trauma, tele-behavioral health, and social justice. This month, SSWS served on the Welcome Week committee. There were continued community partnerships and collaborations with Greater Baltimore Regional Integrated Crisis System (GBRICS), and College Town.

## **UPWARD BOUND MATH AND SCIENCE**

The program is currently preparing to respond to the RFP to request funding for another five years. The UBMS program will focus on sustaining relationships with community partners such as Towson University, Youth Works in the Mayor's Office, MD Extensions Services and more. During the month of December, 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. Online instruction was provided through the College canvas computer platform. There were new student recruitment presentations provided at Digital Harbor High School and Vivian T. Thomas High School. The UBMS winter newsletter was published and distributed to the families of high school counselors and other community partners. The newsletter highlighted the life and work of a graduating senior from Towson High School and our programs Computer instructor, Dr. Denise Holland. This month a restart of the UBMS parent advisory council has been initiated by our University of Maryland School of Social Work intern. 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.

Of significant note is the news of the retirement of the program director, Mr. Gregory Hunter. Mr. Hunter has been with the College since 1987. Mr. Hunter is a Licensed Clinical Social Worker, Certified Addiction Counselor, and Certified Instructional Designer with master's degrees in Community Planning and Applied Psychology from the University of Maryland and the University of Baltimore, respectively. His professional background includes providing leadership in the human services field as a manager for over three decades. He is a professional counselor and trainer with expertise in the addictions and social work fields. BCCC thanks Mr. Hunter for his 35 years of service to the College and Community!

## **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, 370 students were enrolled in December 2021.

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

- In December, the ABE/ESL Department offered 5 ABE, and 4 ESL classes for a total of 117 students, funded by the Consolidated Adult Education and Family Literacy Grant (MD Labor) grant.
- 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 December, the ABE Department met with UMMC to open two new GED class sites for employees and community members in West Baltimore. Information sessions have been set up for January and classes will begin in February.
- The ELS department was awarded another \$135,000 for the MORA-ESOL grant in order to accommodate the influx of refugees from Afghanistan. We are doubling our classes offered (from 21-40) and hope to serve over 500 refugees.
- In December, the ELS Department additional instructor professional development to strengthen online resources and make accessible the *Voices of Freedom* text for Citizenship courses.
- The ELS Director met with the Director of the Mayor's Office of Immigrant Affairs (MIMA) to expand referrals and provide information about BCCC programs for Refugee Youth (RYP) and their families.
- In December, the ELS Department partnered with Loyola University to provide holiday gifts for all RYP students at Moravia Park ES before the winter break. We provided over 95 gifts to refugee students.

***Workforce Development Program Development and Expansion*** – The Workforce Development (WD) Department enrolled 253 students in December 2021. Workforce continues to expand partnership with local community and health agencies to provide opportunities for students to gain training and improve their career outlook. Additional activities include:

- Workforce enrolled over 250 students in 7 programs during December, including Community Health Worker (CHW), Patient Care Technician (PCT), Pharmacy Technician, Cyber Security A+. Over 200 students received scholarships for workforce training, who otherwise may have been unable to participate. Scholarships covered tuition, fees, books, supplies, and costs for certification exams.
- Baltimore City Community College is partnering with the Family League of Baltimore and Baltimore City Public Schools to create a career pathway for Early Childcare Education and Child Care

Certification. Workforce and Academic Affairs are working together to coordinate this effort with the Maryland State Department of Education.

- Workforce continues to work with Academic Affairs to create joint pathway programs to provide more opportunities for our students to be more competitive in the job market. Surgical Technician, Geospatial Mapping, and Dental Assistant are being discussed as potential new coordinated programs.
- Students in health services were able to continue receiving clinical opportunities despite COVID restrictions. 24 students participated in clinical opportunities during December. Workforce – Health Services will continue to identify clinical opportunities for students to complete certification.
- Workforce enrolled 15 students from Baltimore Alliance for Careers in Healthcare (BACH) in our Patient Care Technician Program. Students will work closely with Career Services for soft skills develop and job preparation.
- Workforce continues to work with community agencies and partners to create innovative trainings and opportunities for students. Kennedy Krieger is working with Workforce to develop a training program to train Clinical Assistants to work with children and young adults with developmental disabilities in the Neurobehavioral Unit.
- Career Services continues to coordinate with Workforce to connect students to job opportunities directly related to their training experiences. The Career Services Team coordinates recruitment efforts with Workforce to provide a more comprehensive recruitment effort, working with community partners, schools and businesses to incorporate career planning as a major component for workforce development and job placement. The WDCE team is working together to continue to grow our Integrated Education and Training (IET) program and the Integrated English Literacy and Civic Education program.

***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 December, 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 and Frederick Douglass HS continued training in healthcare programs. Upon graduation, students will be assisted with employment placement at University of Maryland Hospitals and other healthcare facilities.

## **ENVIRONMENT 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.

- The construction of the new Loop Road is on-track, as well as ongoing renovation projects include interior improvements in the Fine Arts Wing and the Student Activity Center.
- Facility Renewal and Deferred Maintenance projects continue, including replacement of the Hot Water heater 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).

- Public Safety continued support for people and programs conducting on-campus activities including several programs such as nursing, dental and physical therapy. Public Safety members continue to enforce safety measures including mask-wearing and COVID screening procedures.
- Public Safety supported the CVS COVID Testing and Vaccine site in South Pavilion, coordinating access and providing assistance to clinic staff and patients.
- In December, Public Safety implemented an email-based system utilizing appointments for safer production and distribution of identification cards for students and returning faculty/staff while continuing to follow safety protocols including masking, social distancing and physical barriers.

Public Safety supported the Loop Road construction project, managing campus access and enforcing COVID related safety measures.

# 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. Appropriation Year (AY 22) Revenue Summary as of 11/30/2021

Revenue Fund	Revenue Amount	Notes
General (Unrestricted)	\$ 28,187,506	(Includes Bookstore of \$429,140)
Restricted	\$ 5,136,056	(Includes WBJC of \$566,884)
<b>Total Revenue</b>	<b>\$ 33,323,562</b>	

**Unrestricted Revenue:** Total Unrestricted Revenue through November FY 2022 is \$5.7 M (17%) less than the revenue earnings through the same period FY 2021.

- *Tuition & Fees: Decrease of 11%.* The overall decrease in tuition and fee revenue is due to lower registration than anticipated. There was a decrease of \$556,992 (11%) in credit tuition and fees as well as decrease in non-credit tuition and fees of \$69,530 (14%).
- *Sales, Service, Aux & Leasing: Increase of 333%.* 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 in FY 2021.
- *Bookstore Revenues: On Par with FY 2021.* There is a slight decrease of 2% in Bookstore Revenue categories compared to the same period last fiscal year.

**Restricted Revenue:** Total restricted revenue through November of FY 2022 is \$1.8 M (26%) less than the same period in FY 2021. The primary driver of the decrease is the \$3.2 M decrease in Federal Grants WBCJ's revenue increased by 6% due to an increase in memberships and underwriting.

##### 3. Appropriation Year (AY 22) Year Expense Summary as of 11/30/2021

Expense Fund	Expense Amount	Notes
General (Unrestricted)	\$ 16,905,385	(Includes Bookstore of \$ 391,540)
Restricted	\$ 2,324,344	(Includes WBJC of \$442,037)
<b>Total Expenditures</b>	<b>\$ 19,229,729</b>	

**Unrestricted Expenditures:** FY 2022 Unrestricted expense increased by \$129 K 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 \$2.7 million (53%) 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 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**

1. **Highlights**

- Continue collaboration with Ellucian regarding process improvements as it relates to:
  - Third Party Billing Rules
- Established FY ‘22 CARES Act Recipients (Student’s portion) for Fall ‘21 Semester and processed refunds.

2. **Student Accounting Communication Updates**

- Communications were sent to students regarding the 2021 tax year 1098-T information to include instructions on how to register to receive the 1098-T form electronically.

3. **Operational Process Improvements**

- 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)

- Collaborate 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 <sup>rd</sup> Quarter (FY'22)
Banner – Testing – Financial Aid (e.g., Needs Analysis, Tracking, Budgeting, Pell & SEOG, Term & New Aid Year)	Spring '22	3 <sup>rd</sup> Quarter (FY '22)
Banner – Testing – Student Accounts Receivable (e.g., Account Management, Cashiering & Reconciliation, Refunding, Billing, Payment Plan Implementation, Aging Cycle)	Spring '22	3 <sup>rd</sup> Quarter (FY '22)
Banner – Going Live – Financial, Admissions, Records & Registration, Student Accounts Receivable	Spring '22	3 <sup>rd</sup> 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 9, 2021, the bookstore sent 4,886 Fall 2021 textbooks/access codes to students, which totaled \$489,114.48 .
- Between December 10, 2021, and January 6, 2022, the bookstore sent 496 Winter/Spring 2022 textbooks/access codes to students, which totaled \$53,217.25.
- Textbooks for Winter/Spring 2022 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. MHEC (Maryland Higher Education Commission) CC-4 Audit**

- The Controller’s Office is waiting for the auditor’s final review of the CC-4 draft so the final report can be issued.

**2. BCCC (BALTIMORE CITY COMMUNITY COLLEGE) (College and WBJC-FM Audits)**

- The Controller’s Office is waiting for the auditors review of the College and WBJC-FM Audits. The draft Financial Statements for the College and WBJC-FM are awaiting final review by the

auditor’s and finalization of the Foundation audit. The College audit is contingent on the finalization of the Foundation audit.

- The WBJC-FM Annual Financial Report (AFR) due to the Corporation for Public Broadcasting is being reviewed by the auditors.

3. **BCCC Foundation Year-End Closing**

- The General Accounting department is working with the auditors to close out the BCCC Foundation.

4. **CARES ACT Spending (HEERF I & II)**

- The Controller’s Office continues to work closely with the bookstore to track the shipping charges. 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).

5. **Grants**

- The Controller’s Office assisted in providing information for new grants for the Foundation.
- The Controller’s Office continues to work 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 the 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**

<b>Summary</b>	<b>Totals</b>
<31	281,871.59
31-60	349,434.04
61-90	107,606.00
>90	113,562.53
<b>Grand Total</b>	<b>\$852,474.16</b>

3. **A/P Overall**

- Overall balances are still very high but much lower than the previous month.

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

- This category is about the same as 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 are working to resolve these balances. 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 (Cabinet representation) 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) continues to work on building integrations to Banner for several applications that are currently used by BCCC. BCCC uses and 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 to 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 final pre-production rounds of data extraction for General Person Student, Academic History and General Student. In addition, round two data extractions have been completed for Human Resources Position Control, Onboarding/Hiring and Employee Leave Balances. Data Validation teams are being assembled and trained to ensure data pulled from the legacy system is migrated correctly into Banner.

The feedback from the data validation teams is used to make any corrections needed in subsequent data migration rounds.

### **IT OPERATIONS**

#### *Enterprise Applications Services*

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 Deployment and Faculty Office Zoom-Readiness**

The Client Services and Infrastructure teams are working with Cabinet to plan to complete the rollout of all new AudioCode phones to all staff and faculty. In addition, Client Services has nearly completed making all in-use faculty office Zoom-ready by installing webcams and speakers as well as headsets for faculty that has requested them.

*Client Services*

The Client Services team, along with Academic Affairs, has nearly completed all technology needs in classrooms needed 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**

#### **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 (MHEC)

- Submitted the Fall 2021 Employee Data System (EDS) file for submission to MHEC to meet the deadline of December 15, 2021. Led workgroup with representation from Human Resources, Information Technology Services (ITS), and Payroll.
- 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 Workforce Development and Continuing Education (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.

##### Maryland Association of Community Colleges (MACC)

- Developed data to complete the Enrollment, Outcomes, and Personnel sections of the annual MACC Databook.

#### **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, 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 served on the review team for the submission to meet the deadline of December 10, 2021.

##### MarylandOnline.org

- Collaborated with E-Learning and 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.

##### Maryland Community College Library Consortium

- Supported the Library in reviewing the data requested for the "Benchmarking Data Collection" designed to gauge services during the pandemic.

##### 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.

- Collaborated with Academic Affairs to determine and develop data needed for AmeriCorps VISTA grant application (continuation) and reporting to include developing measures for future evaluative submissions.
- In support of the Banner Enterprise Resource Planning (ERP) implementation process, 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
  - Conducted data validation to support data migration related to student characteristics, academic history, testing data, and registration holds.
- Met with Evisions to discuss roll-out of Argos, a reporting tool which will be used with Banner, the new ERP. Began researching training opportunities and developing tentative training plan for BCCC team.
- Participated in session with Nuventive to review capabilities of existing assessment data tool.
- Supported the Child Care Career and Professional Development Fund (CCCPDF) grant team in preparation for quarterly report due in January 2022.
- Completed preliminary materials needed for BCCC to participate in the Spring 2022 administration of the Community College Survey of Student Engagement (CCSSE) and companion Community College Faculty Survey of Student Engagement (CCFSSE).
- Serve on Program Review and Evaluation Committee's (PREC) planning team which meets weekly.
  - Led student and faculty surveys' review, design/update and implementation process. Compiled results and shared with Committee. Held special sessions conducted by PREC Chair to address any questions or concerns regarding survey data.
  - Developed trend data related to programs' enrollment, degrees conferred, discipline credit hours, and short-term outcomes.
  - Participated in a meeting with Deans regarding outstanding deliverables from various programs.
- Developed 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.
- Refining proposed policy and procedures related to reestablishing the College's Institutional Review Board.

## Search Committees

- Served as search committee member for the Director of Financial Aid position.

## External Meetings

- Middle States Commission on Higher Education (MSCHE) Annual Conference
- Maryland Community College Research Group monthly meeting
- Statewide "Blueprint for Maryland's Future" workgroup meeting
- BCCC team meeting with Baltimore City Public Schools representatives
- BCCC team meeting with FA Solutions

## Professional Development

- Charles Wilson, Research Analyst II, successfully defended his dissertation. He will be graduating in the spring with a doctorate in Public Administration.

## OFFICE OF ASSESSMENT

### *Academic Assessment*

#### **Assessment Data Analytics**

Course and program data continue to be extracted from Nuventive (TracDat) and evaluated in Excel. The data from academic years 2016 through 2021 will serve as a baseline measurement of program- and course-level performance and participation in academic assessment. Outcomes will inform the realignment and improvement of the academic assessment processes.

#### **Program Review and Evaluation Committee**

The Office of Assessment continues to attend weekly PREC planning meetings to advise on best practices in student learning outcomes, assessment leadership, and evidence-based decision-making at the course and program levels.

### *Institutional Reporting*

#### **Institutional Reporting Framework and Oversight**

In January 2022, the Office of Assessment will assume responsibility for the oversight of institutional reporting.

#### **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.

#### **Child Care Career and Professional Development Fund (CCCPDF) Grant Virtual Monitoring**

The Office of Assessment provided guidance on reporting best practices and data validation. This report is due to the Maryland State Department of Education (MSDE) on 2022/01/28.

#### **Maryland Board of Nursing (MBON) Annual Report**

The Office of Assessment provided guidance on reporting best practices, specifically the inclusion of supporting evidence.

#### **Maryland Community Colleges' Library Committee Benchmarking & Value of Libraries Project**

The Office of Assessment provided guidance on reporting best practices and data validation. The Offices of Assessment and Institutional Research recommended debriefing and follow-up with library services to learn more about the data they collect and to identify applications for continuous improvement initiatives.

#### **Middle States Commission on Higher Education (MSCHE) Annual Conference**

The Office of Assessment attended the second day of the annual conference on 2021/12/15. Plenary and breakout sessions included college-wide assessment reporting, systems approach to diversity, equity, and inclusion, review of the MSCHE mission and standards, and higher education federal policy.

## *Planning*

### **Assessment Model**

Under the guidance of the Office of the President and in collaboration with the Vice President of Institutional Effectiveness, Research & Planning, the Office of Assessment continues to develop the institutional assessment model. The Office of Assessment meets weekly with Academic Affairs to facilitate the structure and process for institutional assessment.

### **Academic Assessment Guide**

The Office of Assessment is revising the existing Assessment Guide to address the gaps and opportunities identified in the comprehensive review of the guide and five years of academic assessment data. The revised guide is planned for implementation in the 2023 academic year.

### **Office of Assessment FY 2022 Goals**

The Office of Assessment has developed five (5) goals for the 2022 fiscal year.

1. Develop the Institutional Assessment Model
2. Develop the Office of Assessment Infrastructure
3. Revise the Academic Assessment Guide
4. Develop the Institutional Reporting Framework
5. Develop the Office of Assessment Professional Development Series

### **Strategic Planning**

The Office of Assessment, in collaboration with the Office of the President, met with representatives from Keeling & Associates to discuss the status and next steps of the strategic plan.

## *Professional Development*

### **Personal Professional Development**

The Office of Assessment read *Leadership of Higher Education Assessment* by M. B. Fuller. This book provides a detailed analysis of assessment leadership strategy and presents four leadership theories appropriate for adaptation to the office and personal professional styles.

### **Office of Assessment Professional Development Series**

The Office of Assessment is researching and developing topics for upcoming professional development in May and August 2022. An online, asynchronous professional development series is in development and will be offered via Canvas, the learning management system. Topics in development include:

1. Institutional Assessment Model
2. Academic and Non-Academic Assessment
3. Program Review and Program Assessment
4. Where does the data live? Who owns it?
5. Learning Outcome Development
6. Program Goal Development
7. Curriculum Mapping
8. Outcome Measures and Formulas

## **Technology**

### **Ellucian Banner**

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

### **Nuventive (TracDat)**

The Office of Assessment continues to develop fluency in the current platform and recommendations for the entry, maintenance, and use of assessment data. The Offices of Institutional Effectiveness, Research & Planning and Academic Affairs met with Nuventive representatives to review the college's platform and identify options for professional development initiatives.

## **OFFICE OF GRANTS DEVELOPMENT**

The Office of Grants Development collaborated with Workforce Development and Continuing Education colleagues Pat Mikos, Executive Director of Workforce Development, and Noah Grant, Director of English Language Services, to accomplish two grant submissions in rapid succession.

The Baltimore's Promise Summer Funding Collaborative, submitted Dec. 1 for \$52,000 and mentioned in the December report, would fund a longtime summer youth program operated by BCCC.

City of Baltimore funding of \$1.6 million under the American Rescue Plan Act (ARPA), submitted December 22, would support English Language Services programs.

Both programs, if funded, will maintain the visibility of Baltimore City Community College as the leading provider of workforce training and educational services for the residents of Baltimore City and the northeast Maryland area.

The Governor's Emergency Education Relief II Fund (GEER II) 3rd Quarter Report was finalized and submitted on December 13, 2021 before Winter Break by BCCC Controller Eileen Waitsman. The Office of Grants Development thanks Ms. Waitsman and the Finance Office team for their expertise and assistance.

Upcoming reports due January 31, 2022 – including the Governor's Emergency Education Relief (GEER I) Fund 6th Quarter Report and the Maryland Labor Adult Basic Education program grants – Adult Basic Education/Adult Secondary Education (ABE/ASE); Adult Basic Education/Literacy Works (ABE/LW); Adult Basic Education/English as a Second Language (ABE/ESL); Adult Basic Education/Local Institutionalized (ABE/LI), and Integrated English Literacy and Civics Education (IELCE) – are currently in progress in WDCE and will be discussed at or before the next monthly PI Meeting.

Research on new funders and grant opportunities took place in December for pre-approvals to be developed for the second week of January. This will allow for Opening Week professional development training sessions and the post-holiday return to work.

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, December 15, 2021**

*Ms. Lyllis M. Green, Chief Internal Auditor*

### **INTERNAL AUDITS, REVIEWS, & INVESTGATIONS**

During the month of December, Internal Audit activities were focused on the OLA report as well as the continuation of activities or closure from current activities:

- Assisting ITS staff in resolving and responding to findings and requests from the legislative auditors (OLA) as well as participating in the exit meeting.
- The Purge Committee
- Union negotiation documents review with Cabinet.
- International Students' Process Review.
- Office of Internal Audits' move to Main building.

Staff were instrumental in resolving or mitigating issues related to the above activities. Such activities required collaboration with staff from various offices and divisions including but 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.

### **EXTERNAL AUDITS**

#### *Legislative Auditors (OLA)*

Internal Audit and Information Technology staff worked together to assist the OLA Auditors and provide documentation for the responses to the OLA's IT portion of the audit which began on April 5, 2021. The IT staff developed the responses to the findings for submission prior to the November 15, 2021, exit meeting. 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. *Note: The draft of the final OLA report was received on January 6, 2022.*

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 report, when published, will include an assessment of the College's progress in addressing prior audit findings and our chart will be updated as well. 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 @ 12/31/21</i>
1. facilities planning and operations	<p>We recommend that BCCC:</p> <ul style="list-style-type: none"> <li>a. use existing Statewide contracts for the procurement of goods and services, when available;</li> <li>b. discontinue the practice of artificially dividing purchases to circumvent State procurement regulations and lessen its purchasing power;</li> <li>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);</li> <li>d. ensure that vendor invoices contain sufficient details to determine the propriety and reasonableness of the services performed and amounts billed;</li> <li>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</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>a. Existing statewide contracts are being used when available or practicable.</li> <li>b. It is expected that processes will improve now that a Director of Facilities has been hired.</li> <li>c. One of the procurement office vacancies was filled to ensure compliance with procurement regulations.</li> <li>d. Reviews are being performed to determine the propriety and reasonableness of the services performed and discrepancies are investigated for resolution.</li> <li>e. Recovery attempts are made for improperly billed invoices.</li> <li>f. Both the College’s General Counsel and the Office of the Attorney General are consulted regarding questionable activities.</li> </ul>	<ul style="list-style-type: none"> <li>a. Implemented</li> <li>b. Implemented</li> <li>c. Implemented</li> <li>d. Implemented</li> <li>e. Implemented</li> <li>f. Implemented</li> </ul>
2. corporate purchase cards,	<p>We recommend that BCCC</p> <ul style="list-style-type: none"> <li>a. prohibit cardholders from sharing their cards with other employees; and</li> <li>b. ensure that proper documentation, such as itemized vendor invoices, is obtained to support all CPC transactions (repeat).</li> </ul>	<ul style="list-style-type: none"> <li>a. The College implemented additional controls over corporate purchase cards including a reduction in the number of cards issued.</li> <li>b. Monthly receipts/invoices of CPC transactions are obtained and compared to the monthly</li> </ul>	<ul style="list-style-type: none"> <li>a. Implemented (includes repeat finding)</li> <li>b. Implemented</li> </ul>

		statement of CPC activity. All discrepancies are investigated.	
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.
<b>Information systems (2),</b> 5. <b>Sensitive Personally identifiable information (PII)</b>	We recommend that BCCC: a. perform a complete inventory of its systems and identify all sensitive PII,  b. determines if it is necessary to retain this PII and delete all unnecessary 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 fine tuning the search categories to determine the functional areas that should have access. b. All necessary PII will be properly protected.	a. Partially implemented.  b. Not implemented.

	<p>c. determines if all necessary PII is properly protected by encryption or other substantial mitigating controls, and</p> <p>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>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.</p> <p>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.</p> <p>d. Partially implemented.</p>
<p>6. <b>Malware protection for BCCC computers was not sufficient</b></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;</p> <p>b. limit the assignment of administrative rights on workstations to specific system/network administrators and those users specifically allowed such rights, with any such assignments to non-information technology administrators being justified, approved, documented, and regularly</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.</p> <p>b. The process was initiated in June 2020 with full 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</p>	<p>a. Implemented and ongoing.</p> <p>b. Implemented and ongoing.</p>

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

## **Baltimore City Community College**

### **CABINET UPDATE**

#### **Board of Trustees, December 15, 2021**

*Mr. Michael Berends, Director of Marketing*

#### **WBJC**

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

#### ***WBJC Staff Community Engagement***

Opportunities taken by WBJC staff to extend the BCCC brand in the community via WBJC.

St. David's Music Series: Judith Krummeck served as one of the lectors for Nine Lessons and Carols on December 19, 2021.

Maryland State Boys Choir: Katherine Harrison and Jonathan Palevsky served as lectors for Nine Lessons and Carols on December 5, 2021.

Johns Hopkins University Orchestra: Music Director Jed Gaylin was interviewed by Jonathan Palevsky about their performance on December 4, 2021. Jonathan also gave a pre-concert talk for that performance.

Bach in Baltimore: Music Director Herb Dimmock was interviewed by Jonathan Palevsky about their holiday concert on December 5, 2021.

Annapolis Choral and Chamber Orchestra: Music Director J. Ernest Greed was interviewed by Jonathan Palevsky about their December holiday concerts.

Helicon: Musician Ken Kolodner was interviewed by Jonathan Palevsky about their Winter Solstice concert at Goucher College on December 12, 2021.

Prince George's Philharmonic: Jonathan Palevsky wrote and presented an "informance" for their Holiday Pops Concert on December 12, 2021, at Prince George's Community College.

Hampton Mansion: Board member Gayle Economos was interviewed about the mansion's holiday decor and special December 11 tours and activities by Dyana Neal.

Columbia Orchestra: Music Director Jason Love was interviewed about CO's December concert by Dyana Neal.

Shriver Hall Concert Series: British pianist, Paul Lewis, CBE, was interviewed about his recital for broadcast by Judith Krummeck on December 7, 2021.

Handel Choir of Baltimore: Brian Bartoldus, Artistic Director, was interviewed about HCB's Messiah performances and their Candlelight Holiday Concert by Dyana Neal.

Behavioral Health System Baltimore: Alexandra Wykowski, Associate Director of Clinical Services, was interviewed about mental health during the holidays by Dyana Neal.

Baltimore Symphony Orchestra: Dyana Neal and husband Jim Knost sang in the chorus for the BSO's Messiah performance.

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

Edward A Myerberg Center: Jonathan Palevsky was the instructor for four lectures on Jewish music.

***BCCC Event Promotion***

BCCC campus events and initiatives that were promoted on-air during the month.

Public Service Announcements: Multiple daily reads by WBJC hosts.

- Beginner’s Yoga Virtual Class on Mondays at 3pm

***WBJC Corporate Support Partnerships***

Businesses who underwrite programs and content on WBJC

Returning Clients

Annapolis Symphony, Kennedy Center, Bach in Baltimore, Ballet Chesapeake, Shriver Hall, Baltimore Chamber Orchestra, Baltimore Concert Opera, Columbia Orchestra, Handel Choir of Baltimore, Washington Choral Arts, Washington Concert Opera, Prince Georges Philharmonic, Elville & Associates, Framin Place, Eddie’s of Roland Park, Snug Books and Gertrude’s Restaurant.

***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.

December Schedule:

- 12-4-21 Hour 1 Jewish Classical Music in Honor of Khanukah. Hour 2 WBJC 35th annual Klezmer Show.
- 12-11-21 Airing of the Eugene Goosens / Thomas Beecham version of Handel’s Messiah.
- 12-18-21 Maryland State Boys Choir Festiva of Nine Lessons and Carols
- 12-25-21 Baltimore Choral Arts Christmas.

**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.

- 12-3-21 Greedy Reads Manager, Emily Miller, was interviewed for Booknotes about the season of giving.

December Highlights:

- 12-22-21 WBJC’s Special 1808 Beethoven Concert: Jonathan Palevsky and Kati Harrison co-hosted a reproduction of the December 22, 1808, 4-hour Beethoven Concert.

## Marketing & Communications

### Welcome Week

The College worked in tandem with the BCCC Office of Student Engagement to develop a branded Welcome Week campaign to provide exciting, clear, and consistent messaging surrounding the start of the spring 2022 campaign for new and current students. Components of the campaign include signage, flyers, social campaign posts, and promotional items.

### Enrollment Materials

#### Publications

The College developed several branded publications in support of recruitment and enrollment, including a Mayor’s Scholars Program brochure, Workforce Development brochure, and Spring 2022 Course Schedule.

#### Online Support

Additional supporting website billboards were developed to promote enrollment, the Spring 2022 Course Schedule, visual arts programs, and winter break.

#### High-Quality Email Implementation

The College implemented high-quality branded email via Constant Contact. This effort is in support of enrollment growth for various targeted groups. Three sets of emails have been sent, with an average open rate of 36% (8% above the industry average) and an average click rate of 4% (comparable to the industry average).

#### Constant Contact Email Metrics

<input type="checkbox"/>	Time Sent ↓	Campaign Name	Sends	Opens	Clicks	Bounces	Unsubscribes
<input type="checkbox"/>	Fri, Dec 31, 2021, 11:15 AM	Current Students - 12/27/2021	3,606	1,255 36%	66 5%	123 3%	0 0%
<input type="checkbox"/>	Fri, Dec 31, 2021, 11:10 AM	Prospective Students - 12/27/2021	569	155 28%	8 5%	23 4%	0 0%
<input type="checkbox"/>	Fri, Dec 31, 2021, 11:10 AM	Stop-out: 12/27/2021	2,983	983 34%	51 5%	113 4%	0 0%
<input type="checkbox"/>	Fri, Dec 31, 2021, 11:07 AM	Near-Completer - 12/27/2021	285	75 29%	2 3%	26 9%	0 0%
<input type="checkbox"/>	Tue, Dec 21, 2021, 3:01 PM	Student Holiday Email - 12/2021	8,838	2,793 33%	0 0%	469 5%	19 1%
<input type="checkbox"/>	Mon, Dec 13, 2021, 3:15 PM	Admissions Information Session - Spring 2022 Campaign - 12/8/21	3,530	1,357 40%	68 5%	131 4%	2 1%
<input type="checkbox"/>	Thu, Dec 9, 2021, 5:18 PM	Near-Completer - 12/8/2021	293	82 30%	4 5%	23 8%	2 1%
<input type="checkbox"/>	Thu, Dec 9, 2021, 5:14 PM	Current Students - 12/8/2021	3,613	1,218 35%	68 6%	125 3%	0 0%
<input type="checkbox"/>	Thu, Dec 9, 2021, 5:13 PM	Prospective Students - 12/8/2021	573	289 53%	8 3%	24 4%	2 1%
<input type="checkbox"/>	Thu, Dec 9, 2021, 5:12 PM	Stop-out: 12/8/2021	2,990	1,069 37%	51 5%	108 4%	1 1%

### ***Social Platform Support***

Supporting branded social posts were placed on Facebook, Instagram, and Twitter in support of winter 2021 and spring 2022 enrollment and programs.

### ***College Board List Purchase and Campaign Implementation***

The College previously purchased a College Board list of PSAT/SAT students. A comprehensive branded campaign has been implemented, starting with a personalized letter from Dr. McCurdy combined with a printed viewbook. Additional successive emails are being sent in support of College Information Sessions, Apply Now messaging, and dedicated emails that tell and sell the complete BCCC story. This long-range initiative is to build a brand with and sustain a flow of high-school age students from Baltimore high schools directly to BCCC.

### ***Winter 2021 and Spring 2022 Marketing Campaign Implementation***

The College continued to implement a comprehensive Winter 2021 and Spring 2022 marketing campaign dedicated to enrollment growth. Digital campaigns began November 30, 2021, and will continue through March 8, 2022. Campaign Metrics are:

The College continues to monitor campaign metrics for the Winter 2021 and Spring 2022 Marketing Campaigns. Results to-date indicate very strong demand generation as shown below:

- Facebook/Instagram:  
Reach/Ads Served - 11/30/2021 – 1/1/2022: 395, 460  
Ad Clicks: 5,175
- Google:  
Reach/Ads Served - 11/30-2021 – 1/1/2022: 2,436,769  
Ad Clicks: 14,930

### **Rebranding**

The college invested additional creative time to develop:

- Refinements to alternate BCCC logos
- Subway entrance wrap
- MTA bus signage
- Lombard Street, Liberty Heights Avenue, Towanda Avenue, and main campus branded pole signage supporting the 75<sup>th</sup> Anniversary
- WBJC branded sponsorship materials
- A continuing array of website home page billboard images that promote various college or enrollment areas, including promoting college programs and Student Affairs events
- Program and certificate social media posts
- Redesigned web page layouts for multiple web pages

### **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.
- Initial research into new ways we can share our mission and core values on campus are under way.

## 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 an integrated marketing campaign that targets individuals living above the federal poverty level, but below the basic cost of living. BCCC campaign results include:

- Website page views: 14,440
- Unique page views: 6,485
- Average Time on Page: 00:00:22
- Bounce Rate: 0.56%

## **Baltimore City Community College**

### **Realignment Tasks Update**

#### **Board of Trustees, January 19, 2022**

*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 team continues to meet biweekly to discuss the program and recruitment of students.

##### *Early Childhood Education and Child Care*

The AVPAA continues to work 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. A Statement of Intent was drafted in response for a MFN request for a partnership with BCCC for a childcare grant. The goal is to have the MOU drafted for review by mid-spring 2022.

#### **Program Coordinator Meetings**

Meetings are being scheduled to occur with the Program coordinators on a regular basis to address faculty and program concerns, development of the course schedule, book adoptions and the development of the college catalog. The Program Coordinator Meetings will be held by Schools once a month to address concerns and needs that maybe specific the school. These meetings will help to ensure that the scheduling of courses aligns with the student needs for the program. The meetings will aid in better communication and collaborative work within Academic Affairs.

## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, January 19, 2022**

*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 253 students in December 2021. Workforce continues to expand partnership with local community and health agencies to provide opportunities for students to gain training and improve their career outlook. Additional activities include:

- Workforce enrolled over 250 students in 7 programs during December, including Community Health Worker (CHW), Patient Care Technician (PCT), Pharmacy Technician, Cyber Security A+. Over 200 students received scholarships for workforce training, who otherwise may have been unable to participate. Scholarships covered tuition, fees, books, supplies, and costs for certification exams.
- Baltimore City Community College is partnering with the Family League of Baltimore and Baltimore City Public Schools to create a career pathway for Early Childcare Education and Child Care Certification. Workforce and Academic Affairs are working together to coordinate this effort with the Maryland State Department of Education.
- Workforce continues to work with Academic Affairs to create joint pathway programs to provide more opportunities for our students to be more competitive in the job market. Surgical Technician, Geospatial Mapping, and Dental Assistant are being discussed as potential new coordinated programs.
- Students in health services were able to continue receiving clinical opportunities despite COVID restrictions. 24 students participated in clinical opportunities during December. Workforce – Health Services will continue to identify clinical opportunities for students to complete certification.
- Workforce enrolled 15 students from Baltimore Alliance for Careers in Healthcare (BACH) in our Patient Care Technician Program. Students will work closely with Career Services for soft skills develop and job preparation.
- Workforce continues to work with community agencies and partners to create innovative trainings and opportunities for students. Kennedy Krieger is working with Workforce to develop a training program to train Clinical Assistants to work with children and young adults with developmental disabilities in the Neurobehavioral Unit.

Career Services continues to coordinate with Workforce to connect students to job opportunities directly related to their training experiences. The Career Services Team coordinates recruitment efforts with Workforce to provide a more comprehensive recruitment effort, working with community partners, schools and businesses to incorporate career planning as a major component for workforce development and job placement. The WDCE team is working together to continue to grow our Integrated Education and Training (IET) program and the Integrated English Literacy and Civic Education program.

## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, January 19, 2022**

*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.”**

Two new articulation agreements are being proposed. The first would link the Criminal Justice program at BCCC with the similar program at University of Baltimore. The agreement would include the current MOU that has been approved by the Board that links Workforce, The Police Academy, and the Credit program at BCCC. This would allow students a seamless transfer through to a 4-year degree. The second agreement has just begun talks between Frostburg University and BCCC. The possible agreement would link the BCCC Physical Therapy Program to the Exercise Management Program at Frostburg University. The first meeting was January 14, 2022.

Academic Affairs continues its work with Workforce to develop MOU agreements to link Early Childhood and EMT with the credit programs.

**Baltimore City Community College**

**Realignment Tasks Update**

**Board of Trustees, January 19, 2022**

*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**

The VP for Student Affairs and the VP for Academic Affairs met with the representative for City Schools, Mavis Jackson in December to discuss the spring schedule for dual enrollment. Currently there are 10 courses across 4 schools that are confirmed for the 14-week term with a possible enrollment of 222 students.

ART 122	8:45-10AM	Dunbar Onsite	14 Week	11
MAT 107	8:45-10AM	Dunbar Onsite	14 Week	25
ENG 207	1-2:20PM	Dunbar Onsite	14 Week	20
MAT 107	8:45-10AM	Dunbar Onsite	14 Week	25
PSY 101	10-11AM	Dunbar Onsite	14 Week	18
SOC 210	12:25-1:45PM	Dunbar Onsite	14 Week	16
SOC 101	11:10-12:25PM	Dunbar Onsite	14 Week	27
SOC 101	10-11AM	Dunbar Onsite	14 Week	33
PSY 101	12:10-1:20PM	Digital Harbor	Onsite 14 Week	8
MAT 107	2-3:05PM	New Era Onsite	14 Week	14
SPEECH 101	2:10-3:20PM	Western onsite	14 Week	25

**CTE Pathways**

Meetings with the Talent Ready grant will continue in the spring semester beginning in February. The VPAA along with the City Schools representative, BCCC faculty, and BCCC Workforce representatives will draft the MOU linking Project Lead the Way, Cisco and the Cybersecurity and Assurances program and the Computer Science program. This pathway will allow student to complete Workforce credentials leading to an Associate Degree while in high school.

## **Baltimore City Community College**

### **Realignment Tasks Update**

#### **Board of Trustees, January 19, 2022**

*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:** There is a need to seat a Strategic Enrollment Management Taskforce to develop a SEM Plan. We are focused on filling critical vacancies in Admissions: Assistant Vice President for Student Affairs who will be responsible for managing the Admissions Office, supervising the Records and Registration Office, Financial Aid Office, and the Student Success Center. We are also focused on hiring two additional recruiters and three new academic advisors. These positions are key to the success of our initiatives in this area.

***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 filing 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 continues to utilize 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 Porta to serve students more effectively. The College intends on continuing with that vendor. 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:** The office continues to be on track with Banner implementation. There are no new significant updates to report.

**Method 4: Revise the Current Advising Model**

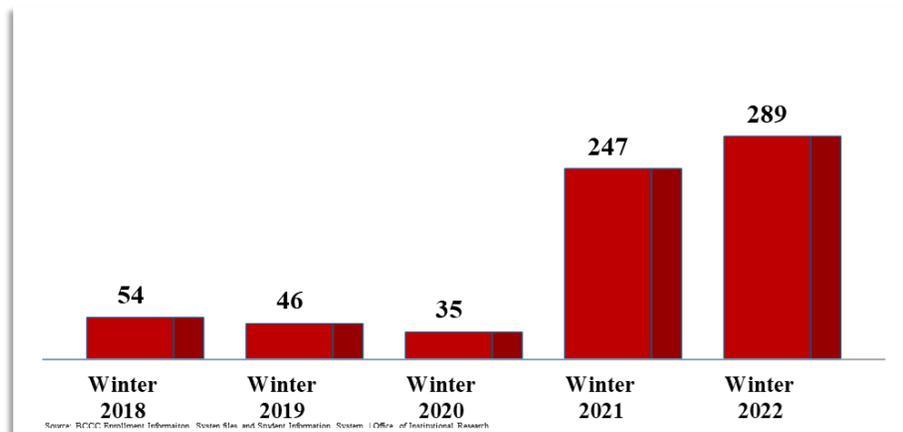
1. The Vice President for Student Affairs will work with the Vice President for Academic Affairs and the President to identify members from each division to serve on an ad hoc committee to review the current advising model and assess its effectiveness.
2. Best practices from the National Association 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 will be seated; the president has clarified her full support. The planned assessment of the current advising model is now under discussion with the director of the Student Success Center.

**INSTITUTIONAL EFFECTIVENESS, RESEARCH & PLANNING**

In an effort to realign operations in Academic Affairs, the President directed the addition of general education courses for current, new and transient students. Over five years, there has been a 435% increase from winter 2018 to winter 2022. The College’s winter enrollment began trending positively winter 2021. Efforts to offer more courses as well as adjusting the calendar have attributed to the increase in enrollment. Winter courses were moved from a January start to beginning in December as of winter 2021. In winter 2020, two (2) courses and two (2) sections were offered. In winter 2021, ten (10) courses and eighteen (18) sections were offered. There was a 605% increase in headcount from 2020 to 2021. This strategy continued in winter 2022 resulting in a 17% increase from the prior year.

Student support services were opened during the time the College is historically closed to ensure students taking winter courses late December through early January can access advising, financial aid, tutoring, e-learning, student accounting and other resources.



## **Baltimore City Community College**

### **Realignment Tasks Update**

#### **Board of Trustees, January 19, 2022**

##### *Advancement & Strategic Partnerships*

### **Realignment Task #7**

*“Establish strong relationships with key stakeholders.”*

**St. David’s Music Series:** Judith Krummeck served as one of the lectors for Nine Lessons and Carols on December 19, 2021.

**Maryland State Boys Choir:** Katherine Harrison and Jonathan Palevsky served as lectors for Nine Lessons and Carols on December 5, 2021.

**Johns Hopkins University Orchestra:** Music Director Jed Gaylin was interviewed by Jonathan Palevsky about their performance on December 4, 2021. Jonathan also gave a pre-concert talk for that performance.

**Bach in Baltimore:** Music Director Herb Dimmock was interviewed by Jonathan Palevsky about their holiday concert on December 5, 2021.

**Annapolis Choral and Chamber Orchestra:** Music Director J. Ernest Greed was interviewed by Jonathan Palevsky about their December holiday concerts.

**Helicon:** Musician Ken Kolodner was interviewed by Jonathan Palevsky about their Winter Solstice concert at Goucher College on December 12, 2021.

**Prince George’s Philharmonic:** Jonathan Palevsky wrote and presented an “informance” for their Holiday Pops Concert on December 12, 2021 at Prince George’s Community College.

**Hampton Mansion:** Board member Gayle Economos was interviewed about the mansion's holiday decor and special December 11 tours and activities by Dyana Neal.

**Columbia Orchestra:** Music Director Jason Love was interviewed about CO's December concert by Dyana Neal.

**Shriver Hall Concert Series:** British pianist, Paul Lewis, CBE, was interviewed about his recital for broadcast by Judith Krummeck on December 7, 2021.

**Handel Choir of Baltimore:** Brian Bartoldus, Artistic Director, was interviewed about HCB's Messiah performances and their Candlelight Holiday Concert by Dyana Neal.

**Behavioral Health System Baltimore:** Alexandra Wykowski, Associate Director of Clinical Services, was interviewed about mental health during the holidays by Dyana Neal.

**Baltimore Symphony Orchestra:** Dyana Neal and husband Jim Knost sang in the chorus for the BSO's Messiah performance.

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

**Edward A Myerberg Center:** Jonathan Palevsky was the instructor for four lectures on Jewish music.

**Holiday Mailing:** The College developed and mailed holiday greetings to internal and external stakeholders.

**Maryland Consumer Rights Coalition:** Executive Director Marceline White was interviewed by WBJC 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 for BCCC for the campaign resulted in 14,440 website page views, with 6,485 of those visitors being first time viewers of the page. Kaiser Permanente, CCBC and BCCC are discussing ways to continue the campaign together to promote Workforce Development programs via low- or no-cost marketing efforts.

## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, January 19, 2022**

*Advancement & Strategic Partnerships*

### **REALIGNMENT TASK # 8**

*“Develop and market a brand for BCCC.”*

The College developed numerous online, digital, and print publications in support of the following areas:

#### **Welcome Week**

The College worked in tandem with the BCCC Office of Student Engagement to develop a branded Welcome Week campaign to provide exciting, clear, and consistent messaging surrounding the start of the spring 2022 campaign for new and current students. Components of the campaign include signage, flyers, social campaign posts, and promotional items.

#### **Enrollment Materials**

##### ***Publications***

The College developed several branded publications in support of recruitment and enrollment, including a Mayor’s Scholars Program brochure, Workforce Development brochure, and Spring 2022 Course Schedule.

##### ***Online Support***

Additional supporting website billboards were developed to promote enrollment, the Spring 2022 Course Schedule, visual arts programs, and winter break.

##### ***High-Quality Email Implementation***

The College implemented high-quality branded email via Constant Contact. This effort is in support of enrollment growth for various targeted groups. Three sets of emails have been sent, with an average open rate of 36% (8% above the industry average) and an average click rate of 4% (comparable to the industry average).

##### ***Social Platform Support***

Supporting branded social posts were placed on Facebook, Instagram, and Twitter in support of winter 2021 and spring 2022 enrollment and programs. Additional posts were developed in support of academic programs.

##### ***College Board List Purchase and Campaign Implementation***

The College previously purchased a College Board list of PSAT/SAT students. A comprehensive branded campaign has been implemented, starting with a personalized letter from Dr. McCurdy combined with a printed viewbook. Additional successive emails are being sent in support of College Information Sessions, Apply Now messaging, and dedicated emails that tell and sell the complete BCCC story. This long-range initiative is to build a brand with and sustain a flow of high-school age students from Baltimore high schools directly to BCCC.

##### ***Winter 2021 and Spring 2022 Marketing Campaign Implementation***

The College continued to implement a comprehensive Winter 2021 and Spring 2022 marketing campaign dedicated to enrollment growth. Digital campaigns began November 30, 2021, and will continue through March 8, 2022. The campaigns continue to yield a considerable volume of interest in terms of demand generation, with 2,932,229 impressions (ads) served and, to-date, 14,920 ad clicks have been recorded.

## **Rebranding**

The college invested additional creative time to develop:

- Refinements to alternate BCCC logos
- Subway entrance wrap
- MTA bus signage
- Lombard Street, Liberty Heights Avenue, Towanda Avenue, and main campus branded pole signage supporting the 75<sup>th</sup> Anniversary
- WBJC branded sponsorship materials
- A continuing array of website home page billboard images that promote various college or enrollment areas, including promoting college programs and Student Affairs events
- Program and certificate social media posts
- Re-designed web pages that provide a professional branded design.

## **Event Promotion**

BCCC campus events and initiatives that were promoted on-air by WBJC during the month:

Public Service Announcements: Multiple daily reads by WBJC hosts.

- Beginner's Yoga Virtual Class on Mondays at 3pm

## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, January 19, 2022**

*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 (Cabinet representation) 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) continues to work on building integrations to Banner for several applications that are currently used by BCCC. BCCC uses and 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 to 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 final pre-production rounds of data extraction for General Person Student, Academic History and General Student. In addition, round two data extractions have been completed for Human Resources Position Control, Onboarding/Hiring and Employee Leave Balances. Data Validation teams are being assembled and trained to ensure data pulled from the legacy system is migrated correctly into Banner.

The feedback from the data validation teams is used to make any corrections needed in subsequent data migration rounds.



## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, January 19, 2022**

*Office of the President*

### **REALIGNMENT TASK #10**

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

Demolition of the Bard Building and conversion of the building site into green space is proceeding as scheduled. On Thursday, January 13, 2022, the engineering company used by the Department of General Services (DGS) visited the site to obtain information sufficient to provide DGS with a fee estimate. DGS will then solicit bids for the demolition and construction. Next, the successful bidder’s design contract will need to be submitted to the Board of Public Works (BPW) for approval.

#### Bard Building Demolition

- FY22 Capital Budget -Governor included \$7.4m for demolition of the Bard Building
- Final Program approved 12.16.21
- DGS selected A/E firm
- Short-term plan to return site to green space
- Long-term plan to redevelop the site for Harbor Campus when market conditions permit.

#### Schedule:

- Demo plans: Jan. –May 2022
- Bid: June 2022
- NTP: Sept. 2022
- Complete: March 2023



## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, January 19, 2022**

*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 Procurement Policies and Procedures approved by the Board have been sent to the Board of Public Works (BPW) and the Joint Committee on Administrative, Executive, and Legislative Review for their review and approval.

Procurement Policies & Procedures

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



## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, January 19, 2022**

*President McCurdy & Cabinet*

### **REALIGNMENT TASK #12**

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

Keeling & Associates have developed their draft of the College’s 2022-2025 Strategic Plan currently being reviewed and revised by the President’s Cabinet. Sessions for faculty, staff, students, community members and Board of Trustees will be held in the spring to provide feedback. The final draft will be presented to the Board of Trustees for approval.

#### **2022-2025 Strategic Plan (Draft) Goals, Objectives, and Action Steps**

Goal 1: BCCC will reimagine its degree and certificate-granting programs to better respond to the interests, motivations, and intentions of students, the needs of the workforce, and the challenges and opportunities of the city of Baltimore.

Objectives:

1. Expand academic programs in areas of emerging or rising demand and importance to students, employers, and the City of Baltimore.

Action Steps:

- Through a consistent process of program review and prioritization, create, expand, or terminate programs in response to current and reliably predicted trends, shifts, or disruptions in the local and regional workforce.
  - Augment and claim expertise in key emerging areas (e.g., cybersecurity, medicinal chemistry, environment and climate change, gaming, and pandemic preparedness).
  - Enhance existing and develop new paraprofessional programs that respond to increasing demand and social trends in the community (e.g., education, nursing, social work).
  - Expand dual degree programs.
  - Invest in online programs that blend high quality, high touch, and responsiveness to emerging needs.
2. Better articulate, connect, and integrate degree and certificate granting programs to support student success, enable students to pursue new pathways, and make BCCC the community college of choice in the region.

Action Steps:

- Expand programs that create clear pathways toward a degree (e.g., Baltimore Police Academy and criminal justice, early childhood education).
- Create certifications, concentrations, or “badges” that document additional hands-on learning and provide beneficial and practical credentials for students.
- Develop interdisciplinary teams among workforce and continuing education staff to implement new collaborations that benefit both students and employers.



- Broaden workforce advisory boards to better represent the College as a whole and leverage the skills, knowledge, and expertise available within the BCCC workforce.
  - Use visual and video technologies, including the voices of peers and alumni, to introduce students to program pathways and show them what skills they will need and what success would look like in their fields of interest.
3. Meet students “where they are” (accept different starting points) and prepare them with the skills and resources necessary to build a successful foundation for their future.

Action Steps:

- Establish sustainable pipelines with local school districts.
  - Offer dual education in basic skills to provide extra support to students while completing a training program.
  - Build remediation into the curriculum (e.g., a writing assignment across all courses, tailored to the discipline).
  - Revamp the Pre-100 orientation class to include shared competencies, skills, and learning outcomes.
  - Improve access to basic learning materials and requirements, such as laptops, textbooks, and e-resources.
  - Implement Spanish-speaking services across departments and expanded translation services online to better serve an increasingly diverse community.
  - Implement consistent training about DEI issues and difficult dialogues about difference, both in and out of the classroom.
4. Modernize teaching and learning through expanded professional development, training, and resources for all instructors.

Action Steps:

- Encourage and support faculty development (e.g., inclusive pedagogy, interactive and experiential learning) to ensure that students are well-served, well-prepared, and competitive in their workforce and educational pursuits.
- Tailor faculty development to the needs of each faculty member and department.
- Expand support for e-learning and clinical simulations.
- Provide, utilize and record virtual training and professional development sessions to increase all instructors’ access to trainings and resources.

Goal 2: BCCC will become a more student-centered institution that provides increasingly responsive programs and services, a seamless student experience, and consistent support for students from enrollment to completion and career.

Objectives:

1. Comprehensively support student persistence and completion by collaborating across departments and collectively identifying and removing barriers to student success.



#### Action Steps:

- Implement changes as necessary in all student-facing programs to eliminate schedule or policy conflicts, clarify roles and responsibilities, and create collaborative solutions that improve the student experience.
  - Hold departments accountable for effective communication and collaboration to ensure student support services are well integrated and effectively delivered.
  - Implement a collective, collaborative calendar and workflow so offices can provide students the programs and support they need throughout the academic year.
  - Extend time to completion for selected intensive programs.
  - Partner with community daycare to improve access and flexibility for BCCC students.
  - Improve coordination of the Mayor's Scholar Program (MSP).
2. Revise orientation, advising, and mentoring programs to increase students' opportunities to connect with programs of potential interest and receive high-touch guidance and support.

#### Action Steps:

- Implement a comprehensive student orientation experience that exposes students to program(s) of interest and introduces essential student resources.
  - Expand access to virtual, electronic, or recorded content that helps highlight resources available and provides greater access and flexibility to all students.
  - Reinstate a "passport" mentoring program that connects every student to a faculty (or staff or peer) mentor.
  - Bolster academic and personal advising to support students who choose to transition to a four-year institution.
  - Form a cadre of volunteers from local organizations who might serve as external mentors to students and introduce them to new opportunities and career fields.
3. Improve students' ability to navigate the programs and services provided by the College.

#### Action Steps:

- Establish a centralized resource, "welcome center," or point of contact for students to access information about essential services such as registration and financial aid.
  - Improve communications and signage (virtual and in person) to help students locate and navigate appropriate and available resources.
  - Improve the use of technology in serving students, as adopted during the pandemic.
  - Create a checklist for entering students to connect them to the appropriate resources during the first few weeks of their enrollment.
4. Expand resources, spaces, and experiences that help connect students to one another and to the College and support their sense of belonging, affinity, and community.

#### Action Steps:

- Create more groups and other opportunities for students to help shape their experience; activate "expired" clubs and organizations, including a campus activities board.



- Use incentives to encourage students' participation in programming and engagement with one another and the BCCC community (e.g., extra credit, learning outcomes); connect student activities to courses.
- Involve students in planning of the future of the College (e.g., a student advisory board, topical focus groups, and/or surveys), including more functions/events where students, faculty, and staff can meet one another outside the classroom or office.
- Embed opportunities for building affinity and connection within the admissions process (e.g., involve student groups in recruitment to introduce prospective students to sources of community); enable students to indicate areas of extracurricular interest on their applications, and connect those students with relevant opportunities and resources prior to matriculation.
- Increase students' access to facilities (e.g., recreation) and create more spaces for socialization, gathering, and meditation, prayer, or reflection.
- Develop an extra-curricular transcript through which students can document participation in clubs and organizations.

5. Improve the student employee experience to enhance career readiness.

Action Steps:

- Establish essential learning outcomes and career-ready skills for student workers.
- Train supervisors to create and oversee a professional work experience that benefits students at BCCC and in the workforce.
- Expedite the placement of work-study students into work positions.
- Provide bridge funding so that students can continue to work between semesters.
- Create pathways for student workers to apply and earn professional positions at the College.

Goal 3: BCCC will become an employer of choice in the City of Baltimore, transforming institutional culture and rewarding and celebrating areas of excellence.

Objectives:

1. Improve employee retention, satisfaction, and development to achieve a stronger and more stable workforce.

Action Steps:

- Establish a comprehensive and better integrated onboarding process that provides essential information to new employees up front, with gradual sharing of additional information over time.
- Implement a departmental onboarding process that includes orientation about primary relationships, partnerships, and collaboration with other departments at the College.
- Implement formal and informal opportunities for professional development that build upon employees' areas of strength.
- Formulate and implement stronger professional development tracks, including continuing education credits, for non-faculty positions.
- Implement an out-boarding process to learn why employees are leaving and identify potential steps the College might take to improve employee retention.



2. Develop a workplace culture of respect, trust, and accountability through comprehensive performance and change management.

Action Steps:

- Implement a system for identifying potential system failures and developing corrective actions across units and/or departments.
  - Establish training on basic administrative and technological skills.
  - Train managers to develop stronger relationships with employees.
  - Improve the accountability of all employees, including managers, through more continuous communication and 360 degree feedback.
  - Acknowledge good performance and identify opportunities for improvement and growth for all employees; publicly celebrate high-performing employees.
  - Encourage innovation, creativity, and experimentation that improves organizational effectiveness across the institution in all facets of its work.
3. Increase the College's capacity to respond nimbly to opportunities and challenges through more deliberate planning and preparation.

Action Steps:

- Coordinate more forward-planning discussions across departments to regularize preparation and respond to anticipated needs (e.g., annual contracts).
- Institute collaborative teams between admissions and finance to work together on forecasting, goal setting, and identifying and monitoring metrics.
- Cross-train employees within departments to ensure continuity and coverage and ensure consistently helpful responses to students.
- Ensure consistency in service hours provided by student-facing departments so students can count on most or all services being available at more or less the same times.
- Standardize communication—to students, and between offices and programs—to ensure consistency and transparency.
- Improve grants administration to better identify and respond to innovative ideas.
- Prepare more faculty and staff in grant writing and management.

Goal 4: BCCC will establish and strengthen relationships with a diversity of community partners.

Objectives:

1. Assume a leadership role in convening community partners and providing services that address social issues affecting the community.

Action Steps:

- Resume delivery of selected health-related services in BCCC's areas of expertise to the community (e.g., dentistry, physical therapy).



- Host regular health fairs that connect members of the community to the College's health programs and resources (e.g., CNA program information sessions).
  - Convene representatives from programs and services that address key issues affecting the community, including poverty and trauma care.
  - Host "Institutional Community Days" to foster or strengthen relationships with community services and broadcast the work of the College.
  - Become a location for innovation, experimentation, and educational entrepreneurship initiatives (e.g., food trucks).
2. Rebrand the College by more comprehensively communicating its strengths and successes.

Action Steps:

- Improve public-facing features on the website.
- Outreach to vendors and businesses that may work with the College.
- Create more incentives and platforms to showcase alumni journeys and success stories; provide venues for alumni to return to the College (in person or virtually) and share their experiences.
- Expand and strengthen relationships with news outlets and publications in Baltimore to highlight BCCC's value, participation in, and contributions to the community and the state.
- Highlight the benefits of working at BCCC to help attract and retain high level talent (e.g., tuition remission).

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

TAB 11 | Active Search Listing

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**HR Active Search List As of December 31, 2021**

Baltimore City Community College						
	Div	PIN #	Position	Oversight	Date posted	Status 12/31/21
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	AA	TBD	Assistant Professor/Program Coordinator for Biotechnology	Dr. Liesl Jones	12/1/2021	Resumes forwarded to Vice President
7	AA	TBD	Director of the Academic Success Center	Dr. Liesl Jones & Dr. Daniel Velez	12/8/2021	Resumes forwarded to Vice President
8	SA	66948	Director of Testing & Accommodative Services	Dr. Daniel Velez	5/15/2020	Resumes forwarded to Vice President
9	SA	66899	Director of Financial Aid	Dr. Daniel Velez	4/21/2021	Resumes forwarded to Vice Presidents
10	SA	TBD	Admissions Recruiter/Advisor	Dr. Daniel Velez	9/29/2021	Resumes forwarded to Vice President
11	SA	TBD	Coordinator of Veteran Services	Dr. Daniel Velez	11/1/2021	Resumes forwarded to Vice President
12	SA	TBD	Financial Aid Advisor/ Work Study Coordinator	Dr. Daniel Velez	11/30/2021	Resumes forwarded to Vice President
13	ASP	67013	Senior Accountant- Foundation	Eileen Waitsman	5/12/2021	Resumes forwarded to Oversight
14	ASP	66686	Vice President of Advancement	Dr. Debra McCurdy	7/23/2021	Resumes forwarded to President
15	WDCE	73965	Director of Business Development Services	Michael Thomas	11/12/2020	Resumes forwarded to Vice President
16	WDCE	TBD	Maintenance Supervisor	Michael Thomas/ Kate Dixon	4/21/2021	Resumes forwarded to Vice President
17	WDCE	86279	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President
18	WDCE	72346	Master Electrician	Michael Thomas	9/7/2021	Resumes forwarded to Vice President
19	WDCE	TBD	Environmental Services Manager	Michael Thomas/ Kate Dixon	12/14/2021	Resumes forwarded to Vice President
20	A&F	66916	Assistant Director of Human Resources- EEO & Compliance	Danielle Porter	4/16/2021	Resumes forwarded to Oversight
21	A&F	88496	Assistant Director of Procurement	Anna Lansaw	4/23/2021	Resumes forwarded to Oversight

22	A&F	TBD	Assistant Vice President of Finance & Administration	Dr. Debra McCurdy	6/8/2021	Resumes forwarded to President
23	A&F	70709	Human Resources Generalist	Danielle Porter	10/1/2021	Resumes forwarded to Oversight
24	A&F	TBD	Payroll Supervisor	Danielle Porter	10/5/2021	Resumes forwarded to Oversight
25	A&F	TBD	Accounts Payable & CPC Manager	Eileen Waitsman	11/9/2021	Resumes forwarded to Oversight
26	A&F	TBD	Senior Accountant	Eileen Waitsman	11/9/2021	Resumes forwarded to Oversight
27	A&F	TBD	Executive Human Resources Director	Danielle Porter	12/22/2021	Resumes forwarded to Oversight
28	A&F	TBD	Assistant Director of HR & Payroll	Danielle Porter	12/22/2021	Resumes forwarded to Oversight
29	A&F	TBD	Vice President of Finance & Administration	Dr. Debra McCurdy	12/15/2021	Resumes forwarded to President
30	A&F	TBD	Senior Accountant	Eileen Waitsman	12/8/2021	Resumes forwarded to Oversight
31	A&F	TBD	Procurement Buyer Specialist	Anna Lansaw	12/6/2021	Resumes forwarded to Oversight
32	OP	TBD	Programmer/Analyst	John Schiesler	5/10/2021	Resumes forwarded to Oversight
33	OP	TBD	Executive Administrative Assistant	Dr. Debra McCurdy	10/13/2021	Resumes forwarded to President
34	OP	TBD	Chief Information Officer	Dr. Debra McCurdy	11/2/2021	Resumes forwarded to President
35	OP	TBD	Business Systems Analyst-Student Enrollment Systems	Dr. Debra McCurdy/ John Schiesler	11/8/2021	Resumes forwarded to President
36	OP	TBD	Administrative Assistant	John Schiesler	11/30/2021	Resumes forwarded to Oversight