

**Baltimore City
Community College**

**Board of Trustees
Open Session**

Dr. Debra L. McCurdy
President

Mr. Kurt L. Schmoke
Chair

WEDNESDAY | MARCH 16, 2022

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 1 | Approval of the March 16, 2022 Agenda

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

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

Meeting Link: <https://bccc-edu.zoom.us/j/94185779057>

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|---|---|
| I. Call to Order | Mr. Kurt L. Schmoke, <i>Chair</i> |
| Adoption of Agenda (Vote) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| a. Approval of the March 16, 2022 Agenda | |
| II. Board Actions / Consent Agenda (Vote) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| a. February 16, 2022 Open Session Minutes | |
| b. Closed Session Meeting Summary | |
| c. Finance Committee Meeting March 10, 2022 Minutes | |
| d. Student Government Association Report | |
| III. Items Removed from the Agenda | Mr. Kurt L. Schmoke, <i>Chair</i> |
| a. AFSCME Local #1870 at BCCC Report | |
| b. Faculty Senate Report | |
| IV. New Business | Mr. Kurt L. Schmoke, <i>Chair</i> |
| a. Cybersecurity Digital Forensics Program (Vote) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| i. AAS Degree | Dr. Debra L. McCurdy, <i>President</i> |
| ii. Certificate | Dr. Liesl Jones, <i>VP Academic Affairs</i> |
| b. Finance Committee March 10, 2022 (Overview) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| i. Notification of Procurements (Section 1.1.4.2) | Dr. Debra L. McCurdy, <i>President</i> |
| | Ms. Anna Lansaw, <i>Dir. of Procurement</i> |
| ii. Procurements over \$25,000 to \$99,999 (Information) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| • Main Building Duct Work Cleaning (\$49,000) | Dr. Debra L. McCurdy, <i>President</i> |
| • Floorcare Equipment Replacements (\$43,360) | Mr. Michael Thomas, <i>VP Workforce</i> |
| • Student Services Wing Door Repair (\$46,000) | Ms. Anna Lansaw, <i>Dir. of Procurement</i> |
| • Carpet Replacement (\$93,944) | Ms. Katherine Dixon, <i>Asst. VP Facilities</i> |
| • LSB Skylight Repair (\$26,000) | |
| • SP Stairwell Rubber Flooring (\$32,610) | |
| • Mail Room Machine Lease Agreement (\$67,754.40) | |
| • Promotional Items for Radio Subscribers (\$31,489) | |

- iii. Upcoming Approval Requests **(Information)**
 - Vector Media: CUBE & Bus Signage (\$111,255)
 - Exterior Door Replacement (\$160,000)

Mr. Kurt L. Schmoke, *Chair*
Dr. Debra L. McCurdy, *President*
Mr. Michael Thomas, VP Workforce
Ms. Anna Lansaw, Dir. of Procurement
Ms. Katherine Dixon, Asst. VP Facilities

V. **College Policies (Tab 8)**

- a. None

Mr. Kurt L. Schmoke, *Chair*

VI. **Presentations**

- a. Enrollment Report

Mr. Kurt L. Schmoke, *Chair*
Dr. Debra McCurdy, *President*
Ms. Becky Burrell,
VP Institutional Effectiveness

- b. Enterprise Resource Planning (ERP) Update

Dr. Debra McCurdy, *President*
Mr. Michael Rading,
Chief Information Officer

VII. **President's Report**

- a. Operational
- b. Realignment

Dr. Debra McCurdy, *President*

VIII. **Active Search Listing**

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 | February 16, 2022 Minutes

TAB 2 | Closed Session Meeting Summary

TAB 2 | Finance Committee Meeting March 10, 2022 Minutes

TAB 3 | Student Government Association

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 2 | February 16, 2022 Minutes

TAB 2 | Closed Session Meeting Summary

TAB 2 | Finance Committee Meeting March 10, 2022 Minutes

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

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

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

Absent: Dr. Rachel Pfeifer

Also Present: Dr. Debra McCurdy, President

I. Call to Order

Chair Kurt L. Schmoke called the Open Session of the Board of Trustees to order at 4:00pm.

Adoption of Agenda

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

II. Board Actions / Consent Agenda

Chair Schmoke asked for a motion on the Consent Agenda. Trustee Toriola moved to adopt the Consent Agenda and Jason Perkins-Cohen seconded it. With no objections, the Consent Agenda was adopted.

- a. January 19, 2022 Open Session Minutes
- b. Closed Session Meeting Summary
- c. Student Government Association Report

III. Items Removed from the Agenda

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

IV. New Business

Procurement Delegation:

Dr. McCurdy introduced Ms. Katherine Dixon, Vice President for Facilities and stated that she has been working with the consultants and vendors on the camera/access project. She asked her to address other vendors that Data Networks has served and represented in the past.

- a. Cameras & Accessories Campus-Wide
 - i. Data Networks of America, Inc. (\$3,463,481.50)
Ms. Dixon electronically shared the client list below regarding the camera project.
 - University of Maryland
 - University of College Park
 - University of Maryland, Baltimore
 - St. Mary's

- Several local school systems such as Montgomery County, Howard County, and Hood College.
- Biztec Top Clients – This is the subcontractor assisting with installation, the network, and devices.

A formal reference review and phone calls were completed for all three companies, and everything was satisfactory.

Chair Schmoke asked her to share with the Trustees the full scope of the project as well as the questions raised by the Finance Committee. Ms. Dixon stated the full scope was to replace the security cameras and access control systems for the College. This include 459 cameras and approximately 750 doors that would be controlled electronically. The College's current system has 250 low reis cameras, most analog and approximately 80% do not work, and run on an outdated operating system. The access control is also partially not working.

She further stated that the new system is a modern enterprise solution that comes with the following:

- Cloud base storage with unlimited archives and storage
- Analytics for facial recognition, license plate recognition, and vehicle make, model and color recognition.
- Automatic firmware/software updates.
- Replacement devices 10-year product warranty.
- COVID related functions for contact tracing and heat mapping (when too many people are gathered in an area with no social distancing).
- No annual fee.
- Two-year warranty on installation and workmanship.
- Free overnight replacement of a camera if it goes down.
- 24-hour support training.

Only two vendors responded with bids- Data Networks of America Inc. - \$3.4M and Consentus - \$4.1M.

Chair Schmoke asked that she share the layout of the buildings and sites where the new cameras/access would be installed. Ms. Dixon showed the plan for the Liberty campus with the site cameras and some underground conduit. Every entrance, sidewalk and parking lot will be covered, even the Public Safety Command Center. Card readers will be placed on the designated exterior doors – some replaced and some new.

Feedback was gathered from Cabinet members, Directors and Deans from different departments to identify sensitive areas like the Cashier's Office and Testing Lab.

ii. Contractual Agreement

Ms. Anna Lansaw, Director of Procurement, was asked by Dr. McCurdy to speak on the Procurement determination. Prior to making any decisions, Ms. Lansaw stated that she contacted the Department of General Services (DGS) to receive guidelines on procuring the project. The Department of General Services indicated because BCCC is already listed as a MEEC member, we were permitted to utilize this contract. It was not necessary to get secondary competition. As a best practice, all three vendors were contacted to ensure that we received the best price available. It is considered a commodity contract so it did not have to go through Board of Public Works for approval. She indicated as we go through the process, we make sure the companies being awarded are financially sound, clear from owing back taxes with the Comptroller of Maryland and ensure that all references are checked.

Chair Schmoke stated that the Finance Committee did review this contract and is recommending that the Trustees approve it. He asked for a motion to approve the contract with Data Networks of America Inc. Trustee Brothers moved to approve the contract and Trustee Parker seconded it. All were in favor, none were opposed. The contract was approved.

iii. Procurement Officer's Determination

Ms. Katherine Dixon, Assistant Vice President for Facilities, was asked by Dr. McCurdy to speak on other items included on the Deferred Maintenance Project list for which the College received \$4M from the State.

b. West Pavilion (WP) Chiller and Pumps Replacement

i. Control Sources, LLC (\$108,118)

The chiller (provides air conditioning) in the West Pavilion building has failed. Using eMarketplace, several bids have been received. The low bidder is Controlled Services for fixing the chiller. References were checked and have the payment and performance bonds and are ready to move forward with the award.

Chair Schmoke stated for the record, the Finance Committee is recommending that the Trustees approve this procurement. He asked for a motion to approve the West Pavilion Chiller Pump procurement. Trustee Perkins-Cohen moved to approve and Trustee Toriola seconded it. All were in favor. None opposed. The West Pavilion Chiller and Pumps replacement received approval.

c. South Pavilion (SP) Roof Replacement

i. Dynamic General Contracting, LLC (\$424,000)

Ms. Dixon reported on the South Pavilion facilities upgrades. The roof replacement is on the FY 2022 Deferred Maintenance Project list, funded by the \$4M in deferred maintenance. The roof will be completely removed and replaced. Doing so will improve sustainability with better energy efficiency. Four bids were received. The lowest bid was from Dynamic General Contracting LLC. Reference checks by letter and telephone, were done and were positive. It is a small business. The College is ready to move forward with it.

Chair Schmoke stated that the Finance Committee gives approval of this procurement. He asked for a motion to approve the South Pavilion roof replacement procurement. Trustee Toriola moved to approve the procurement and Trustee Perkins-Cohen seconded it. All were in favor. None opposed. The South Pavilion Roof replacement received approval.

d. Procurements over \$25,000

Chair Schmoke shared that this is the first time the Board has had to address procurement matters due to the new authority given to the College by the General Assembly. In the future, the Finance Committee will have a separate meeting a week before the Open Session of the Board of Trustees meeting to review procurements.

Other procurement matters for informational purposes were then considered. Dr. McCurdy spoke on being committed to bring to the Board, contracts \$25,000 and above as "information only". Contracts above \$100,000 will come to the Board for approval in subsequent meetings.

- i. Life Science Building Fire Alarm System Upgrade (\$190,000)
- ii. Water Treatment Service (\$17,662.31)
- iii. Water Fountain Replacements (\$88,000)
- iv. West Pavilion Fire Alarm Replacement (\$190,000)
- v. IT Closets Cooling Systems (\$130,000)
- vi. South Pavilion Floor Replacement (\$43,932)

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- vii. Promotional Items for Radio Station (\$31,489)
 - viii. Training Programs (\$49,755)
 - ix. Life Science Building (LSB) Skylight Repair (\$26,000)
 - x. Temporary Services – Finance (\$39,069)

V. College Policies

- None

VI. Presentations

- Enrollment Report

Becky Burrell, Vice President for Institutional Effectiveness, reported as of February 9, 2022, enrollment was at 9.9% decline and as of today 10.5% decline. There are multiple entry points and mini sessions within the spring term and we look to have the end numbers increased. Looking at peer institutions and community colleges, a low headcount was reported. She shared some data for their enrollment count: Anne Arundel -6.5%, Baltimore County -10.3%. This is voluntary sharing of data among peers and does not have to be reported to MHEC.

Looking at some of the demographics and impact on the student population she reported:

- There has been a slight increase in male attendance, number of women attending BCCC is higher.
- Ethnicity – predominantly black, decline in White and Hispanic. Trend within the last five years is a student claiming two or more races.
- State Resident status – decline in City of Baltimore and Baltimore County.
- Increase in online learning
- Decline in International students' count due to COVID pandemic prohibiting coming from other countries.
- Academic Goal – Although a decline in degrees, there is an increase in individuals for certificates. Possibly due to the ambiguity of students coming for a degree and being undecided as to a degree or certificate program.
- High School Population – Students are dual enrolled. This demographic is continuing to increase.

Dr. Daniel Velez, Vice President for Student Affairs shared various enrollment strategies.

Enrollment Strategies

- Utilizing technology such as the emailing campaign to track and be more responsive to student inquiries using constant contact.
- Utilizing data to identify students during the spring, who would have had more than nine credits and more than 9 credits in the Fall to encourage greater enrollment.
- Offer a Tuition Waiver for one course to near completers who can enroll full-time
- Look at how to employ dollars differently.
- Introducing a campaign to target leads using digital media, utilizing platforms as Tik Tok, Snapchat and Facebook. Using Geofencing to target a demographic area. Also, doing advertising through Hulu or Peacock channels which is cheaper and reaches a broader audience.

Direct Marketing

- Prospects with high likelihood of enrolling; using personal touch methods (post cards) and utilizing tactics such as student search and saturation mailings.

Currently trying to fill open Recruiter positions. Also, facing challenges with getting team out in the field due to COVID.

Chair Schmoke asked if the impact on the recent decline in enrollment was due mainly to COVID as opposed to demography? Dr. Velez replied that a recent publication talked about the effects on enrollment due to a population decrease in the U.S. and fewer individuals in the labor force and fewer individuals pursuing higher education. Another challenge to enrollment was a lack of technology that hindered being able to carve out territory to be monitored, inefficiency in processing applications and student follow-up. The implementation of the ERP system will help.

- Enterprise Resource Planning (ERP) Update

Dr. McCurdy introduced Mr. Michael Rading as the new Chief Information Officer who came from Baltimore City Public Schools and Mr. Peter Farrell, who came from Loyola University to serve as the new Deputy Chief Information Officer.

Mr. Rading presented on the Enterprise Resources Planning Project (ERP) status.

- The College remains in a Green status from the Department of Information Technology (DoIT).
- 2022 Project Timeline
 - Financial Aid 2/28/2022
 - Student Enrollment 5/23/2022
 - Student Accounting 7/11/2022
 - Human Resources and Payroll 4/1/2022
 - Finance 7/1/2022
- Key Milestones
 - 2/28/2022 Download ISIRS in Banner – FASFA
 - 3/28/2022 Packaging student loans
 - 8/2022 Disbursement – award students for the fall term in August
- Financial Aid Go Live
 - February 2022 data migration
 - System and training with Financial Aid office
- Key Milestones in May
 - Students: Course Catalog
- Banner – will start using Banner in Records & Registration, Academic Affairs, and Workforce Development and Continuing Education.

Chair Schmoke commented that it was good to see training is being done as the project is being implemented. Keep staying great!

VII. President's Report

a. Operational

Dr. McCurdy was pleased to announce newly appointed Administrators.

- Michael Rading – Chief Information Officer

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- Peter Farrell – Deputy Chief Information Officer
 - Charles Hall – Assistant Vice President for Human Resources

She reiterated that by December 22, 2022, the ERP system is to be fully implemented. Mr. Rading will be looking at the complement of other staff as we talk about client services and another component for the student information systems. Additional skilled level Information Technology (IT) staff will make a difference.

Mr. Charles Hall introduced himself and stated that he was glad to be at BCCC and is working toward reaching the goals of the President and Board of Trustees.

Dr. McCurdy addressed the upcoming Legislative Hearings for the Operating and Capital budgets.

BCCC Hearing dates, onsite in Annapolis, Maryland.

- Friday, February 18, 2022 - Senate Education Subcommittee – Operating Budget
- Tuesday, February 22, 2022 - Senate Capital Budget Subcommittee
- Wednesday, February 23, 2022 - House Education and Economic Development Subcommittee

Governor's FY 23 Proposal Capital Budget

- FY 23 Deferred Maintenance \$9 million
- Learning Commons Renovation and Addition \$2.186 million
- Nursing Building Renovation and Addition \$17.2 million
- Facilities Building \$5.768 million

Chair Schmoke asked what is in the Facilities building. Dr. McCurdy replied there are small offices for staff and some of the space is used for equipment storage. Basically, Facilities is housed in a trailer much like Harper Hall. Facilities needs an appropriate space for storage, working stations and equipment.

Dr. McCurdy indicated she recently spoke with Senator McCray, and had outreach to Senator Hayes and Delegate Maggie McIntosh to share the Colleges deferred maintenance and capital needs.

BCCC recommends accelerating the 2020 Facilities Master Plan to realize the vision for the campus more quickly as well as address major deficiencies in deferred maintenance.

- An increase of \$12M instead of \$9M proposed in the Governor's budget.
- Learning Commons regarding design of Nursing building. Renovation not to start until FY 2027.
- North Pavilion needs to be funded for demolition at \$1.5M.
- Facilities building project estimated total of \$6M. The building is deteriorating.
- South Pavilion and West Pavilion buildings will take \$10M to renovate.
- FY 22 Capital Budget included \$7.4M to demolish the Bard building. Received approval and looking at the design of the new Harbor campus on the Bard site. Will propose that funds left from the demolition be used to develop a plan to assess the use of the property.

The College also will receive funds from the Facilities Renewal Grant approximating \$1,356,500 which is used for operating and not for capital projects.

b. Realignment

On the operating side, we will concur with the State on the Joint Chairmen's recommendation that we continue with the realignment report which will be submitted annually. We agreed that the IT document would continue to be submitted annually to the Joint Chairs; and we partially agreed with the

Enrollment and Mayor's Scholars Program report being submitted as two separate documents. We requested and asked that consideration be given to combine the reports into one document.

Chair Schmoke asked if the Trustees did not have any questions and there were none. Trustee Brothers commended the good work being done.

VIII. Active Search Listing

IX. Motion for Adjournment

Chairman Schmoke asked for a motion to adjourn the Open Session. Trustee Weiss moved for adjournment and Trustee Perkins-Cohen seconded the motion. All were in favor, none opposed.

Chair Schmoke read the following: 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.

The Trustees adjourned at 5:04pm and reconvened in Closed Session at 5:09pm.

Respectfully submitted,
Debra L. McCurdy, PhD
President

NEXT MEETING: March 16, 2022 at 4:00pm

Attendance:

- Dr. Debra L. McCurdy, President
- Ms. Maria Rodriguez, Esq., General Counsel
- Mr. Michael Thomas, Vice President of Workforce Development
- Dr. Liesl Jones, Vice President of Academic Affairs
- Ms. Lyllis Green, Chief Internal Auditor
- Ms. Becky Burrell, Vice President of Institutional Effectiveness and Planning
- Dr. Daniel Velez, Vice President of Student Affairs
- Mr. Michael Rading, Chief Information Officer
- Mr. Peter Farrell, Deputy Chief Information Officer
- Mr. Charles Hall, Assistant Vice President of Human Resources
- Ms. Katherine Dixon, Assistant Vice President of Facilities
- Ms. Anna Lansaw, Director of Procurement

BCCC Faculty/Staff Present: Carol Taylor, Noah Grant, Michael Berends, Denise Holland, Eileen Hawkins, Chris Jordan, Wendy Harris, Brett King, Sharon Stoddard, John Schaumloffel, Mark Conard, Dorothy Holley, Nicole Deutsch, William Fleming, Valerie Grays, Doug Cummings, JJ Sams, Evan Leak, Fred Banks, Jan Silhavy, Danielle Dunn, Bradlyn, Ebony McFadden, Kim Yoon Kim, Darryl Rogers, Myra McCullough, Brian Terrill, Marie Byam

Others Present: Kristin McFarlane, Assistant Attorney General, Office of the Maryland Attorney General



BOARD OF TRUSTEES BALTIMORE CITY COMMUNITY COLLEGE

Closed Session Summary | February 16, 2022 (Virtual Zoom Meeting)

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

Also Present: Dr. Debra L. McCurdy, President.

Board Members Absent: Dr. Rachel Pfeifer.

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 5:03 PM pursuant to a unanimous vote of Board Members. Chairman Schmoke brought the closed session meeting to order at 5:10 PM.

Upon motion by Dr. Brothers, seconded by Mr. Toriola, all Board members present voted unanimously to approve the Consent Agenda.

The Trustees discussed the formation and make-up of three new committees: Audit/Finance (made up of Trustees Lewis, Schmoke and Weiss); Development (comprised of Trustees Brothers, Blum and Toriola); and Nominating/Governance (Parker, Perkins-Cohen and Pfeifer). Any Committees not authorized by the current By-laws would be “ad-hoc” until the By-laws are revised to make them permanent, Standing Committees. A revision of the By-laws will be undertaken by the Nominating/Governance committee.

The Trustees discussed the pending litigation and an employment matter.

The Closed Session was adjourned at 5:35 PM following a unanimous vote upon a motion made by Mr. Toriola and seconded by Mr. Weiss.

Respectfully submitted,

Debra L. McCurdy
President

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Finance Committee Minutes | 8:00am March 10, 2022 (Virtual Zoom Meeting)

Committee Members Present: Chair Kurt L. Schmoke, Mr. John Lewis, Mr. John Weiss.

Also Present: Dr. Debra McCurdy, President

Guests: Anna Lansaw, Procurement Director; Kate Dixon, Asst. VP for Facilities, Michael Thomas, VP for Workforce and Continuing Education

Chairman Schmoke asked for a motion to open the meeting of the Finance Committee at 8:02am. Trustee Weiss made the motion and Trustee Lewis seconded the motion.

Chairman Schmoke asked President McCurdy to address the Procurement agenda items. President McCurdy briefly reiterated the Procurement Policies and Procedures as it pertained to the Authority and Delegation for spending at Baltimore City Community College. She informed the Committee that the full document for Procurement Policies and Procedures had been submitted to the Legislative Review Committee consistent with the mandate of Chapter 732 of the Laws of Maryland 2021 (Senate Bill 326).

The Chairman asked President McCurdy to proceed with the overview of the Procurement spending over \$25,000 to \$99,000. These items are pursuant to Section 1, 11.4.2 of the Procurement Policies which states “notification must be given in writing to the Board of Trustees for any procurements between \$25,000 and \$99,999. Dr. McCurdy asked the Assistant Vice President for Facilities, Kate Dixon to provide additional information about the following expenditures.

- a. Main Building Duct Work Cleaning (\$49,000)
- b. Floor Care Equipment Replacements (\$43,000)
- c. Student Services Wing Door Repair (\$46,000)
- d. Carpet Replacement South Pavilion (\$93,944)
- e. LSB Skylight Repair (\$26,000)
- f. South Pavilion Stairwell Rubber Flooring (\$32,610)
- g. Mail Room Machine Lease Agreement (\$67,754.40)
- h. Promotional Items for Radio Subscribers (\$31,489)

Ms. Dixon offered information which addressed the need for the facility expenditures and the Procurement Director, Ms. Lansaw addressed the nature of the Sole Source contract for the WBJC promotional items to be given to radio subscribers.

Ms. Lansaw was also asked to clarify the Upcoming Approval Requests which provided the Committee with a preview of two items that exceed \$100,000 and are awaiting a contract or the bid process. These must

be reviewed by the Board and will likely be brought back to the Finance Committee for approval during the April 2022 Committee meeting.

With no other discussion, the Chairman asked for a motion to adjourn the Committee meeting. Trustee Weiss made the motion to adjourn and it was seconded by Trustee Lewis.

The meeting was adjourned at 8:32 am.

Submitted by: Dr. Debra McCurdy
President

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 3 | Student Government Association Report



Baltimore City Community College

CABINET UPDATE

Board of Trustees, March 16, 2022

Student Affairs

STUDENT GOVERNMENT ASSOCIATION

SGA Meetings

February 10, 2022 - SGA General Meeting – The SGA held its first general meeting for the month of February. At this meeting, there was a special guest, Mr. Anthony Butler from the University of Baltimore. Mr. Butler gave a presentation on parliamentary procedures. Students were reminded about the open positions for a treasurer and senators. The applications for the student representative to the Board of Trustees position is now closed. During the meeting, it was announced that Advocacy Day is scheduled for February 15, 2022, and if clubs and Orgs leaders are still interested in attending, they should contact Ms. Grays or Mr. Purswani in the office of Student Life and Engagement. MCCADA Student Leadership Conference format has changed for this year, and therefore will not be on the original scheduled date of February 25, 2022. More details will be presented at the next meeting by Ms. Grays.

February 24, 2022 - SGA General Meeting – The SGA held a general meeting via Zoom. During the meeting, it was announced that the VP for Student Affairs Dr. Velez will be leaving the college and VP Becky Burrell will serving in that role on an interim basis. Ms. Burrell will meet with the SGA and student clubs and organization leadership on a regular basis. BCCC students attended the annual Maryland Community College Advocacy Day on February 15th via Zoom. Students were able to meet with representatives from the office of Delegate Branch, Delegate Clippinger and Delegate Lierman. It was announced that the candidates for the new Student Representative to the Board of Trustees will be moving forward in the selection process with recommendations of two people to President McCurdy. The MCCADA Student Leadership format has been established and will include virtual videos and summaries about leadership that can be viewed until March 31, 2022. Ms. Grays will provide the link to the videos to all that are interested. Students were asked for their feedback during this meeting about returning to campus and the following was noted:

- Several businesses in the area offer incentives to ID-carrying students of BCCC. Students need to be encouraged to get their ID
 - SGA secretary will follow up with a list of businesses at the next meeting.
- Students don't really know that the campus is open, but those that do are happy about the offerings and have enjoyed seeing people on campus.
- Some faculty and staff are complaining to students and in some cases, this is frightening the students about returning with masks and COVID
- Students don't see signs that draw them to the campus, and some students state that they weren't excited about returning.
- Students have become comfortable at home, and many enjoy the online learning.

Activities and Events

February 4, 2022 – Keeping it Real Lecture – This was explained in the Student Life & Engagement report but is reposted here due to the Student Club & Organizations involvement

February 16, 2022 – Voter Registration – Representatives from the League of Women Voters of Baltimore visited campus and held a Voter Registration tabling event. Members of the organization also were able to attend a selected class for a brief presentation as well. The event was held from 10am – 1pm in the Student Atrium of the Main Building.

February 24, 2022 – Keeping it Real Lecture – This was explained in the Student Life & Engagement report but is reposted here due to the Student Club & Organizations involvement

February 28, 2022 – My Black History Hero – Students were able to take a moment out of their schedule to share who their Black History Hero was and why. This program is co-sponsored by Office of Student Life and Engagement and the Student Government Association. It was held virtually via zoom from 1-2pm.

February 28, 2022 – Black History Trivia – A Black History Trivia game was held using the Kahoot game platform. Students and staff were able to test their knowledge of Black History facts. Prizes were given to the top winners of the game. The event was held virtually via Zoom from 3 – 4pm and sponsored by Student Government Association and the office of Student Life and Engagement

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 4 | AFSCME Local #1870 at BCCC Report

- No Report Submitted

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 5 | Faculty Senate Report

- No Report Submitted

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 6 | Items Removed from the Agenda

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

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 7 | New Business

I. Cybersecurity Digital Forensics Program (Vote)

- a. AAS Degree
- b. Certificate

II. Procurement Policies and Procedures (Overview)

- a. Notification of Procurements (Section 1.1.4.2)

III. Procurements over \$25,000 to \$99,999 (Information)

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- b. Floorcare Equipment Replacements (\$43,360)
- c. Student Services Wing Door Repair (\$46,000)
- d. Carpet Replacement (\$93,944)
- e. LSB Skylight Repair (\$26,000)
- f. SP Stairwell Rubber Flooring (\$32,610)
- g. Mail Room Machine Lease Agreement (\$67,754.40)
- h. Promotional Items for Radio Subscribers (\$31,489)

IV. Upcoming Approval Requests (Information)

- a. Vector Media: CUBE & Bus Signage (\$111,255)
- b. Exterior Door Replacement (\$160,000)

Executive Summary Cyber Digital Forensics AAS and certificate

The Cybersecurity Digital Forensics Program provides students with practical experience in understanding the threats and dangers, security assessments and analysis to a wide range of different businesses. The program teaches students the steps that need to be taken to mitigate these vulnerabilities by using state-of-the-art technology. The program prepares students for vendor-specific or commercially available security certifications. The program also emphasizes the need to build a wall between our information and those that want to exploit it. The recurring events such as virus and worm attacks and the success of criminal attackers, illustrate the weaknesses in current information technologies and the need to heightened security of these systems.

The educational objectives of the program fulfill a need for expanded numbers of cybersecurity majors in the Maryland, DC, and Virginia (DMV) as well as the US. Government and private sector organizations to fill the estimated shortages in cybersecurity professionals. Cyber majors are needed to monitor and defend State and Federal Government, and Private and Public Corporate systems in the US. Graduates from this program will provide those resources to help fill the current shortage.

The Cybersecurity Digital Forensics Program was developed because the College was awarded a National Security Agency (NSA) Capacity Building grant in 2020. The grant award is part of the Cybersecurity Education Diversity Initiative (CEDI) to help HBCUs or Minority Serving Institutions (MSIs) increase access to cybersecurity education. A significant portion of the grant funds will be used for building the program, including equipment, hardware, software, Enrollment estimates for Fall 2022 are 22 students, for subsequent years the program will hopefully double in size with a possible 110 students in the program by fall 2025. A large percentage of the grant is allocated to award 42 student scholarships to encourage students to enroll in the new program. Approximately \$40,000 will be awarded to students in this program during the first year. There will be \$42,000 awarded to students in the second year.

Curriculum

<u>Proposed Course Sequence:</u>		
Course ID Credits		Course Name
1st Semester		
PRE 100	1	Preparation for Academic Achievement
ENG 101	3	English Writing
CDF 100	3	Cybersecurity Fundamentals (No Prerequisites)
CDF 110	4	An Introduction to Operating Systems (Windows, NOS & DO/S, Unix, Linux) (No Prerequisites)
CDF 115	4	Digital Forensics I (No Prerequisites)
	15	
2nd Semester		
SP 101	3	Fundamentals of Speech Communication

CDF 120	4	Introduction to IT Technical/Help Desk Support (Prerequisites CDF 100 and CDF 110)
CDF 125	4	Introduction to Python (No Prerequisites)
CDF 130	4	Digital Forensics II (Prerequisites CDF 100, CDF 110, and CDF 115)
	15	
3rd Semester		
HLF-Elective	2	Health and Life Fitness
CRJ 210	3	Investigative Principles and Concepts
MAT 107	3	Modern Elementary Statistics
CDF 230	4	Fundamentals With Networking (Prerequisites CDF 100, CDF 110, and CDF 120)
CDF 240	4	Digital Forensics III (Prerequisites CDF 115 and CDF 130)
	16	
4th Semester		
Gen Ed Core	3	Social and Behavioral Sciences
BPS-Elective	3	Biological and Physical Sciences
CDF 250	4	Network Intrusion and Penetration Testing (Prerequisites CDF 230)
CDF 260	4	Digital Forensics Capstone (Prerequisites CDF 130 and 240)
	14	
Total Cr	60	

BALTIMORE CITY COMMUNITY COLLEGE

CURRICULUM AND INSTRUCTION COMMITTEE OF THE FACULTY SENATE

PROGRAM/CERTIFICATE PROPOSAL OUTLINE FORM

1. **DEPARTMENT:** Business and Technology Department
2. **AUTHOR(S):** Dr. Denise Holland
3. **NAME OF PROGRAM/CERTIFICATE:** Cybersecurity Digital Forensics
4. **WAS THE PROGRAM RECOMMENDED BY**
 - a. Program Evaluation committee (yes or no);
 - b. Advisory Committee (yes or no):
 - c. Other – Program Coordinator – Dr. Denise Holland

5. RATIONALE AND NEED FOR OFFERING THE PROGRAM AT BCCC

- a. Describe the extent to which this program/certificate is central to the institutional mission, the planning priorities of the College and its relationship to the instructional program emphasis.

Organizations such as the Department of Homeland Security (DHS), DoD, NSA, FBI, NASA, Government Contractors, and more have estimated shortages in cybersecurity professionals needed to monitor and defend State and Federal Government, and Private and Public Corporate systems in the US. Graduates from this program will provide resources to help fulfil this requirement.

- b. State the specific local, State, and/or national needs for graduates of the proposed program. Describe job opportunities that are available to persons who complete the program. Provide evidence of market demand through supporting data including results of surveys which have recently been conducted. Present data showing the current and projected supply of graduates from existing programs in the State, if any.

In addition to the organizations listed above such as DHS, DoD, NSA, Security, etc., the Baltimore Cyber Range has a wide range of partners through which we can funnel our anticipating

graduates and graduates to for hands-on training and workforce development opportunities (Baltimore Cyber Range, 2021). Currently there are more opportunities than resources available to fulfill the need. According to a recent Gartner Report, organizations are changing their focus on greater cybersecurity protection, governance, and cybersecurity business priorities (Proctor, 2020).

- c. Provide evidence of student interest in the program. What are the projections of program majors full-time and part-time for each of the first five years of the program?
- d. Project the number of graduates for the first five years of the program following the first year of awarding the degrees.

The following narrative addresses sections “c.” and “d.” above. The projected student enrollment in the new Cybersecurity Digital Forensics Program and Certificate over a five-year period are outlined below:

Program: Cybersecurity Digital Forensics Program & Certificate					
Projected # of Majors Over Five Years					
Estimates	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026
# of Students	22	44	66	88	110
Projected Graduates*		22	40	60	75
* Not all Full-Time Students	Year 1	Year 2	Year 3	Year 4	Year 5

The Cybersecurity Digital Forensics Program is being developed as a result of a capacity building \$300,000 grant awarded to BCCC in 2020. The grant awarded is part of the Cybersecurity Education Diversity Initiative (CEDI) to provide assistance to HBCUs or Minority Serving Institutions (MSIs) all across the US. To increase access to cybersecurity education, the National Security Agency’s National Centers of Academic Excellence in Cybersecurity (NCAE-E) Program Management Office and the DoD’s Office of Industrial Policy, Small Business Program’s (OSBP) Mentor Protégé Program(MPP) collaborated to ensure its program’s success.

A significant portion of the grant’s funds will be used for building the program, including equipment, hardware, software,

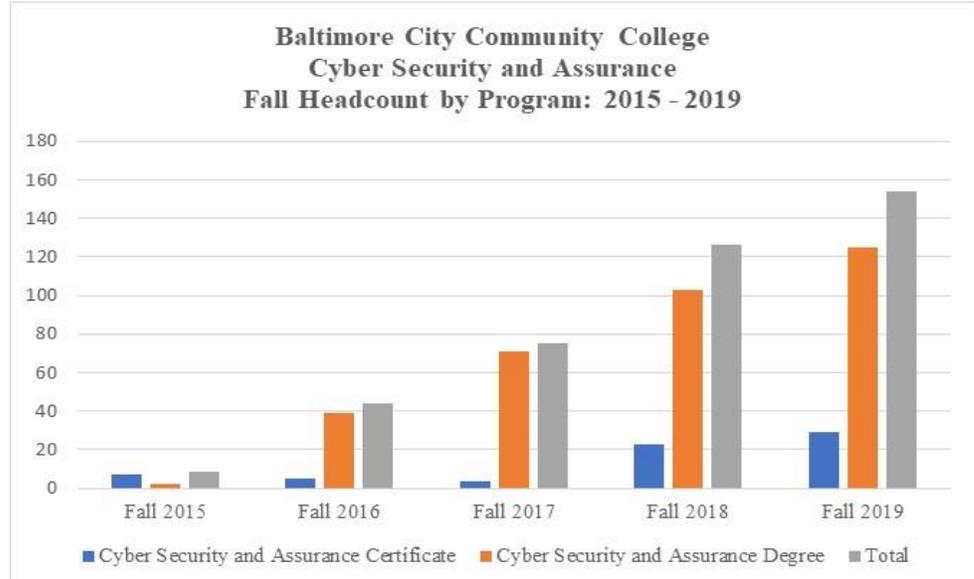
furniture, and more. A large percentage of the grant is allocated to award 42 student scholarships to encourage students to enroll in the new program. Approximately \$40,000 will be awarded to students in this program during the first year. There will be \$42,000 awarded to students in the second year.

Additionally, BCCC has started the process to be a CAE candidate and in turn to be designated as a Center of Academic Excellence (CAE). This is a very esteemed on designation which will be an excellent promotional tool to attract future cybersecurity and maintain current cybersecurity majors. The CAE designation will also ensure students are equipped with the necessary skills to be competitive in the cybersecurity workforce. Moreover, students will develop a great sense of pride knowing they are in a field contributing the national cyber defense.

The projections above also have are based on past performance of the current Cyber Security and Assurance Program displayed below:

 BALTIMORE CITY COMMUNITY COLLEGE <small>CHANGING LIVES... BUILDING COMMUNITIES</small>		Baltimore City Community College Cyber Security and Assurance Credit Programs Fall Headcount by Program: 2015 - 2019			
Program	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
Cyber Security and Assurance Certificate	7	5	4	23	29
Cyber Security and Assurance Degree	2	39	71	103	125
<i>Total</i>	<i>9</i>	<i>44</i>	<i>75</i>	<i>126</i>	<i>154</i>

Source: BCCC fall Enrollment Information System (EIS) files submitted to the Maryland Higher Education Commission annually in November.



6. COURSE OF STUDY LEADING TO THE PROPOSED DEGREE

- a. State the educational objectives of the program.

The educational objectives of the program fulfill a need for expanded numbers of cybersecurity majors in the Maryland, DC, and Virginia (DMV) and all across the US. Governmental and private sector organizations have estimated shortages in cybersecurity professionals. Cyber majors are needed to monitor and defend State and Federal Government, and Private and Public Corporate systems in the US. Graduates from this program will provide resources to help satisfy this requirement.

- b. Describe the program, as it would appear in a catalog.

The Cybersecurity Digital Forensics Program provides students with practical experience in understanding the threats and dangers, security assessments and analysis to a wide range of different businesses, and the steps that need to be taken to mitigate these vulnerabilities by using state-of-the-art technology. The program prepares students for vendor-specific or commercially available security certifications. The program also emphasizes the need to build a wall between our information and those that want to exploit it. The recurring events such as virus and worm attacks and the success of criminal attackers, illustrate the weaknesses in current information technologies and the need to heightened security of these systems.

- c. List the courses (title, number, semester credit hours, and catalog description) that would constitute the requirements and other components of the proposed program. Indicate which are currently offered and which will be new (indicate new courses with an X).

See the attached documents including the Course Outlines, Syllabi, Transmittal, and proposed Educational Plans for the new Cybersecurity Digital Forensics Program and Certificate.

- d. If applicable, describe any selective admissions policy or specific criteria for students selecting this major field of study.

The only requirements are noted on the Proposed Educational Plans.

- e. Describe expected student learning outcomes for the proposed program and directly relate these to the general curricular requirements of the program.

7. IS THIS PROGRAM A TRANSFER PROGRAM OR CAREER

PROGRAM? (Is the program designed for transfer purposes or is it designed to qualify students for a specific job after they receive the associates degree?).

- a. If this is a transfer program, show how it relates to the requirements of parallel programs for at least 2 four year institutions in the Maryland/DC area.

The courses and program completion are transferrable to four-year institutions such as:

Bowie State University
Morgan State University
University of Baltimore
University of Maryland Global Campus (UMGC)

- 8. LIBRARY REQUIREMENTS.** Provide a brief analysis of existing resources to support the proposed program. Indicate the need for additional on-site resources and over what time period you expect that they will be acquired. Discuss additional provisions for access to library holdings – e.g. inter-library loan, local library holdings, the UMS integrated library system, and/or other computerized systems that allow access to library resources housed at other institutions. (Please consult the Acquisition Librarian for assistance.)

- a. There are no existing materials to support the proposed program. Also, there is no need for any additional on-site resources for the new program. A meeting with the Librarian was held on January 27, 2022. The discussion included the materials needed for the courses and program. Since the materials are all available online to all students, no print materials are required to be maintained in the Library. Additionally, all students must purchase the materials which include access codes in order to complete the chapter assignments and labs. Each access code is unique and must be purchased individually.

References

Baltimore Cyber Range. (2021). *About Us*. Retrieved from <https://baltimorecyberrange.com/about/>

Proctor, P. (2020, February). *The Urgency to Treat Cybersecurity as a Business Decision*.

Retrieved August 2021, from [https://www.gartner.com/doc/reprints?id=1 -](https://www.gartner.com/doc/reprints?id=1-25QR2BW9&ct=210405&st=sb)

[25QR2BW9&ct=210405&st=sb](https://www.gartner.com/doc/reprints?id=1-25QR2BW9&ct=210405&st=sb)

COURSE DESCRIPTIONS

CDF 100: Cybersecurity Fundamentals provides an overview of major topics and trend in the cybersecurity field. Students will learn the core components involving cybersecurity. The main topics covered include Securing the Operating Systems, Malware and Antivirus software, and Internet Security. Other central topics include Security on Social Networking Sites, Securing Email Communications, Securing Mobile Devices, Securing the Cloud, and Securing Network Connections. Finally, students will be introduced to leading and overall understanding of Data Backup and Disaster Recovery processes, requirements, and best practices.

3 credits

CDF 110: Introduction to Operating Systems (Windows, NOS & DO/S, Unix, Linux) provides an overview to the operating systems, how operating systems work with hardware, software, and peripheral devices, the history of operating systems and more. Students learn the management of main memory resources, single processor and multiprocessor management, and managing available devices without conflicts. In addition, student learn about file management, and files with system instructions, security of the operating systems, and system's management. Students also learn about specific operating systems including UNIX, Windows, Linux, Android operating systems, and network operating systems.

4 credits

CDF 115: Digital Forensics I provides an overview of computer forensics fundamentals topics. Students will learn about the investigative process involving digital forensics including understanding hard drives and file systems, data acquisition and duplication, defeating anti-forensics techniques. Also, students will learn the fundamentals of defeating anti-forensics techniques; Windows Linux, Mac, Network, Dark Web, Malware Forensics. Students will also learn techniques to investigate Web attacks and e-mail crimes.

4 credits

CDF 120: An Introduction to IT Technical/ Help Desk Support provides an overview to the popular and evolving field of help desk support. Students learn the technical core components needed for Information Technology (IT) help desk functions. The Core Topics covered include CompTIA A+ Core 1 and A+ Core 2 Exam Objectives Mapped to Chapters. Additionally, students learn about motherboards, memory, power supplies, hard drives and storage devices, setting up networks, troubleshooting, and how to disassemble and reassemble computers. Other concepts discussed include end user computing, installation of end user computer systems, documentation for end users, computer facilities management, and common support problems and information resources for user support. Students are also introduced to leading help desk support software.

4 credits

CDF 125: Python Fundamentals provides an introduction to Python. Students will learn about control statements, explore controlling program flow, and work with structured programs via functions. Python Fundamentals problem-solving skills for building efficient applications. Students learn about data structures and study ways to correctly store and represent information; object-oriented programming (OOP) concepts of abstraction, encapsulation of data, inheritance, and polymorphism. The course also includes an overview of how imports, modules, and packages work in Python, error handling, preventing apps from crashing, and file manipulation.

4 credits

CDF 130: Digital Forensics II provides an expanded concepts of computer forensics in today's world. Topics will include the digital forensics investigative process, understanding hard drives and file systems, data acquisition and duplication, defeating anti-forensics techniques. Also, students will learn the fundamentals of defeating anti-forensics techniques; Windows Linux, Mac, Network, Dark Web, Malware Forensics. Students will also learn techniques to investigate Web attacks and e-mail crimes.

4 credits

CDF 230: Fundamentals With Networking provides an overview of network security fundamentals topics. Students will learn about current and future techniques to detect and secure the network and digital devices connected to the network. Also, students will learn how to identify, authenticate, authorize users for network access. Additional content includes Network Security Controls for Administrators and Technical resources. Students will also learn how to monitor, security on various digital devices such as mobile phones, PCs, and Laptops. Finally, Network Security Physical Controls will be discussed.

4 credits

CDF 240: Digital Forensics III provides an advanced concepts of computer forensics in today's world. Topics will include the digital forensics investigative process, understanding hard drives and file systems, data acquisition and duplication, defeating anti-forensics techniques. Also, students will learn about database forensics and how to defeat anti-forensics techniques; Windows Linux, Mac, Network, Dark Web, and Malware Forensics. Students will also learn techniques to investigate Web attacks and e-mail crimes. Investigating Cloud Forensic is also discussed.

4 credits

CDF 250: Network Intrusion and Penetration Testing provides an overview of network security strategies and defense topics. Students will learn about current and future techniques to detect and secure the networks and digital devices connected to the network. Also, students will learn about Network Perimeter Security, Endpoint Security-Linux Systems, Mobile-Devices, Windows Systems, and IoT devices. Students will also learn about Administrative Application, Data, Enterprise Virtual Network/Cloud, and Wireless Security. Finally, students will gain knowledge regarding Network Monitoring and Analysis.

4 credits

CDF 260: Digital Forensics Capstone is the final and inclusive course for the Cybersecurity Digital Forensics Degree program. The course content provides a building block of skills obtained in prior semesters such as cybersecurity networking and defense strategies; digital forensics investigative techniques; network authentication, intrusion, monitoring, and controls; and performing effective digital analysis and forensics investigations. Students will develop a Capstone Project as a team, building on monthly deliverables. The course content also exposes students to the key knowledge areas covered in the CHFI-CQ-EXAM-PREP and CHFIv10 Exam Prep.

4 credits

Baltimore City Community College

New Program Proposal

Cybersecurity Digital Forensics

Proposed Course Sequence:

Course ID	Credits	Course Name	Category** Requirement Fills:	Course Pre-Requisites
1st Semester				
PRE 100	1	Preparation for Academic Achievement		None
ENG 101	3	English Writing		RENG 92 or appropriate course waivers or Accuplacer score
CDF 100	3	Cybersecurity Fundamentals	Major	None
CDF 110	4	An Introduction to Operating Systems (Windows, NOS & DO/S, Unix, Linux)	Major	None
CDF 115	4	Digital Forensics I	Major	None
	15			
2nd Semester				
SP 101	3	Fundamentals of Speech Communication		RENG 92 or appropriate course waivers or Accuplacer score
CDF 120	4	Introduction to IT Technical/Help Desk Support	Major	CDF 100 and CDF 110
CDF 125	4	Introduction to Python	Major	None
CDF 130	4	Digital Forensics II	Major	CDF 100, CDF 110, and CDF 115
	15			
3rd Semester				
HLF-Elective	2	Health and Life Fitness		None
CRJ 210	3	Investigative Principles and Concepts		None
MAT 107	3	Modern Elementary Statistics		MAT 86 or MAT 92 and RENG 92 or appropriate course waivers or Accuplacer score
CDF 230	4	Fundamentals With Networking	Major	CDF 100, CDF 110, and CDF 120
CDF 240	4	Digital Forensics III	Major	CDF 115 and CDF 130
	16			
4th Semester				
Gen Ed Core	3	Social and Behavioral Sciences		ENG 82 or RENG 92
BPS-Elective	3	Biological and Physical Sciences		MAT 86 or MAT 92 and RENG 92 or appropriate course waivers or Accuplacer score
CDF 250	4	Network Intrusion and Penetration Testing	Major	CDF 230
CDF 260	4	Digital Forensics Capstone	Major	CDF 130 and CDF 240
	14			
Total Cr	60			

Baltimore City Community College

New Program Proposal

Cybersecurity Digital Forensics Certificate

Proposed Course Sequence:				
Course ID	Credits	Course Name	Category**	Course Pre-Requisites
1st Semester				
PRE 100	1	Preparation for Academic Achievement		None
CDF 100	3	Cybersecurity Fundamentals	Major	None
CDF 110	4	An Introduction to Operating Systems (Windows, NOS & DO/S, Unix, Linux)	Major	None
CDF 115	4	Digital Forensics I	Major	None
	12			
2nd Semester				
CDF 120	4	Introduction to IT Technical/Help Desk Support	Major	CDF 100 and CDF 110
CDF 130	4	Digital Forensics II	Major	CDF 100, CDF 110, and CDF 115
	8			
3rd Semester				
CDF 230	4	Fundamentals With Networking	Major	CDF 100, CDF 110, and CDF 120
CDF 240	4	Digital Forensics III	Major	CDF 115 and CDF 130
	8			
Total Cr	28			

SECTION 1. GENERAL INFORMATION

1.1 Authority and Delegation

1.1.1 The Board of Trustees of Baltimore City Community College approved on December 21, 2021, these procurement policies and procedures for the governance of procurements by Baltimore City Community College of Maryland consistent with the mandate of Chapter 732 of the Laws of Maryland 2021 (Senate Bill 326). Furthermore, the Board of Trustees has delegated to the President of the College the authority to implement and/ or to delegate implementation, as appropriate, of these policies and procedures.

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

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

1.1.4 Approval of Award Actions

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

1.1.4.1 Board of Public Works approval is required for capital construction and service procurements exceeding \$500,000.00

1.1.4.2 Notification must be given in writing to the Board of Trustees for any procurements between \$25,000 and \$99,999.

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

1.1.5 Board of Trustees

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

1.1.5.2 Any procurement, regardless of dollar amount, that uses State

general obligation bond proceeds authorized by the General Assembly, must be submitted to the Board of Trustees for approval prior to being submitted to the Board of Public Works for approval.

1.1.6 Board of Public Works

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

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

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

1.2 Purpose

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

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

1.3 Applicability

1.3.1 General Applicability

1.3.1.1 These Procurement Policies and Procedures apply to contracts by Baltimore City Community College for the acquisition, rental,

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 8 | College Policies

- None

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 9 | Presentations

- Enrollment Update
- ERP Update

Enterprise Resource Planning (ERP) Project Update



Michael Rading, CIO

Date: March 16, 2022

Project Status

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

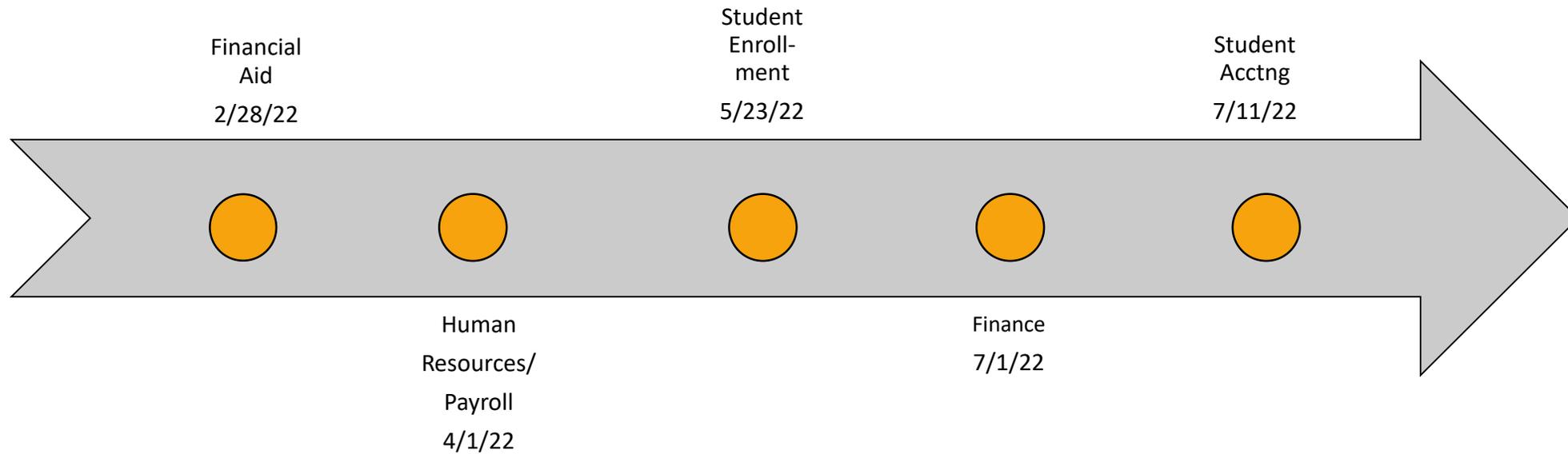
The Project Team continues to meet bi-weekly with the DoIT's Oversight Project Manager for the College to provide project updates and exchange ideas

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.

The Cabinet receives regular project updates.

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

ERP 2022 Project Timeline



Financial Aid Module Live

Key Milestones:

- **2/28/2022 - Financial Aid is Live**
 - Module enables Financial Aid management from creation, management and monitoring of award packages



Helps Students meet Financial Needs



Helps BCCC meet Financial Goals

- Students will see their Financial Aid package without the need to register for classes for the 1st time in April 2022
- Ahead of this ISIRs, an institution's copies of the student's Free Application for Federal Student Aid (FAFSA) will be made available in the new system
- **3/28/2022 – Packaging** Student loans packaged for students
- **8/2022 – Disbursement** Loans awarded students for the fall term in August.

Financial Aid Go-Live

Lessons Learned:

- Moving from a legacy system is challenging
- Cross-functional team spent more time than anticipated doing data validation
- Required content expertise of data owners needed to develop and apply complex rules for data conversion
- The data validation and complexity meant that additional resources (people and time) were required to meet project deadlines; resource need evaluations will be part of the preparation process for upcoming modules

Student Enrollment

Key Milestones Coming in May:

Students will begin using Student Self-Service for:

- Course Catalog
- Registration

Student facing offices will begin using Banner:

- Records and Registration
- Academic Affairs
- Workforce Development & Continuing Education

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, March 16, 2022

Dr. Debra L. McCurdy, President

- I. **FY 23 Legislative Fiscal Notes**
- II. **FY 23 Operational Budget**
- III. **FY 23 Capital Budget**
- IV. **FY 23 Capital Budget – Supplemental Request to Governor Hogan**
- V. **Cabinet Update**
- VI. **Realignment Tasks Update**



Fiscal Notes

Legislative Hearings

2022 (For FY 2023)

Bill number: HB0429

Cross file:

Bill title: Public Safety - Law Enforcement Agencies - Body-Worn Cameras
Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Michael D. Thomas
Title: Vice President, WDCE
Phone number: 410-986-3220
Email address: mdthomas@bccc.edu
Date: 1/26/22

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO X

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

This legislation would require certain Law Enforcement Agencies to implement policies and procedures for Body Worn Cameras (BWC), in accordance with State Guidelines. This requirement would not apply to the college's Public Safety Office. The college is not required to have a policy regarding Body Worn Cameras unless it chooses to use them as part of security procedures. BCCC does not voluntarily use BWC and is not a required Law Enforcement Agency covered under this legislation.

2. Other Information – Please provide any other information that may be helpful in determining the fiscal effect of this legislation, even if the bill does not directly affect your agency.

Only certain Law Enforcement Agencies are required to implement a policy regarding the use of Body Worn Cameras (BWC) as part of daily patrolling and incident responses. These include functions such as execution of warrants, traffic stops, and criminal investigations. As the BCCC public safety office does not perform these types of actions, the use of BWC is not required.

Bill number: HB0507

Cross file:

Bill title: Environment - Electric Vehicle Charging Infrastructure - Environmental Justice Considerations

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Katherine Dixon
Title: Assistant Vice President for Facilities
Phone number: 443-224-0023
Email address: kdixon@bcc.edu
Date: 1/27/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES _____ NO <u> X </u></p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
--

This bill requires electric charging and substations to be built with environmental justice in mind. This bill has no economic impact on BCCC, because we are not installing electric charging stations on campus. If we did, we would not be installing a substation on campus.

Bill number: SB0302

Cross file:

Bill title: Legionnaires' Disease Prevention Act

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Katherine Z. Dixon
Title: Assistant Vice President for Facilities
Phone number: 410-462-7753
Email address: kdixon@bccc.edu
Date: January 21, 2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES X_____ NO _____</p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.</p>

The College currently contracts with a third-party vendor to properly treat the water in the three (3) cooling towers on campus but does not have a water management program consistent with ASHRAE 188 as required by HB 248. To comply with this bill, the College would be required to bid out a water management program to quarterly test all potable and non-potable water sources within all buildings on campus, including the main water lines, domestic water heaters, hot water heaters, hot water recirculating lines, cooling towers, and approximately three locations of the domestic water lines on each floor level in each building.

The funding is currently not included in the operating budget. The Facilities Department has estimated the annual cost for the quarterly testing to be \$130,300 in the attached analysis for all buildings on the main campus. This includes an initial fee of \$5,000 per building for a consultant to assist with analyzing the plumbing drawings and to develop the water management program consistent with ASHRAE 188. Legionella testing costs roughly \$175 per test for cooling towers and \$225 for all interior touch points, and this would be required quarterly. Any repairs required would have to be estimate on a case-by-case basis considering the number of locations and severity of the issue.

3. Impact on Expenditures – Please estimate the increase or decrease in expenditures in each of the next five fiscal years using the *Expenditures* worksheet in the provided Excel file and describe in the space below.

- Please be aware of delayed effective dates or other factors that may cause expenditure increases/decreases to begin in later years.
- Please explain the need for the number and type of personnel (both permanent and contractual), including (1) what specific provision(s) of the bill necessitate additional staff; (2) what the duties of each type of employee will be; and (3) why existing personnel cannot absorb the additional work.
- Please describe the items included under “Other Operating Expenses” and explain any assumptions or calculations used in your estimates.
- Please specify the fund type (general, federal, special, or other) or combination of fund types of the expenditure increases and/or decreases.

\$130,300 for water testing would be funded from General Funds, PCA 07708 -0873, for Contractual Services would be required. Any required repairs would be in addition to the testing.

4. Anticipated in Proposed Operating/Capital Budget? – Have funds been included in your agency’s proposed operating or capital budget in anticipation of this legislation? Or has your agency submitted a request for funding in a supplemental budget? If so, please indicate specific amount(s) budgeted and budget code(s).

Funds have not been included in the operating budget. There is no impact to the capital budget.

5. Effect on Local Governments – Will local government operations or finances (revenues or expenditures) be affected by this legislation? If yes, please describe how.

The City should also be testing for this at the water treatment plant and may incur similar costs.

6. Effect on Small Businesses – Will existing small businesses be affected (either positively or negatively) by this legislation and/or will the legislation encourage or discourage new small business opportunities? If so, please describe.

State law defines a small business as a corporation, partnership, sole proprietorship, or other business entity, including affiliates that: (1) is independently owned and operated; (2) is not dominant in its field; and (3) employs 50 or fewer full-time employees.

Any water treatment companies or consultants who are designated as small business enterprises may benefit from this bill with an increase in state contracts.

Bill number: SB0307

Cross file:

Bill title: Public Records - Retention and Inspection - Communications (Transparency in Public Records Act of 2022)

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez

Title: General Counsel

Phone number:

Email address: Mrodriguez@bccc.edu

Date: 01/24/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO X

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

Bill number: SB0389

Bill title: Public Safety – Maryland Police Training and Standards Commission

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Michael D. Thomas

Title: Vice President, WDCE

Phone number: 410-986-3220

Email address: mdthomas@bccc.edu

Date: 1/27/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to *fnotes@mlis.state.md.us* with the bill number included in the document and the email subject line.

1. Will this legislation have a fiscal and/or operational impact on your agency?

YES X_____ NO _____

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.

Cost for annual testing for physical agility and bi-annual mental health assessments for sworn officers

3. Impact on Expenditures – Please estimate the increase or decrease in expenditures in each of the next five fiscal years using the *Expenditures* worksheet in the provided Excel file and describe in the space below.

- Please be aware of delayed effective dates or other factors that may cause expenditure increases/decreases to begin in later years.
- Please explain the need for the number and type of personnel (both permanent and contractual), including (1) what specific provision(s) of the bill necessitate additional staff; (2) what the duties of each type of employee will be; and (3) why existing personnel cannot absorb the additional work.
- Please describe the items included under “Other Operating Expenses” and explain any assumptions or calculations used in your estimates.
- Please specify the fund type (general, federal, special, or other) or combination of fund types of the expenditure increases and/or decreases.

Estimated \$250 per officer per year for the annual agility assessment X 16 positions (Sworn Police Officers) = \$4,000 annually

Estimated \$500 per officer every 2 years for the metal health assessment x 16 positions = \$8,000 bi-annually

Bill number: HB0087

Cross file: SB0050

Bill title: Higher Education - Returned Peace Corps Volunteers - In-State Tuition

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Frederick Jasper/Richard K. Walsh

Title: Bursar/Senior Analyst/Coordinator

Phone number:

Email address: fjasper@bccc.edu/rwalsh@bccc.edu

Date: 12/30/2021

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO _____

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.

BCCC's Out of State Tuition rate is \$280 per credit per student. As a State of Maryland Higher Educational Institution, all U.S. citizens residing in Maryland for at a minimum of three months are eligible for the In-State Tuition rate of \$110 per credit per student. Returning PEACE Corps students who have not lived in Maryland for a minimum of three months will cost the institution tuition revenues of \$170 per credit per student (Out of State rate of \$280 minus the In State rate of \$110).

- 3. Impact on Revenues** – Please estimate any increase or decrease in revenues (general, special, federal, or other funds) in each of the next five fiscal years. Enter the estimated amounts in the *Revenues* worksheet in the provided Excel file and describe in the space below.
- Please be aware of delayed effective dates or other factors that may cause revenue increases/decreases to begin in later years.
 - Please explain the cause(s) of the revenue increase(s)/decrease(s), any assumptions and/or calculations used, and any variations if the revenue impact(s) are not constant.
 - If federal funds are affected, please describe how (*e.g.*, loss of funds for noncompliance, availability of new funds, etc.)

The reduction in revenue would be the difference of In-State Tuition \$110.00 per credit hour and out of State tuition of \$280.00 per credit hour. In addition, this would only be if the student was not residing in the State of Maryland for at least three months. More student information is needed to calculate the total reduction of tuition revenues.

Bill number: HB0246

Cross file:

Bill title: Open Meetings Act – Notices, Closed Sessions, and Minutes – Retention Periods, Online Posting, and Public Inspection

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez

Title: General Counsel

Phone number:

Email address: mrodriguez@bcc.edu

Date: 01/19/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to *fnotes@mlis.state.md.us* **with the bill number included in the document and the email subject line.**

1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO X

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

Bill number: SB0049

Cross file:

Bill title: Criminal Law - Person in a Position of Authority - Sexual Offenses with a Minor

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez

Title: General Counsel

Phone number:

Email address: mrodriguez@bccc.edu

Date: 01/07/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to *fnotes@mlis.state.md.us* **with the bill number included in the document and the email subject line.**

1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO X

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

Bill number: SB0152

Cross file:

Bill title: Institutions of Higher Education - Transcripts - Prohibition on Punitive Measures Related to Student Debt

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Pat Raines and Richard Walsh
Title: Assistant Bursar/Senior Analyst/Coordinator
Phone number:
Email address: praines@bccc.edu and rwalsh@bccc.edu
Date: 01/06/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

1. Will this legislation have a fiscal and/or operational impact on your agency?

YES NO

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.

Baltimore City Community College leverages transcripts to collect past due balances from student debtors. As a State agency, this collection tool assist with the College’s compliance with COMAR Title 17 which states “The agency head or his designee shall take aggressive action, on a timely basis with effective follow-up, to collect all claims of the State for money or property resulting from the activities of (or referred to) his agency in accordance with the standards set forth in this regulation.” The operational impact of this legislation would risk noncompliance with COMAR Title 17.

The fiscal impact of this proposed legislation would result in challenges with cash management. For instance, in Fiscal Year 2020, students attending Baltimore City Community College accumulated \$263,164 in past due receivables. The withholding of transcripts assisted in the collection of \$22,282. The inability to leverage student debtors to pay a past due bill may result in further reliance on State funding for continued operations. In addition, it will cause an increase in Bad Debt expense since there is a decrease in likelihood of payment.

3. Impact on Revenues – Please estimate any increase or decrease in revenues (general, special, federal, or other funds) in each of the next five fiscal years. Enter the estimated amounts in the *Revenues* worksheet in the provided Excel file and describe in the space below.

- Please be aware of delayed effective dates or other factors that may cause revenue increases/decreases to begin in later years.
- Please explain the cause(s) of the revenue increase(s)/decrease(s), any assumptions and/or calculations used, and any variations if the revenue impact(s) are not constant.
- If federal funds are affected, please describe how (*e.g.*, loss of funds for noncompliance, availability of new funds, etc.)

This will not have an impact on revenue; however, this will have a tremendous impact on cash collections, past due debt, and an increase in Bad Debt Expense.

Bill number: HB0330

Cross file:

Bill title: Higher Education - Undergraduate Degree Requirement - United States History Course

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Dr. Jones
Title: Vice President, Academic Affairs
Phone number:
Email address: ljones@bcc.edu
Date: 01/28/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES _____ NO <u> X </u></p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. Other Information – Please provide any other information that may be helpful in determining the fiscal effect of this legislation, even if the bill does not directly affect your agency.</p>

The college requires a history course, but the student can choose from 3. If we are required to change the graduation requirements, we would need to alter our curriculum. We currently employ full time faculty who are qualified to teach US History so it would not impact the college financially.

Bill number: HB0419

Cross file: SB0390

Bill title: State Government - Information Technology - Cybersecurity

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez

Title: General Counsel

Phone number:

Email address: mrodriguez@bccc.edu

Date: 01-28-2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

1. Will this legislation have a fiscal and/or operational impact on your agency?

YES X_____ NO _____

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.

There will be an increase in expenditures if DO IT charges back BCCC. To calculate the financial impact, we would have to know how much DO IT will charge back to BCCC.

3. Impact on Expenditures – Please estimate the increase or decrease in expenditures in each of the next five fiscal years using the *Expenditures* worksheet in the provided Excel file and describe in the space below.

- Please be aware of delayed effective dates or other factors that may cause expenditure increases/decreases to begin in later years.
- Please explain the need for the number and type of personnel (both permanent and contractual), including (1) what specific provision(s) of the bill necessitate additional staff; (2) what the duties of each type of employee will be; and (3) why existing personnel cannot absorb the additional work.
- Please describe the items included under “Other Operating Expenses” and explain any assumptions or calculations used in your estimates.
- Please specify the fund type (general, federal, special, or other) or combination of fund types of the expenditure increases and/or decreases.

There will be an increase in expenditures if DO IT charges back BCCC. To calculate the financial impact, we would have to know how much DO IT will charge back to BCCC.

Bill number: HB0455

Cross file:

Bill title: State Personnel - Implicit Bias Awareness Training - Required

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez

Title: General Counsel

Phone number:

Email address: Mrodriguez@bccc.edu

Date: 01-28-2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES <input checked="" type="checkbox"/> _____ NO _____</p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.</p>

Each employee would require 2 hours of training. This would be \$21,275.00 each year.

3. Impact on Expenditures – Please estimate the increase or decrease in expenditures in each of the next five fiscal years using the *Expenditures* worksheet in the provided Excel file and describe in the space below.

- Please be aware of delayed effective dates or other factors that may cause expenditure increases/decreases to begin in later years.
- Please explain the need for the number and type of personnel (both permanent and contractual), including (1) what specific provision(s) of the bill necessitate additional staff; (2) what the duties of each type of employee will be; and (3) why existing personnel cannot absorb the additional work.
- Please describe the items included under “Other Operating Expenses” and explain any assumptions or calculations used in your estimates.
- Please specify the fund type (general, federal, special, or other) or combination of fund types of the expenditure increases and/or decreases.

This would be 2 hours for each employee. We calculated each employees pay rate per hour and times by 2 hours. This would cost the College \$21,275.00 per year.

Bill number: HB0496

Cross file:

Bill title: Labor and Employment - Family and Medical Leave Insurance Program - Establishment

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez
Title: General Counsel
Phone number:
Email address: Mrodriguez@bccc.com
Date: 02/01/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES <input checked="" type="checkbox"/> _____ NO _____</p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.</p>

Thus, this law would result in 1) an additional administrative burden; 2) additional grounds for liability; and 3) annual costs totaling up to .5% of total wages. The fiscal impact would be \$ 114,042.82. However, there will be increased administrative costs and increased liability exposure, both of which are hard to calculate.

3. Impact on Expenditures – Please estimate the increase or decrease in expenditures in each of the next five fiscal years using the *Expenditures* worksheet in the provided Excel file and describe in the space below.

- Please be aware of delayed effective dates or other factors that may cause expenditure increases/decreases to begin in later years.
- Please explain the need for the number and type of personnel (both permanent and contractual), including (1) what specific provision(s) of the bill necessitate additional staff; (2) what the duties of each type of employee will be; and (3) why existing personnel cannot absorb the additional work.
- Please describe the items included under “Other Operating Expenses” and explain any assumptions or calculations used in your estimates.
- Please specify the fund type (general, federal, special, or other) or combination of fund types of the expenditure increases and/or decreases.

Thus, this law would result in 1) an additional administrative burden; 2) additional grounds for liability; and 3) annual costs totaling up to .5% of total wages. The fiscal impact would be \$ 114,042.82. However, there will be increased administrative costs and increased liability exposure, both of which are hard to calculate.

Bill number: HB0515

Cross file:

Bill title: Education - Student Athletes - Uniform Modifications for Modesty (Inclusive Athletic Attire Act)

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Dr. Pope
Title: Director Of Athletics
Phone number:
Email address: Dpope@bcc.edu
Date: 01/31/22

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES _____ NO <u>X</u> _____</p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. Other Information – Please provide any other information that may be helpful in determining the fiscal effect of this legislation, even if the bill does not directly affect your agency.</p>

As a College University the impact should be minimal since we don't have high school student athletes.

Bill number: HB0570

Cross file:

Bill title: Pesticides – Mosquito Control Products and PFAS Chemicals

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Katherine Z. Dixon
Title: Assistant Vice President for Facilities
Phone number: 443-224-0023
Email address: kdixon@bcc.edu
Date: February 1, 2022,

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES _____ NO <u> x </u></p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
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The College does not spray for mosquitos, so this bill has no fiscal impact.

Bill number: HB0780

Cross file:

Bill title: Gun-Free Higher Education Zones

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: VP Thomas

Title: Vice President

Phone number:

Email address: mthomas@bcc.edu

Date: 02/04/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO _____

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

Bill number: HB0904

Cross file:

Bill title: State-Related Institutions - Required Reports

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez

Title: General Counsel

Phone number:

Email address: mrodriguez@bccc.edu

Date: 02/09/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES _____ NO <u>X</u> _____</p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. Other Information – Please provide any other information that may be helpful in determining the fiscal effect of this legislation, even if the bill does not directly affect your agency.</p>

There is no fiscal impact; however, the burden of producing the report would fall on every area of the college, including Procurement, Human Resources and Financial Affairs. Given that substantial time and resources would need to be devoted to this, and that the one of the college's realignment tasks explicitly states that the college should identify barriers in State or local laws or regulations that impede the ability of BCCC to operate efficiently and effectively," (Md. Code, Education, Section 16-505 (c)(xii)), BCCC objects to the proposed legislation, which has few advantages and would serve only to further divert time and resources away from BCCC's main mission of educating and providing employment pathways for Baltimore City youth and adults.

Bill number: SB0518

Cross file:

Bill title: Career Pathways for Health Care Workers Program

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Michael D. Thomas

Title: Vice President

Phone number: 410-986-3220

Email address: mdthomas@bcc.edu

Date: 1/28/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO X

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.

This legislation creates a grant program within the Department of Labor for Healthcare Employers to provide training programs for current healthcare workers. Healthcare employers may apply for a matching grant of up to \$50,000 per year to support the cost of workforce training in certain healthcare fields. While the college may partner with healthcare employers to enroll selected students, the funding and management of the program is with the employer.

3. Other Information – Please provide any other information that may be helpful in determining the fiscal effect of this legislation, even if the bill does not directly affect your agency.

BCCC currently partners with several Healthcare employers (such as Johns Hopkins Hospital and University of Maryland Medical System) to provide contract training for current employees.

Bill number: SB0540

Cross file: HB0598

Bill title: Higher Education - Transfer Platform - Established (Transfer with Success Act 2.0)

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Dr. Jones
Title: Vice President, Academic Affairs
Phone number:
Email address: ljones@bcc.edu
Date: 02/01/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES _____ NO <u> X </u></p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. Other Information – Please provide any other information that may be helpful in determining the fiscal effect of this legislation, even if the bill does not directly affect your agency.</p>

The bill will not impact the College financially as the State is paying for the transfer platform. The impact is going to be on the College's ability to align the academic programs with the 4-year programs to ensure transfer. The commission that is being established has mostly 4-year institutions on it. The transfer summit is being planned for the fall.

Bill number: SB0588

Cross file:

Bill title: Capital Projects - High Performance and Green Buildings

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Katherine Dixon
Title: Assistant Vice President for Facilities
Phone number: 443-224-0023
Email address: kdixon@bcc.edu
Date: 2/4/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO _____

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

This bill clarifies the definitions of a high-performance building and the state's rating system requirements but does not require a significant change from the general practice of the State/the College when considering capital funding for new construction or major renovations that would be required to meet a certain LEED rating. The capital budget submission already allows for a certain % of green building premium for new construction and major renovations which is covered in the capital funds associated with the project. The College is aware and familiar with these requirements and does not anticipate a fiscal impact to the operating or capital budget as a result. The bill also requires an annual report back to the committee, which would not have a fiscal impact.

Bill number: SB0833

Cross file:

Bill title: Cannabis - Legalization and Regulation

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez

Title: General Counsel

Phone number:

Email address: mrodriguez@bccc.edu

Date: 02/09/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to *fnotes@mlis.state.md.us* **with the bill number included in the document and the email subject line.**

1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO X

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

Bill number: HB0458

Cross file: SB0472

Bill title: State Personnel - Collective Bargaining - Revisions and Budget Bill Appropriations

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez, Esquire

Title: General Counsel

Phone number:

Email address: mrodriguez@bccc.edu

Date: 02/10/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES <input checked="" type="checkbox"/> _____ NO _____</p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.</p>

The passing of the bill would add to our costs in that we would have to pay half the fees of an arbitrator to sit in on every bargaining session between the college and AFSCME. Moreover, we would have to pay half the fees of a private arbitration if a claim for an Unfair Labor Practice is filed against us because SHLERB (which currently hears all such cases and is a state agency) would no longer have jurisdiction to hear those cases.

Also, this law creates yet another administrative burden for the College and falls under the realignment task that calls for the College to identify barriers in State or local laws or regulations that impede the ability of BCCC to operate efficiently and effectively," (Md. Code, Education, Section 16-505 (c)(xii)).

3. Impact on Expenditures – Please estimate the increase or decrease in expenditures in each of the next five fiscal years using the *Expenditures* worksheet in the provided Excel file and describe in the space below.

- Please be aware of delayed effective dates or other factors that may cause expenditure increases/decreases to begin in later years.
- Please explain the need for the number and type of personnel (both permanent and contractual), including (1) what specific provision(s) of the bill necessitate additional staff; (2) what the duties of each type of employee will be; and (3) why existing personnel cannot absorb the additional work.
- Please describe the items included under “Other Operating Expenses” and explain any assumptions or calculations used in your estimates.
- Please specify the fund type (general, federal, special, or other) or combination of fund types of the expenditure increases and/or decreases.

The passing of the bill would add to our costs in that we would have to pay half the fees of an arbitrator to sit in on every bargaining session between the college and AFSCME. Moreover, we would have to pay half the fees of a private arbitration if a claim for an Unfair Labor Practice is filed against us because SHLERB (which currently hears all such cases and is a state agency) would no longer have jurisdiction to hear those cases.

Also, this law creates yet another administrative burden for the College and falls under the realignment task that calls for the College to identify barriers in State or local laws or regulations that impede the ability of BCCC to operate efficiently and effectively," (Md. Code, Education, Section 16-505 (c)(xii)).

Bill number: HB0860

Cross file:

Bill title: Public Information Act - Police Officers - Procedures and Limitations

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez
Title: General Counselor
Phone number:
Email address: Mrodriquez.bccc.edu
Date: 02/10/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

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1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO _____

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

Bill number: HB0916

Cross file:

Bill title: Higher Education - Programs for Behavioral Health Professionals in Primary and Secondary Schools - Requirements and Grant Program

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Dr. Liesl B. Jones, PhD

Title: Vice President

Phone number:

Email address: ljones@bcc.edu

Date: 02/12/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

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<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES X_____ NO _____</p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.</p>

The grant would provide funding for BCCC to offer scholarships or even a pathway for our current P-Tech students to move from nursing into another program when they come to the college.

3. Impact on Revenues – Please estimate any increase or decrease in revenues (general, special, federal, or other funds) in each of the next five fiscal years. Enter the estimated amounts in the *Revenues* worksheet in the provided Excel file and describe in the space below.

- Please be aware of delayed effective dates or other factors that may cause revenue increases/decreases to begin in later years.
- Please explain the cause(s) of the revenue increase(s)/decrease(s), any assumptions and/or calculations used, and any variations if the revenue impact(s) are not constant.
- If federal funds are affected, please describe how (*e.g.*, loss of funds for noncompliance, availability of new funds, etc.)

The grant would provide funding for BCCC to offer scholarships or even a pathway for our current P-Tech students to move from nursing into another program when they come to the college.

4. Other Information – Please provide any other information that may be helpful in determining the fiscal effect of this legislation, even if the bill does not directly affect your agency.

The grant would provide funding for BCCC to offer scholarships or even a pathway for our current P-Tech students to move from nursing into another program when they come to the college.

Bill number: HB0944

Cross file:

Bill title: Catastrophic Health Emergencies - Immunity from Civil Liability

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez

Title: General Counsel

Phone number:

Email address: Mrodriguez@bccc.edu

Date: 02/15/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

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1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO x

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

Bill number: HB0966

Cross file:

Bill title: Higher Education - Academic Credit for Prior Learning Examinations - Policies and Procedures

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Dr. Liesl B. Jones, PhD

Title: Vice President

Phone number:

Email address: ljones@bccc.edu

Date: 02/12/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

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1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO X

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

2. Other Information – Please provide any other information that may be helpful in determining the fiscal effect of this legislation, even if the bill does not directly affect your agency.

BCCC currently has many of the exams and requirements for the items listed in the Bill in our Course Placement Policy that was passed by the Board at the June meeting in 2021. BCCC will need to amend the current policy to include the Cambridge Exam and add how we are transferring the credit from the Police Academy that is listed in the Bill.

Bill number: HB1042

Cross file:

Bill title: Public Information Act – Police Officers – Unfounded Complaints

Agency: Baltimore City Community College - (bcc / 461

Prepared by: Maria Rodriguez

Title: General Counsel

Phone number:

Email address: mrodriguez@bcc.edu

Date: 02/15/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

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1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO _____

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

Bill number: HB1070

Cross file:

Bill title: Solid Waste Disposal and Diversion and on-Farm Composting and Compost Use

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Katherine Z. Dixon
Title: Assistant Vice President for Facilities
Phone number: 443-224-0023
Email address: kdixon@bcc.edu
Date: 2/14/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

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1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO X

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

This bill does not have a fiscal or operational impact on the College. We do not dispose of solid waste or compost waste.

Bill number: HB1226

Cross file:

Bill title: Environment - Office of Recycling - Mattress Stewardship Program - Establishment

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Richard K. Walsh

Title: Senior Analyst

Phone number:

Email address: rwalsh@bccc.edu

Date: 02/15/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

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1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO X

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

Bill number: HB1238

Cross file:

Bill title: Places of Public Accommodation - Motion Picture Houses - Captioning

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Richard K. Walsh

Title: Senior Analyst

Phone number:

Email address: rwalsh@bccc.edu

Date: 02/15/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

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1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO x

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

Bill number: SB0795

Cross file: HB1101

Bill title: Community Colleges and Private Nonprofit Institutions of Higher Education – Funding

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Richard K. Walsh

Title: Senior Analyst

Phone number:

Email address: rwalsh@bccc.edu

Date: 02/15/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

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1. Will this legislation have a fiscal and/or operational impact on your agency?

YES X_____ NO _____

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.

Baltimore City Community College has many students from lower income families. The referenced bill would help the College keep our tuition rates as low as possible and assist with the College’s mission of providing affordable and accessible education to as many students as possible.

3. Impact on Revenues – Please estimate any increase or decrease in revenues (general, special, federal, or other funds) in each of the next five fiscal years. Enter the estimated amounts in the *Revenues* worksheet in the provided Excel file and describe in the space below.

- Please be aware of delayed effective dates or other factors that may cause revenue increases/decreases to begin in later years.
- Please explain the cause(s) of the revenue increase(s)/decrease(s), any assumptions and/or calculations used, and any variations if the revenue impact(s) are not constant.
- If federal funds are affected, please describe how (*e.g.*, loss of funds for noncompliance, availability of new funds, etc.)

Since Baltimore City Community College has many students who are from lower income families the bill referenced would assist with the College's and mission to ensure affordable and accessible education to meet the needs of our students.

Any assistance would help the College to keep our tuition rates as low as possible to serve students who are from lower income families.

Bill number: SB0799

Cross file: HB1102

Bill title: Community College Tuition and Residency Waivers – Funding

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Saleem Chaudhry/Richard Walsh/Jasper Frederick
Title: Assoc. Dir of Financial Aid/Senior Analyst – Coordinator/Bursar
Phone number:
Email address: rwalsh@bccc.edu
Date: 02/12/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

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<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES <u> X </u> NO <u> </u></p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.</p>

Below is the revenue impact to Baltimore City Community College:

FY 2021	Amount
Foster Care Waiver	\$ 49,160.00
Senior Citizen Waiver	\$ 27,492.50
Homeless Youth Waiver	\$ -
Maryland National Guard Waiver	\$ 1,375.00
Social Security Waiver	\$ 5,390.00
Total	\$ 83,417.50

3. Impact on Revenues – Please estimate any increase or decrease in revenues (general, special, federal, or other funds) in each of the next five fiscal years. Enter the estimated amounts in the *Revenues* worksheet in the provided Excel file and describe in the space below.

- Please be aware of delayed effective dates or other factors that may cause revenue increases/decreases to begin in later years.
- Please explain the cause(s) of the revenue increase(s)/decrease(s), any assumptions and/or calculations used, and any variations if the revenue impact(s) are not constant.
- If federal funds are affected, please describe how (*e.g.*, loss of funds for noncompliance, availability of new funds, etc.)

Below is the revenue impact to Baltimore City Community College:

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Homeless Youth Waiver	\$ -
Maryland National Guard Waiver	\$ 1,375.00
Social Security Waiver	\$ 5,390.00
Total	\$ 83,417.50

4. Anticipated in Proposed Operating/Capital Budget? – Have funds been included in your agency’s proposed operating or capital budget in anticipation of this legislation? Or has your agency submitted a request for funding in a supplemental budget? If so, please indicate specific amount(s) budgeted and budget code(s).

If colleges are not properly funded, tuition may go up and salaries are squeezed. It puts a burden on the colleges and threatens their ability to fulfill their mission. Initially, it could affect college (financially) but the long-term benefits including retention and increase graduation rate outweighs the cons. For our needy students, attending community colleges is an affordable way to fulfill their academic success.

Bill number: SB0864

Cross file:

Bill title: Public Safety - Police Officers - Emergency Termination

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Michael D. Thomas
Title: Vice President, WDCE
Phone number: 410-986-3220
Email address: mdthomas@bcc.edu
Date: 2/11/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

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1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO X

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

Bill number: HB1028

Cross file:

Bill title: State Personnel - Professional Service and Grievances - Baltimore City
Community College - Faculty

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Charles A. Hall, Jr.

Title: AVP, Human Resources

Phone number:

Email address: chall@bccc.edu

Date:

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

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<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES X_____ NO _____</p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.</p>

Yes, the bill will have a fiscal impact on BCCC as it calls for us to share the cost of the neutral arbitrator selected whenever an MOU is "to be negotiated, reopened, or amended" as well as when any disputes between parties occur. The cost of this neutral arbitrator will be shared equally between both parties and, as outlined in the Fiscal and Policy Note, it is difficult to determine what the exact cost for the neutral arbitrator would be for each instance or on an annual basis.

There is also that BCCC could see a significant increase in workload due to the arbitration process potentially resulting in the need for additional consultants and/or personnel.

Bill number: HB0805

Cross file:

Bill title: Primary and Secondary Education - Virtual Schools - Alterations

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Dr. Liesl Jones
Title: Vice President, Academic Affairs
Phone number:
Email address: ljones@bccc.edu
Date: 02/15/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES X _____ NO _____</p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.</p>

The Bill would have a fiscal impact based on the need to add technology to certain classrooms and professional development for faculty. Please see below.

The funding for Virtual Schools would benefit the College’s growing Dual Enrollment initiative. The College over the last two years has greatly increased in course offerings, enrollment and participating high schools. The College is accredited to provided online education through Middle States Commission on Higher Education along with participating in Maryland Online and Quality Matters. The College currently offers virtual courses to high schools. However, the College would need to increase its technology in the existing computer labs to provide high quality virtual courses. Classrooms would need to be outfitted to allow the professor teaching to use multiple media, laboratories, and smart classrooms to provide innovative education to ensure student success. The College would need to provide additional training and professional development for faculty who would be participating in the Virtual School teaching.

3. Impact on Expenditures – Please estimate the increase or decrease in expenditures in each of the next five fiscal years using the *Expenditures* worksheet in the provided Excel file and describe in the space below.

- Please be aware of delayed effective dates or other factors that may cause expenditure increases/decreases to begin in later years.
- Please explain the need for the number and type of personnel (both permanent and contractual), including (1) what specific provision(s) of the bill necessitate additional staff; (2) what the duties of each type of employee will be; and (3) why existing personnel cannot absorb the additional work.
- Please describe the items included under “Other Operating Expenses” and explain any assumptions or calculations used in your estimates.
- Please specify the fund type (general, federal, special, or other) or combination of fund types of the expenditure increases and/or decreases.

The Bill would have a fiscal impact based on the need to add technology to certain classrooms and professional development for faculty

Bill number: HB1012

Cross file:

Bill title: Police Immunity and Accountability Act

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez, Esquire

Title: General Counsel

Phone number:

Email address: mrodriguez@bccc.edu

Date: 02/16/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES <input checked="" type="checkbox"/> _____ NO _____</p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.</p>

The proposed legislation would strip away the limited immunity provided by the Maryland Torts Claims Act for any action against a police officer alleging violation of another's constitutional rights. It also would require an officer's employer to satisfy certain judgments or settlements, including paying the claimant's attorney's fees. The law could have a large fiscal impact on the College, but it is impossible to quantify what that impact might be.

Bill number: HB1206

Cross file:

Bill title: Public Safety – Handgun Permit Requirement – Repeal (Maryland’s Constitutional Carry Act of 2022)

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Michael D. Thomas

Title: Vice President

Phone number:

Email address: mthomas@bcc.edu

Date: 02/16/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to *fnotes@mlis.state.md.us* **with the bill number included in the document and the email subject line.**

1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO X

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

Bill number: HB1216

Cross file:

Bill title: Department of Agriculture - Urban Agriculture Grant Fund

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Michael D. Thomas

Title: Vice President

Phone number:

Email address: mthomas@bccc.edu

Date: 02/15/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

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1. Will this legislation have a fiscal and/or operational impact on your agency?

YES _____ NO x _____

If yes, please proceed to question #2 on page 2.

If no, please briefly indicate **why** below and then proceed to question #6 on page 4.

Bill number: HB1267

Cross file:

Bill title: State or Local Elected Officials and Governmental Entities - Face Covering Requirements - Prohibition

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez, Esquire

Title: General Counsel

Phone number:

Email address: Mrodriguez@bccc.edu

Date: 02/16/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES _____ NO <u> X </u></p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. Other Information – Please provide any other information that may be helpful in determining the fiscal effect of this legislation, even if the bill does not directly affect your agency.</p>

The proposed legislation would prohibit BCCC from requiring that anyone entering the BCCC campus wear a face mask. The College sits in one of the most heavily affected areas of Maryland with respect to Covid infections. (As of 2-14-2022, the College's zip code, 21215, was ranked #4 out of the 391 zip codes in Maryland with respect to rates of infection.) The decision whether and how to protect BCCC students and faculty/staff members from contracting the disease (and, therefore, decisions regarding how to best guard against illness and absenteeism) should be left to the College's administration.

Bill number: HB1338

Cross file:

Bill title: Face Mask Requirements - Prohibition

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Maria Rodriguez, Esquire

Title: General Counsel

Phone number:

Email address: Mrodriguez@bccc.edu

Date: 02/16/2021

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES _____ NO <u>X</u> _____</p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. Other Information – Please provide any other information that may be helpful in determining the fiscal effect of this legislation, even if the bill does not directly affect your agency.</p>

The proposed legislation would prohibit BCCC from requiring that anyone entering the BCCC campus wear a face mask. The College sits in one of the most heavily affected areas of Maryland with respect to Covid infections. (As of 2-14-2022, the College's zip code, 21215, was ranked #4 out of the 391 zip codes in Maryland with respect to rates of infection.) The decision whether and how to protect BCCC students and faculty/staff members from contracting the disease (and, therefore, decisions regarding how to best guard against illness and absenteeism) should be left to the College's administration.

Bill number: HB1358

Cross file:

Bill title: Health - Protection of Personal Medical Information

Agency: Baltimore City Community College - (bcc / 461

Prepared by: Charles A. Hall, Jr.
Title: AVP, Human Resources
Phone number:
Email address: chall@bccc.edu
Date: 02/17/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES _____ NO <u> X </u></p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. Other Information – Please provide any other information that may be helpful in determining the fiscal effect of this legislation, even if the bill does not directly affect your agency.</p>

Most of what the bill addresses is already covered under the Federal HIPAA law and employment laws such as the Americans with Disability Act of 1990.

Operationally, the college would only request medical documentation from employees for the purpose of approving or denying FMLA, ADA or Workers Compensation cases. For each of these instances, medical documentation is required for approval by law and, except for Workers Compensation, do not carry a fiscal expense to the employer.

Bill number: SB0949

Cross file:

Bill title: Police Officers - Education Requirements - Certification and Scholarships

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Charles A. Hall, Jr. / Michael D. Thomas

Title: AVP, Human Resources / Vice President

Phone number:

Email address: chall@bccc.edu

Date:

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES <u> X </u> NO <u> </u></p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.</p>

Based on the way the bill is currently written, the requirement of "reasonable work-related administrative leave" for the purpose of obtaining a degree. The MOU for officers identifies this as "release time" for training or staff development and notes this is paid work time and does not come out of any earned leave balance.

Bill number: SB0832

Cross file: HB1098

Bill title: Public Institutions of Higher Education – Students with Chronic Health Conditions – Case Manager

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Daniel C. Velez, PhD
Title: Vice President for Student Affairs
Phone number: 410-462-7419
Email address: dvelez@bccc.edu
Date: February 11, 2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES _____ X _____ NO _____</p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.</p>

Case Management is described as a “functional area” in the best practice of higher education following the Virginia Tech shootings in 2007. This legislation will necessitate the hiring of personnel to coordinate the services among the different departments at Baltimore City Community College as outlined in the legislative bill (Academic Counseling, Disability Services, Mental Health Services, Student Engagement, Job Training, and other relevant services).

Operationally, the position will require an office, technology, and related supplies. Additionally, the position would require training and membership by and in the Higher Education Case Managers Association to ensure adherence with industry best practice.

Bill number: SB0840

Cross file: HB1084

Bill title: COVID-19 Response Act of 2022

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Dr. Liesl B Jones, PhD
Title: Vice President, Academic Affairs
Phone number:
Email address: ljones@bcc.edu
Date: 02/11/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES <input checked="" type="checkbox"/> _____ NO _____</p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
<p>2. General Operational/Fiscal Impact on Your Agency – Please describe the operational and/or fiscal impact of the proposed legislation on your agency.</p>

The College has on the Workforce side has both a CNA and GNA program. It looks like they are providing a means for Nursing Assistants that were allowed to work as GNA's to become certified now. So that could positively impact us as we would be able to recruit them to complete our program. I believe that the temporary nursing assistants, now that the COVID emergency is not in affect, are being provided an opportunity to become certified as GNA's as well as other health aides.

Bill number: SB0872

Cross file:

Bill title: Procurement – University System of Maryland, Morgan State University, St. Mary’s College of Maryland, and Baltimore City Community College

Agency: Baltimore City Community College - (bcc / 461)

Prepared by: Anna M. Lansaw
Title: Director of Procurement
Phone number: 410-209-2378
Email address: alansaw@bcc.edu
Date: 02/15/2022

To assist our department in preparing a fiscal and policy note for this proposed legislation, please provide detailed responses to the questions below.

If you have additional information that cannot be included in either this Word document or the provided Excel file, please send that information **in a separate email** to fnotes@mlis.state.md.us **with the bill number included in the document and the email subject line.**

<p>1. Will this legislation have a fiscal and/or operational impact on your agency?</p> <p>YES _____ NO <u> X </u></p> <p><i>If yes</i>, please proceed to question #2 on page 2. <i>If no</i>, please briefly indicate why below and then proceed to question #6 on page 4.</p>
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No, fiscal and/ or operation impact as the College was following similar requirements.

<p>2. Effect on Small Businesses – Will existing small businesses be affected (either positively or negatively) by this legislation and/or will the legislation encourage or discourage new small business opportunities? If so, please describe.</p> <p><i>State law defines a small business as a corporation, partnership, sole proprietorship, or other business entity, including affiliates that: (1) is independently owned and operated; (2) is not dominant in its field; and (3) employs 50 or fewer full-time employees.</i></p>
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Yes, the legislation takes away small businesses opportunities as its requirements to obtain goods and services through state’s preferred providers.

Baltimore City Community College

Dr. Debra L. McCurdy
President

Operating Budget FY2023

The Honorable Nancy King
Senate Budget and Taxation Committee
Education, Business & Administration Subcommittee

The Honorable Benjamin S. Barnes
House Appropriations Committee
Education & Economic Development Subcommittee

February 18, 2022

The Honorable Nancy King

Senate Budget and Taxation Committee
Education, Business and Administration Subcommittee

The Honorable Benjamin S. Barnes

House Appropriations Committee
Education and Economic Development Subcommittee
Annapolis, MD 21401

RE: Baltimore City Community College Fiscal Year 2023 Operating Budget

Dear Chair King and Chair Barnes:

Baltimore City Community College (BCCC) returned to campus September 2021 after working in a virtual world since March 2020. The shift to remote learning and services was tough for everyone, but in particular our students. I received many notes from our students. Some expressed concern relating to operational issues that affected them and others simply wanted to acknowledge the positive support they received from many faculty and staff. Our commitment remains to continue recognizing and preparing for change and doing what best meets the needs of our students – they are counting on BCCC to pull everything together and stay focused and true to our mission.

The Governor’s budget demonstrates Maryland’s commitment to BCCC. The College is dedicated to providing the students of Baltimore City and surrounding areas with affordable higher education and maintaining a steady focus on college completion or workforce training. With your support, BCCC has been deliberate in its efforts to keep tuition and fees within the reach of the demographic we serve. BCCC remains one of the least costly community colleges in the State with one of the lowest tuition rates. BCCC offers its “in-county” tuition rate of \$110 per credit for all Maryland residents, not just Baltimore City residents. On a positive note, the employees of BCCC were pleased by Governor Hogan’s salary and bonus announcement for State employees. For BCCC personnel, it means a well-deserved \$1,500 bonus and a 3% wage increase effective January 2022.

In FY 2021, BCCC awarded 581 degrees and certificates. Through its 30 degree and 18 certificate programs, the College served 6,358 credit students during the fiscal year (FY) 2021. The demographic and socioeconomic characteristics make full-time enrollment challenging for the majority of BCCC’s students: 52.5% of credit students are 25 years of age or older and 44.4% are employed at least 20 hours per week. Of the students who responded to the Spring 2020 Community College Survey of Student Engagement, 26.4% reported having children that live with them and 66.0% reported that childcare is an important service. To support childcare needs prior to the pandemic, BCCC operated the Clarence W. Blount Child Care Center, which was accessible for the children of students and staff (with limited slots for the community) age six months to 12 years of age, including evening care.

Across Maryland’s 16 community colleges, there was a 10% decline in credit enrollment from fall 2020 to fall 2021 largely due to the continued impact of the pandemic. At BCCC, total credit enrollment decreased by 317 students, 7.6% over the same period. The College implemented three strategies to stabilize and strengthen enrollment: focusing on retention efforts, streamlining operations and services, and building dual enrollment.

As a result of the COVID-19 pandemic, the College implemented new ways to serve incoming students in a remote environment. The transition to a remote learning and services environment fostered innovation with how the College provided instruction to support retention. Prior to the pandemic, distance education was offered strictly online. With the shift to remote instruction, all face-to-face courses transitioned to a virtual modality with interactive instruction and support. The College continues to use an embedded tutoring model to support students in developmental

courses. The course sections with embedded tutors had high utilization of the virtual tutoring services. The embedded model begins with auto-enrolling all students in a course such as a developmental math course into the learning management system's tutoring resources. With students returning to campus in the spring 2022 semester, the College added in-person tutoring resources. The four-year developmental completion rate increased from 26.6% for the fall 2013 cohort to 36.4% for the fall 2016 cohort. In addition, concerted efforts to create connectivity with the students throughout the pandemic included virtual student life and engagement activities, mental health support, open houses, tutoring, recruitment events, and the virtual help desk.

The Board of Trustees approved a revised Academic Standing Policy in March 2021, which was implemented in April 2021. Academic standing is determined at the end of each fall semester, spring semester, and summer session. In prior years, the College had three levels of academic standing: 1) good standing, 2) warning, and 3) dismissal. Data showed that this policy was prohibitive to student retention. The new policy includes a "probation" status (which occurs prior to the "dismissal" status). Based on a review of the three years prior to the policy's implementation, over 100 students per semester would have benefited from the probation status.

Full-time equivalent (FTE) enrollment declined from fiscal year (FY) 2011 through FY 2018. FTE enrollment marginally increased in FY 2019 as a result of multiple enrollment strategies and the initiation of the Mayor's Scholars Program (MSP) in Summer 2018. The initiation of the Mayor's Scholars Program in summer 2018 led to increases in headcount enrollment and full-time equivalent (FTE) enrollment in FY 2019 and FY 2020. MSP is a last-dollar scholarship program that allows eligible new high school graduates residing in Baltimore City to attend BCCC tuition-free for up to three years for an associate degree (one and a half times the expected completion time of any BCCC certificate or certified job training program). Prior to the pandemic, MSP enrollment increased by 14% from Cohort I (summer 2018) to Cohort II (summer 2019).

The College is committed to increasing the retention of MSP students and is providing essential support services including a mandatory summer bridge program; advising services through the Student Success Center; English language services; workshops on topics including time management, choosing a career, and workforce development. In addition, the Mayor's Office of Employment Development collaborates with BCCC through the YouthWorks Program, that allows MSP students to receive stipends to attend the Summer Bridge Program in the summer after they graduate from high school. Another important partner is "We are CASA" (formerly known as CASA de Maryland). They have supported students who are not eligible to work in the United States with summer stipends.

Dual enrollment continues to be a focus for growth. The College increased the number of dual-enrolled students by 80.4% from fall 2019 (245) to fall 2020 (442) despite the overall enrollment decline. The increase continued in fall 2021, with 481 dual-enrolled students, as a result of concerted efforts to strengthen relationships with the Baltimore City Public Schools. The College meets with representatives from the City Schools on a biweekly basis to facilitate processes for the students and foster the relationship. The enrollment increase in fall 2021 is a result of the expanded partnership with the City Schools with 41 course sections held at 10 City high schools.

The College continues to enroll high school students in the Pathways in Technology Early College High School (P-TECH) program where Baltimore City Public High School students take coursework through BCCC to work toward an associate degree while completing their high school diploma. In fall 2021, P-TECH was offered at Paul Laurence Dunbar High School, Carver Vocational-Technical High School, and New Era Academy. Students focus on specific pathways leading to an associate degree and employment in the career field including Healthcare, Information Technology, and Transportation Distribution Logistics. P-TECH students receive one-on-one mentoring, workplace visits, skills instruction, and are first in line for job openings with P-TECH business partners. In the BCCC Class of 2021, four P-TECH students received their associate degree, with three in Cyber Security Assurance and one in Respiratory Care. Three of the four students completed their high school diplomas concurrently, including the College's Valedictorian.

BCCC has adopted a proactive solutions-based approach to support students with challenges paying for college. This includes engaging with students to provide potential financial support services as well as helping to establish payment plans. With the impact of the pandemic, Higher Education Emergency Relief Funds (HEERF) were used to support students with their balances; in FY 2020 and FY 2021, \$1,285,000 HEERF aid was applied to student balances. In addition, HEERF was used to provide free textbooks in the summer sessions and free shipping for textbooks throughout the entire academic year totaling \$370,000.

To increase operational efficiencies, BCCC is implementing a new integrated Enterprise Resource Planning (ERP) system to replace the College's legacy student information and administrative systems. The new system, Banner, will foster an environment that supports positive student learning experiences and focuses on recruiting, retaining and graduating students. BCCC is working closely with the Maryland Department of Information Technology (DoIT) to ensure timely and successful completion of project milestones. Collaborative work across the College has ensured that the implementation of all modules is on schedule including financial aid (February 2022), human resources (April 2022), and finance (July 2022).

BCCC continues to implement the 12 Realignment Tasks that the legislature mandated for the College in 2017. The College provides periodic reports on the status of the 12 Tasks which are focused on improving student success and operational efficiencies. The first Joint Chairman's Report was submitted in November 2018 and Realignment updates are provided to the Board of Trustees during monthly open session meetings. The College is committed to supporting the City of Baltimore and providing vital educational and training opportunities.

Thank you for your continued support of higher education and Baltimore City Community College.

Sincerely,



Debra L. McCurdy, PhD
President

cc: Members of the Education, Business and Administration Subcommittee
Members of the Education and Economic Development Subcommittee

Board of Trustees

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Mission

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

Vision

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



Operating Budget Analysis Response

1. Enrollment

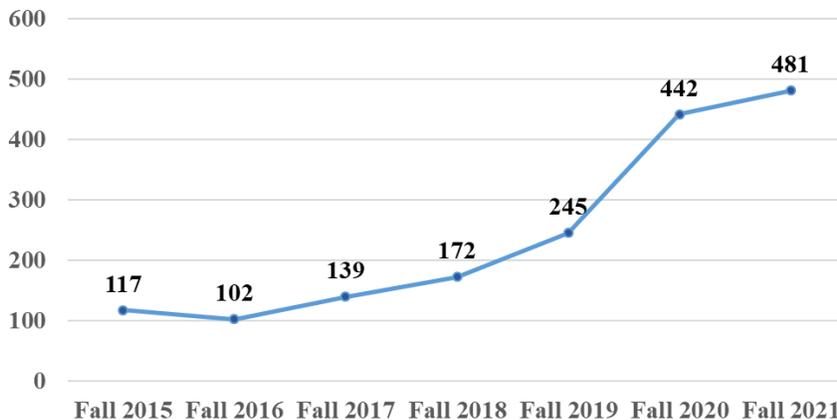
Context: While total enrollment had begun to increase in fall 2018 and 2019, the impact that the COVID-19 pandemic had on BCCC’s enrollment can be seen beginning in fall 2020, which continued into fall 2021. Total enrollment decreased by 317 students, or 7.6%, from fall 2020 to fall 2021, and by 21.3%, or 1,045 students, when comparing fall 2021 to fall 2019. The continuing student population experienced the largest numeric decrease in fall 2021, falling by 278 students, or 10.2%, when compared to fall 2020. However, the largest percentage decrease (12.3%) occurred among the first-time, full- and part-time student population, a decrease of 82 students, compared to the previous fall. Apart from 2019, the continuing student population has declined each year over this period, while the first-time student population declined in each year, except for 2018 and 2019. Despite the pandemic-related enrollment declines among other categories, dual enrollments grew for a fourth straight year, increasing by 8.8%, above the fall 2020 total.

Question 1: The President should comment on the success that the college has had in attracting the dual-enrollment student population and if successful enrollment strategies for this population could be adopted for others.

Response 1: The College increased the number of dual-enrolled students by 80.4% from fall 2019 (245) to fall 2020 (442) despite the overall enrollment decline, as shown in the exhibit below. The increase continued in fall 2021, with 481 dual-enrolled students, as a result of concerted efforts to strengthen relationships with City Schools. Orientation sessions have been customized for dual enrolled students, the application process has been streamlined, and communications have been expanded. In addition, the number of course offerings increased as the partnership grew. In fall 2021, 41 course sections were held at 10 City high schools.

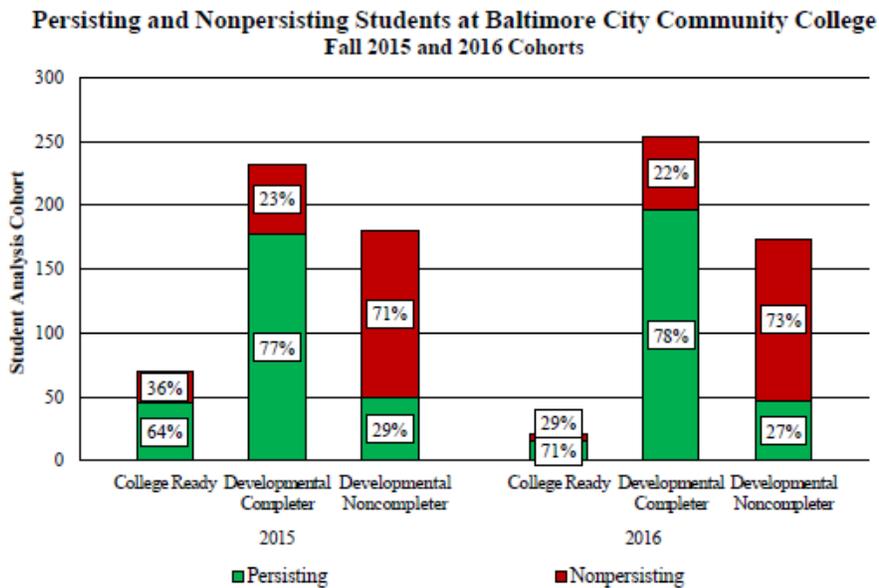
Dual enrollment growth includes the Pathways in Technology Early College High School (P-TECH) program where Baltimore City Public High School students take coursework through BCCC to work toward an Associate degree while completing their high school diploma. In fall 2021, P-TECH was offered at three City high schools: Paul Laurence Dunbar High School, Carver Vocational-Technical High School, and New Era Academy. Students focus on specific pathways leading to an associate degree and employment in career fields including Healthcare, Information Technology, and Transportation Distribution Logistics.

**Trends in Dual Enrollment Headcount
Fall 2015 - Fall 2021**



2. More Students Are Benefiting from Completing Developmental Coursework

Context: Students who complete developmental courses at BCCC within four years have historically had higher persister rates than those students considered college ready. For the fall 2016 cohort, developmental completers achieved a successful persister rate of 78%, while 71% of college-ready students were successful persisters. However, rates for both of these groups are much higher than the third group – students who did not complete their required developmental coursework within four years. As shown in the exhibit below, these students have the lowest persister rates at BCCC, with only 27% of this group persisting for the 2016 cohort.



Source: Maryland Higher Education Commission

Question 2: The President should comment on what initiatives BCCC is undertaking to have more students complete developmental coursework, as students who complete developmental coursework tend to have significantly better academic outcomes.

Response 2: BCCC’s developmental completion rate increased from 26.6% for the fall 2013 cohort to 36.4% for the fall 2016 cohort. The College continues to use an embedded tutoring model created to support students in developmental courses and other gatekeeper courses. Students in the courses with embedded tutors highly utilized the virtual tutoring services. Embedded tutors complement the faculty instruction by bringing information from the courses to the respective tutoring sessions. The embedded model auto-enrolls students in courses (e.g., developmental math) in the College’s learning management system. This allows the College to maximize resources to ensure that students benefit from the embedded tutors. With students returning to campus in spring 2022, the College has added in-person tutoring.

In spring 2021, the College was awarded an AmeriCorps VISTA grant to hire a Success Coach. The model proposed will increase support for students enrolled in MAT 107, the first college-level math course required for many of the degree and certificate programs. The Perkins grant for FY 2022 supports the hiring of additional Tutors/Success Coaches to assist with developmental and college-level courses. The College has a developmental math faculty member who coordinates all course material, quizzes, exams and study resources for enhanced

student support. The developmental math coordinator is creating a course to enable a student to complete developmental and college-level math simultaneously. This course will streamline the time to graduation and is anticipated to be piloted during summer 2022 with an “ungrading” approach which supports mastery level learning.

3. Fiscal 2022

Context: For the start of the 2021 to 2022 academic year (fiscal 2022), BCCC began its semester through an online education modality with limited laboratory courses and clinicals required for students in the Nursing and Dental Hygiene programs. These courses were taught in person, as required for program completion and licensing requirements, in a manner compliant with U.S. Centers for Disease Control and Prevention Regulations. Currently, all individuals who are on campus are required to wear a mask indoors and are strongly encouraged to either be fully vaccinated or tested for COVID-19 on a weekly basis. The College is evaluating the software to support a vaccination mandate requirement. BCCC participated in the vaccination incentive program for State employees. As noted earlier, enrollment continued to decline at BCCC in fall 2021. With the decrease in enrollment, BCCC experienced a corresponding decline in tuition and fee revenue as well as auxiliary revenue, as shown in the exhibit below. BCCC plans to utilize additional HEERF funds to eliminate the anticipated fiscal 2022 budget shortfall.

Impact of COVID-19 on Fiscal 2022	
Through December 31, 2021	
COVID-19 Revenue Losses/Expenditures	
Lower Tuition and Fee Revenue	-\$1,634,516
Lower Auxiliary Revenue	-579,615
Expenditures Due to COVID-19	-410,884
Additional Lost Revenues	-24,385
Total Shortfall	-\$2,649,400
Relief Funding	
Direct Federal/State Support	\$1,623,409
Total Remaining Deficit	-\$1,025,991
Remaining HEERF to Cover Future Fiscal 2022 Deficit	\$3,800,000

Question 3: When including the \$3.8 million HEERF that BCCC identified may be utilized to offset further COVID-19-related budget shortfalls, BCCC will have roughly \$7.0 million in the HEERF that could be utilized for institutional purposes in fiscal 2022. The President should identify how the college plans to spend the remaining HEERF balance.

Response 3:

The College plans to spend the remaining HEERF balance on the following categories: Campus Safety & Security Replacement/Upgrades, Student Aid, Institutional Support, Facilities Upgrades/Safety Protocols, and Instructional Support, shown in the exhibit below. Examples include tuition and fee assistance for students impacted by COVID-19, tuition and fee support for Mayor’s Scholars Program (MSP) participants in the 2022 Summer Bridge Program, providing summer textbooks to students free of charge, and providing free shipping for textbooks throughout the academic year. BCCC will upgrade facilities that increase the safety for students, faculty, and staff and improve the overall quality of life on campus.

HEERF Spending Categories	Estimated Amount
Campus Security Replacement/Upgrades	\$3,500,000
Student Aid	4,248,090
Institutional Support	463,310
Facilities Upgrades/Safety Protocols	861,000
Instructional Support	1,208,226
SubTotal	<u>\$10,280,626</u>
Funds Covered from Other Sources	<u>(631,226)</u>
Total Estimated Spending from HEERF Funds	<u><u>\$9,649,400</u></u>

4. Personnel

Context: BCCC’s December 31, 2021, vacancy rate of 27%, is 23.38 percentage points above the budgeted turnover rate. As seen in the exhibit below, the BCCC percentage of positions that were vacant has exceeded 20% since June 30, 2020.

Personnel Data

	<u>FY 21</u> <u>Actual</u>	<u>FY 22</u> <u>Working</u>	<u>FY 23</u> <u>Allowance</u>	<u>FY 22-23</u> <u>Change</u>
Regular Positions	437.00	437.00	437.00	0.00
Contractual FTEs	<u>188.53</u>	<u>188.53</u>	<u>188.53</u>	<u>0.00</u>
Total Personnel	625.53	625.53	625.53	0.00
<i>Vacancy Data: Regular Positions</i>				
Turnover and Necessary Vacancies, Excluding New Positions		15.82	3.62%	
Positions and Percentage Vacant as of 12/31/21		118.00	27.00%	
Vacancies Above Turnover		102.18	23.38%	

Question 4: The President should comment on the continued high vacancy rate, identifying how much the COVID-19 pandemic attributes to this rate. The President should also comment on any cabinet level positions that are currently vacant and identify when those positions are expected to be filled.

Response 4: A host of contributors impacted the 27% vacancy rate. Retirements and resignations have played a major role in the elevated vacancy rate. Many employees have opted for retirement considering the operational impacts and changes related to COVID-19. BCCC recently returned to campus in September 2021. Some employees who utilized the Family Medical Leave Act (FMLA) and/or the American Disabilities Act (ADA) during or after the College’s period of remote operations have chosen to leave the institution. As the College continues to reset operations on the campus, there are ongoing plans to fill the vacancies. The national average for employee turnover rate in 2021 was 57.3%, according the Bureau of Labor Statistics.

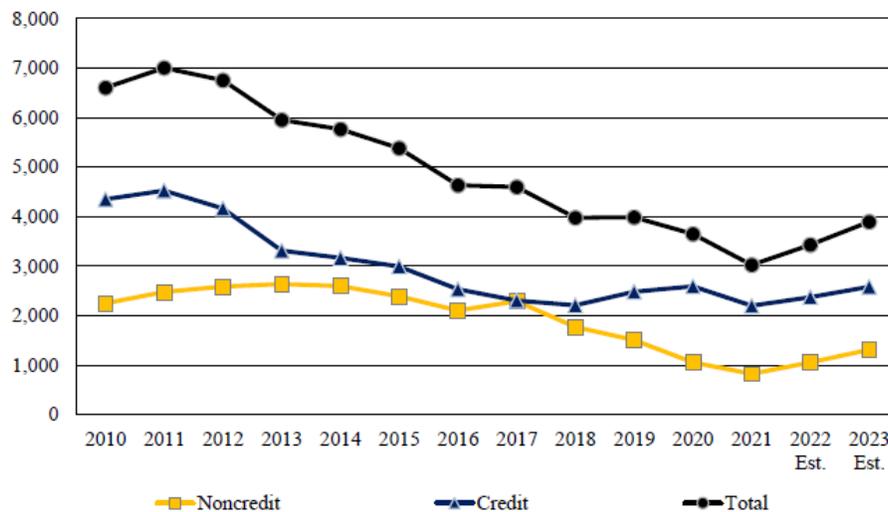
Additionally, the College is responding to the legislative mandate to implement twelve (12) realignment tasks; “Task 6” calls for BCCC to engage in a comprehensive review of all positions at the institution. Each member of the Cabinet is charged with the review of positions in their respective areas to determine levels of need and efficiency. Much of the review stems from the June 2018 edBridge personnel study, which provided documentation about BCCC’s organizational reporting structure and corresponding position control. In this regard, an annual report is submitted to the State which details changes in full-time positions. The breadth of change at BCCC, now operating with a “students first” model and culture, has proven to be more challenging for some personnel.

Currently, all cabinet positions are filled with the exception of a Vice President (VP) for Finance and Administration and the VP of Advancement and Strategic Partnerships. The former VP for Finance and Administration resigned in January 2022 due to family reasons. The VP of Advancement and Strategic Partnerships left the position in August 2021. Both positions are posted with active ongoing searches.

5. Enrollment and MSP

Context: As shown in the exhibit below, mirroring a similar overall decrease in enrollment for the community colleges at the State level, BCCC’s total FTES enrollment has fallen from the 2011 high mark of 6,999 FTES, to 3,021 in 2021, a decline of 3,978 FTES, or 56.8%. BCCC expects the total FTES enrollment to grow substantially by fiscal 2023, increasing by 28.8% over the fiscal 2021 actuals, to 3,891 FTES students.

BCCC FTES Enrollment
Fiscal 2010-2023 Est.



BCCC: Baltimore City Community College
 FTES: full-time equivalent student

Source: Governor’s Fiscal 2010 to 2023 Budget Books

Question 5: The President should comment if the anticipated growth in FTES enrollment is realistic, given the steady overall decrease in FTES enrollment since 2011, identifying how the college plans to achieve these targets.

Response 5: Maryland community colleges experienced a total decline of 10% in eligible FTEs from FY 2020 to FY 2021. BCCC experienced a decline in its fall 2021 enrollment; however, the winter 2022 enrollment increased. In Winter 2021, the College expanded its course offerings and adjusted the calendar to begin the session earlier than in previous years. The winter session student headcount was 35 in 2020 and grew to 247 in winter 2021 and 289 in winter 2022.



The College will focus on continuous improvement of student services, operational efficiencies, and targeted efforts on dual enrollment, developmental completion, and improving retention across student populations. Various populations and programs such as international students, study abroad, Veterans, home-schooled high school students, LatinX, and near-completers are targeted.

Policies related to course placement for new students and academic standing have been implemented and designed to support student success. Math and English course placement assessment for entering students includes more options such as the placement exam administered via Canvas (the College’s learning management system). The academic status of “probation” was implemented in April 2021 which will increase the retention of students who are on academic warning. The College is also focusing efforts on enhancing internal student support services to increase retention. The Student Support and Wellness Center offers additional resources and services in response to anxiety, depression, and other mental health concerns.

Realignment Task 9 includes the implementation of a new enterprise resource planning (ERP) system. A key component of that system is Banner Recruit, which will “go live” in July 2022. Banner Recruit is the Customer Relationship Management component that will enable the College to utilize additional tools to support targeted recruitment efforts. In addition, admissions processes will be streamlined allowing the students to progress from registration to enrollment.

Operating Budget Recommended Actions

1. Realignment Plan Status Update

Due Date: October 3, 2022

Baltimore City Community College (BCCC) has begun implementing realignment tasks as a result of the required institutional realignment. A status report was provided October 1, 2021, which identified the progress that BCCC has achieved in meeting the 12 required realignment tasks. The budget committees request a report on the institutional realignment plan that further documents progress toward completion of the realignment plan's objectives.

BCCC Response

BCCC agrees to adopt the recommendation to provide the Realignment Plan Report for submission by the October 3, 2022 due date.

2. Enrollment and the Mayor's Scholars Program (MSP)

Due Dates: June 17, 2022 & November 30, 2022

Baltimore City Community College (BCCC) saw decreases in enrollment for full-time equivalent students (FTES) from 2011 through 2020. The committees request two reports on MSP: a June report that includes updated information on MSP for the 2021 to 2022 academic year; and a November report that identifies what actions are being taken to increase enrollment per FTES. Additionally, the November report should provide the following information on MSP: (1) the number of applications received for the first, second, third, fourth, and fifth cohort; the number of students who enrolled each semester; and the number of first-year students who enrolled in the second, third, and fourth year (where applicable); (2) the number of students who participated in the Summer Bridge program for the first, second, third, fourth, and fifth cohort; (3) the number of students in the first, second, third, and fourth cohort who have successfully completed at least 15 credits each semester or a total of 30 credits in their first academic year; and (4) the amount of financial aid provided to scholars in year one, two, three, and four by cohort, including the total amount each year and the average student award.

BCCC Response

BCCC agrees to adopt the recommendation and requests the amendment of due dates. The College recommends consolidating the two dates for reporting Enrollment and MSP. The consolidation minimizes the duplication of data and provides for a more comprehensive report. Currently, there are only 4 months between the report deadlines. Therefore, the College recommends one (1) Enrollment and MSP consolidated report which would be due November 30, 2022.

3. Information Technology (IT) Infrastructure Renovations Report

Due Date: August 31, 2022

Baltimore City Community College (BCCC) has faced numerous difficulties in updating its IT infrastructure. This has resulted in many IT shortcomings for BCCC, including but not limited to, being unable to procure a new Enterprise Resource Planning (ERP) system, being unable to properly safeguard student data, and not adequately providing malware protection for its computers. In November 2020, BCCC received approval from the Board of Public Works to proceed with the acquisition and implementation of its identified ERP system, Banner by Ellucian. To date, BCCC has begun the process of implementing departmental modules, with the final module to be implemented by December 2022. The committees request a report that documents the status of the implementation of the IT infrastructure

renovation, including whether internal timelines were met and the accuracy of cost estimates, as well as any additional findings that occurred as a result of the upgrade process.

BCCC Response

BCCC agrees to adopt the recommendation to provide a status report for the Information Technology (IT) Infrastructure Renovations Report for submission by the August 31, 2022 due date.



BCCC Groundbreaking with DGS Secretary Churchill (November 12, 2020)

**Baltimore City
Community College**

**Capital Budget
FY2023**

Dr. Debra L. McCurdy
President

The Honorable Craig J. Zucker
Senate Budget and Taxation Committee
Capital Budget Subcommittee

The Honorable Benjamin S. Barnes
House Appropriations Committee
Capital Budget Subcommittee

February 21, 2022

The Honorable Craig J. Zucker

Senate Budget and Taxation Committee

Capital Budget Subcommittee

The Honorable Benjamin S. Barnes

House Appropriations Committee

Capital Budget Subcommittee

Annapolis, MD 21401

RE: Baltimore City Community College Fiscal Year 2023 Capital Budget

Dear Chairman Zucker and Chairman Barnes:

Baltimore City Community College (BCCC) returned back to campus September 2021 after working in a virtual world since March 2020. The shift to remote learning and services was tough for everyone, but in particular our students. I received many notes from our students. Some expressed concern relating to operational issues that affected them and others simply wanted to acknowledge the positive support they received from many faculty and staff. Our commitment remains to continue recognizing and preparing for change and doing what best meets the needs of our students – they are counting on BCCC to pull everything together and stay focused and true to our mission.

The Governor’s budget demonstrates Maryland’s commitment to BCCC. The College is dedicated to providing the students of Baltimore City and surrounding areas with affordable and accessible higher education and to maintaining a steady focus on the ultimate goals of college completion or workforce training leading to an industry recognized credential. With your support, BCCC has been deliberate in its efforts to keep tuition and fees within the reach of the demographic we serve. BCCC remains one of the least costly community colleges in the state with one of the lowest tuition rates. BCCC offers its “in-county” tuition rate of \$110 per credit for all Maryland residents, not just Baltimore City residents. On a positive note, the employees of BCCC were pleased by Governor Hogan’s salary and bonuses announcement for State employees. For BCCC personnel, it means a well-deserved \$1,500 bonus and a 3% wage increase effective January 2022.

Addressing the facility needs in an energy efficient and fiscally responsible manner will attract talented faculty and students. BCCC completed its 10-year Facilities Master Plan in October 2020. The Master Plan incorporated the facilities assessments, including the deferred maintenance needs, as well as major renovations and additions for the learning commons, nursing, facilities, and wellness center to name a few. This transformation of the College infrastructure and operations must come about because that is what the city, state and our students deserve. BCCC must address basic facility needs in an energy efficient and fiscally responsible manner to continue to attract talented faculty and students.

BCCC’s assessment identified \$41.3 million in deferred maintenance needs, \$31 million of which were classified as immediate needs requiring attention within one to three years. Immediate needs include: improved mechanical, electrical and plumbing systems, windows and doors, and interior finishes. Life-safety projects are working to create a safer environment in the event of a fire or other emergency. Lack of funding for routine maintenance has caused neglect, allowing minor repair work to evolve into more serious conditions. The problem is further compounded by choices made during austere financial times when routine maintenance is often deferred in order to meet other fiscal requirements. The failure to take care of major repairs and/or restore building components that have reached the end of their useful lives resulted in a deferred maintenance backlog for BCCC.

While we very much appreciate the Governor’s FY23 proposed budget for the College, we believe there are major capital priorities at BCCC that we need to address and bring to your attention. BCCC recommends accelerating the 2020 Facilities Master Plan to realize the vision for the campus as well as address major deficiencies in deferred maintenance. The FY2023 Capital Budget includes the much needed \$9m for deferred maintenance. **However, the College has prepared a \$12m list of immediate deferred maintenance projects for your consideration.**

In addition, the College requests funding to proceed with planning the Nursing Building Renovation and Addition concurrently with the Learning Commons Renovation and Addition to gain efficiencies and improve the student experience. The Learning Commons Renovation and Addition and the Nursing Building Renovation and Addition were programmed concurrently and submitted to DGS and DBM on March 1, 2021, and June 25, 2021, respectively. **The College requests that the two building projects begin concurrently as one design contract in the FY23 capital budget.** By accelerating the Nursing project to start in FY23 and bidding construction with the Learning Commons project, certain efficiencies could be achieved in planning, site aesthetics, site utilities, building infrastructure, and overall construction costs while reducing the construction period and reducing costs for both projects. This will allow for increased purchasing power and minimize the 4% escalation each year, while further reducing the need for deferred maintenance projects at the 1977 Nursing Building. If the College waits until FY25 to start the design for the Nursing project and until FY27 for construction, additional systems will fail in the meantime. For example, BCCC will need to replace the failed cooling tower now, and the doors are failing. Another benefit of having one design team is the site infrastructure coordination to create the “gateway into campus” and enhancing the overall student experience at one time.

Additional priorities include the demolition of the North Pavilion, the design and construction of the Facilities Building, and redevelopment of the Harbor campus at the Bard site. The demolition of the North Pavilion is estimated at \$1.5m. The College has experienced vandalism, and the building is dilapidated and an eyesore in the community. **We are requesting \$1.5m to demolish the building.** The Facilities Building is a trailer built in 2005, intended to last 15 years, and is quickly deteriorating. The project includes a replacement of the 5,000 square foot 2005 trailer building with a 12,000 square foot facilities building for offices, workshops, and storage. **The College requests to move the timeline for the Facilities building forward to begin the design in FY23.** The total project is estimated to cost \$6m. The 1995 South Pavilion and the 1965 West Pavilion are buildings remaining from the Bon Secours campus and the old Provident Hospital and both require substantial renovation to be usable for the College to include programs in Workforce Development and the replacement of the Child Care Center. The College will be programming these sites for major renovation projects as the next step.

The FY22 capital budget included \$7.4m to demolish the Bard Building and create a temporary landscaping plan for the site. The College completed and submitted the final Bard Demolition Part I-II program document in December 16, 2021, and DGS is currently soliciting an A/E proposal to complete construction documents for bidding the demolition. **The College requests to retain and utilize any remaining funding from the \$7.4m, following demolition, to complete a needs assessment and program document for this site.** This will allow the College to consider reducing leased space and co-joining allied health, general and basic adult education, and workforce development programs. **We are also requesting \$2m to start the design of a new Harbor Campus on the Bard site.**

The College appreciates and supports the \$1,356,500 in the FY23 proposed allocation through the Community College Facilities Renewal Grant Program administered by the Maryland Higher Education Commission. The Renewal Grant will be used for accessibility renovations to several sets of restrooms on campus to improve the quality of life for students and staff.

BCCC continues to implement the 12 Realignment Tasks that the legislature mandated for the College in 2017. The College provides periodic reports on the status of the 12 Tasks which are focused on improving student success

and operational efficiencies. The first Joint Chairman's Report was submitted in November 2018 and Realignment updates are provided to the Board of Trustees during monthly open session meetings.

The College is committed to supporting the City of Baltimore and providing vital educational and training opportunities. Thank you for your continued support of higher education and Baltimore City Community College.

Sincerely,



Debra L. McCurdy, PhD
President

cc: Members of the Capital Budget Subcommittees

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Mission

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

Vision

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



Capital Budget Analysis Response

PAYGO Recommended Actions

1. **Context:** Approve \$5,000,000 in general funds budgeted in the Dedicated Purpose Account for facility maintenance and renewal projects.

Response: The College concurs with the recommended action.

GO Bond Recommended Actions

1. **Context:** Approve the \$4,000,000 in general obligation funding for various deferred maintenance projects.

Response: The College concurs with the recommended action.

2. **Context:** Approve the \$2,186,000 in general obligation bond funding for the Learning Commons Renovation and Addition.

Response: The College concurs with the recommended action.

BCCC Capital Funding Priorities

BCCC recommends accelerating the 2020 Facilities Master Plan to realize the vision for the campus as well as address major deficiencies in deferred maintenance. Priorities include accelerating the \$40m backlog of deferred maintenance and proceeding with the Nursing Building Renovation and Addition concurrently with the Learning Commons Renovation and Addition to gain efficiencies and improve the student experience. Additional priorities include the demolition of the North Pavilion, the design and construction of the Facilities Building, and redevelopment of the Harbor campus at the Bard site.

1. BCCC has a deferred maintenance list of \$12m of immediate needs and campus improvements as outlined in the 2020 Facilities Master Plan. ***The College requests an additional \$3m, for a total of \$12m, in Deferred Maintenance. Refer to Exhibit 1 on page seven (7).***
2. The Learning Commons Renovation and Addition and the Nursing Building Renovation and Addition were programmed concurrently and submitted to DGS and DBM on March 1, 2021, and June 25, 2021, respectively. The College requests that the two building projects begin concurrently as one design contract in the FY23 capital budget. By accelerating the Nursing project to start in FY23 and bidding construction with the Learning Commons project, certain efficiencies could be achieved in planning, site aesthetics, site utilities, building infrastructure, and overall construction costs while reducing the construction period and reducing costs for both projects. This will allow for increased purchasing power and minimize the 4% escalation each year, while further reducing the need for deferred maintenance projects at the 1977 Nursing Building. If the College waits until FY25 to start the design for the Nursing project and until FY27 for construction, additional systems will fail in the meantime. For example, BCCC will need to replace the failed cooling tower now, and the doors are failing. Another benefit of having one design team is the site infrastructure coordination to create the “gateway into campus” and enhancing the overall student experience at one time. ***The College requests \$2.368m to begin design of the Nursing Renovation and Addition.***
3. The demolition of the North Pavilion is estimated at \$1.5m. The College has experienced vandalism, and the building is dilapidated and an eyesore in the community. ***The College requests \$1.5m to demolish the building.***
4. The Facilities Building is a trailer built in 2005, intended to last 15 years, and is quickly deteriorating. The project includes a replacement of the 5,000 square foot 2005 trailer building with a 12,000 square foot facilities

building for offices, workshops, and storage. *The College requests \$6m to begin design and construction of the new Facilities building.*

5. The FY22 capital budget included \$7.4m to demolish the Bard Building and create a temporary landscaping plan for the site. *The College requests to utilize any remaining funding from the \$7.4m following demolition to complete a needs assessment and program document for this site.* This will allow the College to consider reducing leased space and co-joining allied health, general and basic adult education, and workforce development programs. *The College is also requesting \$2m to start the design of a new Harbor Campus on the Bard site.*



BCCC Groundbreaking with DGS Secretary Churchill (November 12, 2021)

Exhibit 1

FACILITY	PROJECT TITLE	ESTIMATE
Fine Arts Building	Roof replacement	\$ 510,000
Fine Arts Building	Electrical Upgrade	\$ 250,000
Fine Arts Building	Replace hot water boilers	\$ 300,000
Fine Arts Building	Replace domestic boilers	\$ 300,000
Fine Arts Building	Replace exterior windows - Phase 1	\$ 660,000
Fine Arts Building	Replace exterior windows - Phase 2	\$ 593,000
Fine Arts Building	Kitchen Renovation	\$ 500,000
Life Sciences Building	Parking Lot: Mill and pave. Restripe.	\$ 55,000
Life Sciences Building	Restroom renovation - 1st and 2nd floor	\$ 500,000
Main Building	Replace Windows	\$ 300,000
Main Building	Generator Replacement	\$ 350,000
Main Building	Replace two (2) heating boilers	\$ 1,000,000
Main Building	Student Services Wing: Update outdoor patio	\$ 300,000
Physical Education	Replace Roof	\$ 595,000
Physical Education	Replace exterior doors	\$ 130,000
Physical Education	Column repairs. Address concrete issues. Paint	\$ 100,000
Physical Education	Restroom & locker renovation	\$ 1,000,000
South Pavilion	Upgrade electrical and fire alarm detection system	\$ 490,000
South Pavilion	Replace two (2) elevators	\$ 280,000
South Pavilion	Replace rooftop chiller and air handlers	\$ 300,000
South Pavilion	Renovate restrooms	\$ 500,000
South Pavilion	Window replacement - phase 1	\$ 450,000
West Pavilion	Renovate restrooms	\$ 375,000
West Pavilion	Replace windows	\$ 500,000
West Pavilion	Replace hot water boiler	\$ 375,000
West Pavilion	Replace HVAC air handlers	\$ 375,000
West Pavilion	Replace electric back-up generator	\$ 350,000
Campus	Parking Lot E: Mill, pave, and restripe.	\$ 150,000
Campus	Entry signage	\$ 100,000
Campus	Entry fountain refurbishment	\$ 80,000
Campus	Wayfinding signage	\$ 135,000
Campus	Entry landscape improvements	\$ 100,000
		\$ 12,003,000

March 1, 2022

The Honorable Lawrence J. Hogan, Jr.
Governor, The State of Maryland
State House, 100 State Circle
Annapolis, MD 21401

RE: Baltimore City Community College Fiscal Year 2023 Capital Budget

Dear Governor Hogan:

Baltimore City Community College (BCCC) returned back to campus September 2021 after working in a virtual world since March 2020. The shift to remote learning and services was tough for everyone, but in particular our students. Our commitment remains to continue preparing for change and doing what best meets the needs of our students – they are counting on BCCC to pull everything together and stay focused and true to our mission.

Governor Hogan, the proposed FY23 budget demonstrates your commitment to BCCC, and we appreciate everything you have included for BCCC. The College provides the students of Baltimore City and surrounding areas with affordable and accessible higher education and maintains a steady focus on the ultimate goals of college completion and workforce training leading to an industry recognized credential. With your support, BCCC has been deliberate in its efforts to keep tuition and fees within the reach of the demographic we serve. BCCC remains one of the least costly community colleges in the state with one of the lowest tuition rates for all Maryland residents. On a positive note, the employees of BCCC were pleased by your salary and bonuses announcement for State employees. For BCCC personnel, it means a well-deserved \$1,500 bonus and a 3% wage increase effective January 2022, with more increases to come.

BCCC completed its 10-year Facilities Master Plan (FMP) in October 2020. The FMP incorporated the facilities assessments, deferred maintenance needs, and major building renovations and additions for the learning commons, nursing, facilities, and wellness center to name a few. This transformation of the College infrastructure and operations must be realized because that is what the city, state, and students deserve. To attract talented faculty and students, BCCC must address basic facility needs in an energy efficient and fiscally responsible manner.

In 2019, BCCC completed a facilities assessment with a consultant (*Sightlines*) specializing in higher education, to determine the magnitude and specific backlog of deferred maintenance projects after many years of neglect. BCCC's assessment identified \$41.3 million in deferred maintenance needs, \$31 million of which were classified as immediate needs requiring attention within one to three years. Immediate needs include improved mechanical, electrical, plumbing, elevators, windows, doors, and life safety projects. Lack of funding for routine maintenance has caused minor repairs to evolve into serious failures and multiple systems that have reached the end of their useful lives. Unfortunately this story has become all too familiar and the norm rather than the exception.

We appreciate the funding proposed in the FY23 capital budget for the College and believe there are additional major capital priorities at BCCC that we need to bring to your attention. BCCC recommends accelerating the 2020 Facilities Master Plan to realize the vision for the campus and address major deficiencies in deferred maintenance.

The College is requesting four additional items for your consideration in a supplemental budget:

1. The FY2023 Capital Budget includes \$9m for deferred maintenance. **The College has prepared a \$12m list (Exhibit 1 on page 3) of immediate deferred maintenance projects and is requesting an additional \$3m.** This list consists of window replacements, restrooms, boilers, electrical upgrades, roofs, and HVAC replacements. Additional projects have been added to this list to replace two boilers, renovate the restrooms

and locker rooms in the gym, and improve the campus with entry signage, wayfinding signage, and landscape improvements. Certainly, BCCC students, faculty and staff deserve to work in a safe and efficient environment.

2. The FY2023 Capital Budget includes design funding for the Learning Commons Renovation and Addition. The Learning Commons and the *Nursing Building Renovation and Addition* were programmed concurrently and submitted to DGS/DBM on March 1, 2021, and June 25, 2021, respectively. Since BCCC submitted the capital budget request in June 2021, additional systems in the 1977 Nursing Building have failed, such as the cooling tower, controls system, and elevator; raising major safety concerns. By accelerating the project, certain efficiencies can be achieved in aesthetics, utilities, and construction costs while reducing the construction period. Another benefit of designing both projects concurrently is the site coordination to create the “campus gateway” and enhance the student experience. The Nursing Building will provide an up-to-date, flexible space for health sciences centered around a compact simulated hospital, incorporating training areas for basic skills, general nursing skills, and specialty programs including obstetrics/pediatrics, surgical technician training, occupational therapy, radiology, and respiratory therapy. **The College is requesting \$2.368m in funding to begin the design of the Nursing Renovation and Addition in the FY23 capital budget.**
3. The 1996 North Pavilion building was vacated over 5 years ago and contains mold due to multiple floods. The plumbing and sprinkler piping were removed by vandals in 2020, rendering the structure unusable and unsafe from risk of fire. The building is dilapidated and an eyesore in the community. Demolishing the building aligns with BCCC’s Realignment Task #10, to “Develop or sell all unused or underutilized real estate, including the Inner Harbor site.” **The College is requesting \$1.5m to demolish the building as soon as possible to minimize the risks associated with the building and consider this real estate for useful purposes.**
4. Also in line with Realignment Task #10, the FY2022 capital budget included \$7.4m to demolish the Bard Building, and we thank you for including this project in the 2022 supplemental budget. The College completed and submitted the final Bard Demolition Part I-II program on December 16, 2021, and DGS is currently soliciting an A/E proposal to complete construction documents for the demolition. **The College requests to retain and utilize any remaining funding from the \$7.4m included in the FY2022 Supplemental Budget, following demolition, to complete a needs assessment and Part I-II program documents which will allow the College to consider reducing leased space and co-joining allied health, general and basic adult education, and workforce development programs.**

In addition, the College appreciates and supports the \$1,356,500 in the FY23 proposed allocation through the Community College Facilities Renewal Grant Program administered by the Maryland Higher Education Commission. The Renewal Grant will be used for accessibility renovations to several sets of restrooms on campus to improve the quality of life for students and staff.

BCCC continues to implement the 12 Realignment Tasks that the Legislature mandated for the College in 2017. The College provides periodic reports on the status of the 12 Tasks which are focused on improving student success and operational efficiencies. The first Joint Chairman’s Report was submitted in November 2018 and Realignment updates are provided to the Board of Trustees during monthly open session meetings.

The College is committed to supporting the City of Baltimore and providing vital educational and training opportunities and we appreciate your considering these impactful items in the supplemental budget. Thank you for your continued support of higher education and Baltimore City Community College.

Sincerely,



Debra L. McCurdy, PhD
President

Exhibit 1

FACILITY	PROJECT TITLE	ESTIMATE
Fine Arts Building	Roof replacement	\$ 510,000
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		\$ 12,003,000

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, March 16, 2022

Dr. Liesl Jones, Vice President, Academic Affairs

ACADEMIC AFFAIRS

Middle States

The core team has been meeting regularly and has begun to write the Self-Study design. Dates for the Middle States Liaison to visit the College and review the design have been submitted and accepted. The Self-Study Design is due to Middle States no later than September 16th, 2022, and The College's liaison will visit and review the document on October 7th, 2022. The proposed dates for the Site Visit in the spring of 2024 have been submitted and are under review. Once a Chair for the peer review team is determined the date for the visit will be confirmed. Currently the College has proposed 2 days in late March and 4 days in April of 2024.

Professional Development

The spring professional development series will be rolled out beginning on March 18th. The series is focused on innovative teaching practices. The series will open with a first discussion on the technique of "ungrading" The presentation will introduce faculty in small groups to the concept of using master levels to assess student achievement. The method will be piloted in a summer math class and reported on in the fall professional development series. Other topics include curating materials for your online course and there will be several sessions on innovative pedagogies.

Program Coordinator Meetings

The program coordinators have been meeting regularly to develop the summer and fall schedules with the expectation of having the schedule to the registrar by March 17th. One conversation during the meetings was around expectations and how to help students understand the expectations of virtual classes, online classes and on campus classes. E-Learning was brought into the conversation to discuss videos that incorporated students and faculty talking about how to take a class in the different modalities. The videos could then be used in Pre 100 courses, by advising and in the class as an orientation to the course. E-Learning has begun to outline the videos and will be getting input from faculty, students, and advisors.

Curriculum

BSTEM has sent forward for approval the new Cyber Digital Forensics program. This program was developed because of a grant that was received 2 years ago. Coming forward from BSTEM for the April curriculum committee meeting is a new Geoscience program and a Physical Science program. The Geoscience program is an AAS leading to several different career options and the Physical Science program is an AS transfer program. Coming to the March curriculum meeting from SASS are two programs, the American Sign Language AAS program and an AA transfer program in Communications. Under development from SNHP is a Health Science degree.

SCHOOL OF ARTS & SOCIAL SCIENCES

The generous CCCPDF grant assists students in the Early Childhood Education program by paying for tuition and books. The College was awarded a supplemental grant to purchase laptop computers for eligible students in that program. There were some delays in receiving the laptops from last year's grant funding, but those laptops have been received and delivered to the very deserving students.

As noted in past reports, the College now has an articulation agreement with the Baltimore City Police Department to allow graduates of the Police Academy to transfer into the Law Enforcement program. The Dean and Dr. Garcia, who is the Program Coordinator for Criminal Justice, are now working with representatives from the University of Baltimore to create an articulation agreement that will allow graduates of the Law Enforcement program to transfer credits into the four-year Criminal Justice program at University of Baltimore. The agreement will give graduates a head start at earning their bachelor's degrees.

The Dean and several Program Coordinators have finished the Program Reviews from the last academic year that had not been completed due in part to the previously vacant Dean of SASS position. The programs that were on the (year four) review cycle was: Addiction Counseling (ADC), Allied Human Services (AHS), Early Childhood Education (ECE), Elementary and Special Education (EDU), and Criminal Justice (CRJ). These reports have been completed and submitted to PREC.

The Dean of SASS has been chosen to serve on the Middle States Review Core Committee, which consists of three members from Academic Affairs and three members from the Office of Institutional Research and Effectiveness. In addition, the Dean is serving on two important search committees: those for the Director of Grants and for the Director of Academic Success.

SCHOOL OF BUSINESS, SCIENCE, TECHNOLOGY, ENGINEERING & MATHEMATICS

February 2022 brought the School of BSTEM to on-campus and in-person instruction at the Liberty Campus, the Biopark, and our Dual-Enrollment P-TECH course sites. In addition to providing quality instruction, we continue to improve our facilities. A comprehensive service on our microscopes was completed this month, we are collaborating with the BCCC Facilities team on returning deionized water service to the Life Sciences Building, and work on restoring our greenhouse to operable conditions continues. At the Biopark, key equipment acquired via the Perkins grant program has been placed into service this month, including systems for molecular amplification (via "PCR") and identification (via Electrophoresis). Saturdays at the Biopark are particularly vibrant with courses in Biotechnology, Lab Animal Science, and Microbiology on the schedule.

BSTEM submitted the Accreditation Council for Business Schools and Programs Quality Assurance Report for 2022 during February, as well as developed an annual survey calendar in collaboration with OIR to support future reporting in this area. The 2020-2021 PREC Program Reviews for both the Office Administration and Fashion Design programs were submitted to complete the missing year 4 program reviews.

Business & Technology

Under the leadership of Denise Holland, BCCC curricula for the A.A.S. and Certificate in Cyber Assurance and Digital Forensics were approved by the CIC and SEC committees. Professor Yohannes Weldegiorgis is collaborating with the Dean to begin discussions on the development of credit programs in Geographic Information Systems, expanding on our existing limited course-only offerings in this specialty that can be applied to business, healthcare, environmental protection, and other fields. Professor Daniel Izume is the first faculty member to have reported completing the Perkins grant funded ACUE course and earned a digital badge in Designing Student-Centered Courses.

Mathematics & Engineering

The Mathematics & Engineering faculty are continuing to discuss new potential options in developmental education and are actively supporting the P-TECH and Dual-Enrollment programs both on the Liberty Campus and at our partner schools. Scott Saunders and John Schaumlöffel have begun making regular site visits to our partner schools where we are delivering the mathematics curriculum. The department has installed new

technology for mathematics education at Biopark and is planning a full suite of developmental and credit-bearing courses there for the fall 2022 semester.

Natural & Physical Sciences

The Natural & Physical Sciences Department approved two new degree proposals that will be submitted to the CIC for March consideration. The proposal for an A.A.S. in Geoscience Technology is focused on careers in environmental protection in the field and at the jobsite, as well as entry-level careers as an environmental technician. The proposal for an A.S. in Physical Science is transfer focused for students who want to begin their careers at BCCC and major in Chemistry, Physics, or Engineering at a four-year institution. Graduates will also be qualified for entry-level positions as chemistry or physical-testing laboratory technicians. Department faculty are also preparing to actively support and participate in the 2022 Maryland STEM Conference to be held this year at Anne Arundel Community College, with several faculty on the organizing committee. Department members Anil Malaki, Curtis Jones, Malathi Radhakrishnan, and Amrita Madabushi are on the organizing committee. Our Bridges to Baccalaureate (B2B) grant team, led by Fred Paraskevoudaki, has identified student participants for summer 2022 and are both mentoring them and preparing them for internship opportunities.

SCHOOL OF NURSING AND HEALTH PROFESSIONS

Emergency Medical services

Students have been on campus and the Medical Director has reviewed student progress. A new clinical facility has opened for the students to do their ride along which are required for graduation and licensure.

Dental Hygiene

The program is preparing for its self-study and site visit for spring 2023. The program received a letter from CODA requiring an update to its December Interruption of Service Report. The report is required as due to COVID two of the dental hygiene cohorts have not graduated on time. One cohort that was to have graduated in May 2021 will be graduating this summer. The required updated documents are due to CODA on May 15th.

Nursing ADN and LPN

Nursing Building updates: To help with the WIFI signal strength IT had two additional hubs. The addition of the hubs will help with student and faculty access to the WIFI and for testing in the Gaare. Testing in the media center can continue using Respondus to proctor. If faculty need to use Proctor Ms. Bowers can assist with admitting the students into the testing environment while the faulty are watching the students in the media center.

E-LEARNING

Staffing

E-Learning has no current vacancies.

VISTA Project Update

The CCMA VISTA MOA for the Continuation Award has been received and is being reviewed for signature. The February CCMA workshops were attended as part of the continuation process. The VISTA position posting for the second VISTA member will be open for application beginning in March with recruitment running until the beginning of May 2022. The additional VISTA member would start in July 2022 and in December 2022, one of the members will need to be funded from the Perkins Grant as part of the sustainability plan for the project.

Professional Development Sessions

E-Learning offered 13 professional development sessions for faculty in February.

Currently, E-Learning is tasked with part of the Banner implementation testing but when that completes, training sessions will resume for the remainder of March.

Training will be developed using SharePoint, effective and engaging course design, and more sessions on Canvas as requested by faculty.

E-Learning is also supporting the peer training efforts with Nuventive Improve for faculty and program coordinators.

Other updates

E-Learning participated in the Maryland Online (MOL) Professional Development Committee meeting which has decided to explore bringing a one or two-day conference targeted to faculty across MOL institutions giving them opportunities to earn PD hours on topics relevant to MOL activities.

E-Learning is putting together a series of software and technology requests to help support the department's deepening involvement in course design and video production. Building this capacity will enhance the department's capability to support faculty to create engaging videos and lessons for students, as well as create tutorials and just-in-time training on technology.

New policy

The new policy will lay the groundwork to implement a standard of quality in online instruction at BCCC that will allow The College to meet the objectives of offering new courses and programs online while establishing a process that is documented, scalable, and works to meet any future regulatory or accreditation standards related to documenting online learning teacher qualifications. Faculty members will need to meet an initial certification requirement, and then a two-step recertification process every five years that requires a combination of focused professional development and random sample course review by the E-Learning department. The new policy will present the College with a flexible way to maximize faculty participation in teaching online without sacrificing the quality of instruction or course design.

Tutors

Courses	Sum of Times Viewed	Sum of Times Participated
ACCT 221 Tutoring Spring 2022	379	1
ACCT 222 Tutoring Spring 2022	113	0
BIO 202 Tutoring Spring 2022	758	0
BIO 203 Tutoring Spring 2022	237	1
BIO 212 Tutoring Spring 2022	52	0
BUAD 112 Tutoring Spring 2022	577	0
CHE 101 Tutoring Spring 2022	196	0
CHE 102 Tutoring Spring 2022	22	0
CHE 213 Tutoring Spring 2022	7	0
CLT 100 Tutoring Spring 2022	2188	6
ENG 101 Tutoring Spring 2022	3140	84

MAT 107 Tutoring Spring 2022	1408	0
MAT 128 Tutoring Spring 2022	484	1
MAT 86 Tutoring Spring 2022	1595	3
MAT 92 Tutoring Spring 2022	277	0
RENG 91 Tutoring Spring 2022	1381	25
RENG 92 Tutoring Spring 2022	871	13
DE ENG 207 Tutoring Spring 2022	78	0
DE MAT 107 Tutoring Spring 2022	45	0
DE PSY 101 Tutoring Spring 2022	24	0
DE SOC 101 Tutoring Spring 2022	98	1
DE SP 101 Tutoring Spring 2022	8	0
PSY 101 Tutoring Spring 2022	27	0
Grand Total	13965	135

LIBRARY

Our Four librarians, James Lynch, Constance Mannone, Wendy Ma, and Glenn Peterson, continue to participate in the AA Division’s Banner project. In February we all worked on the Academic History Data Validation Testing in Banner.

Use of the OCLC express for copy cataloguing has resumed. Our MD annotated code (print) is now up-to-date, and new books (well, from 2019) are being made ready and shelved.

Donations from faculty and staff moving out of Harper Hall have been separated and those being accepted into the collection still need to be catalogued. After that, we will need to review the donations from the Blount child-care center.

The ILL (Interlibrary Loan) SOP was revised and updated by Electronic Resources Librarian Constance Mannone.

Wendy Ma, our systems Librarian, is working with ITS Department, trying to find a new way to generate student files under our new registration student record management system to load into our Symphony Library System.

Who do we serve monthly statistics for February:

Who do we serve?	Feb. 2022	Feb. 2021	Year to date FY 2022	Year to date FY 2021
Circulation of Print / Media	6	0	6	0
Use of Reserve Materials	8	0	8	0

Database Sessions				
Database Searches	1,491	3,620	31,815	32,811
Articles Retrieved	1,235	2,086	19,380	19,048
Library Online Public Access Catalog (OPAC) Searches				
eBook downloads	10	116	645	1,289
Use of Group Study Rooms	18		18	0
Computer Usage	0	0	0	0
Laptop Usage	7		7	0
Printed Pages	1,498	0	1,498	0
Gate Count	2,191		2,191	0
Registration of new Patrons	12		12	0
Registration/Update of Community patrons			0	0
Information Services				
Information Literacy Sessions	9	19	55	68
Information Literacy Attendance	102	218	591	738
Technology Training Sessions	2	3	26	30
Technology Training Attendance	1	1	14	20
LibAnswers & Social Media				
LibAnswers	14	11	545	520
Facebook Followers	511	492	511	492
Facebook Engagement	2	8	128	80
Instagram Followers	73	69	73	69
Instagram Engagement	0	7	0	13

LibGuides was used more this month than in January. For February, there were a total of 2,475 views by BCCC students which is an 89.5% increase compared with January's view count of 1,306. The most popular guides are APA Papers 7th edition (884 views), MLA 8th Edition (482 views), OD (208 views), Library Handouts (152 views), and Psychology (150 views).

Technology Issues

Wendy Ma is working with ITS Department to explore how to resolve our Library Catalog issue -- Library Catalog is unavailable under student server Andromeda and BCCC-Guest Wi-Fi Internet, and found this issue is related to our BCCC networking setting.

Ms. Ma reports that Our Symphony Library System support platform --MINIVERA server has been used for 10 years, transactions with MINERVA are unstable, sometimes they are working, sometimes they are not working, as well as she cannot configure more portals to apply SirsiDynix Web Services based Blue Cloud technology in our Symphony Library System, since our Symphony Library System support platform -- MINIVERA server is too old. She expects our Library System can migrate into a new server platform to improve our Symphony Library System efficiency and library services to our students. She has two recommendations, replace the present server, or upgrade to a cloud service. These two options were explored two years ago but were found to be expensive

Baltimore City Community College
PRESIDENT'S UPDATE
Board of Trustees, March 16, 2022

Student Affairs

President McCurdy has assigned Ms. Becky Burrell, Vice President of Institutional Effectiveness, Research and Planning to oversee the day-to-day operations of the Student Affairs area with the departure of Dr. Velez on February 28, 2022. Ms. Burrell is intergrating the activies of her Office and Student Affairs to maximize resources.

The Student Affairs Leadership Team (SALT) is meeting in strategic groups: Enrollment Management, Support Services, Special Populations/Programs, and Financial Aid. SALT will continue to meet collectively on a weekly basis to share information and remediate operational concerns within and between departments.

Spring 2022 enrollment is down across most community colleges. BCCC was down 6.2% the first day of the spring semester.

College	First Day Date	Headcount		Elig FTE		Total FTE	
		#	%	#	%	#	%
Allegany	1/12/2022	1,876	-6.5%	276.5	-16.1%	550.5	-7.8%
Anne Arundel	1/24/2022	8,738	-13.9%	NA	NA	2,277.1	-13.6%
Baltimore City	1/22/2022	2209	-6.2%				
Baltimore County	1/31/2022	12,929	-10.3%	NA	NA	3,428.6	-11.4%
Carroll	1/31/2022	2,364	-6.9%	643.0	-8.1%	663.0	-9.0%
Cecil							
Chesapeake	1/26/2022	1,608	-0.5%	NA	NA	417.1	-1.5%
Frederick	1/22/2022	4,863	-7.2%	NA	NA	1,293.0	-6.9%
Garrett	1/25/2022	488	-1.2%	NA	NA	153.6	-6.5%
Hagerstown	1/11/2022	2,815	3.8%	657.8	3.4%	826.5	3.5%
Harford	1/31/2022	4,140	-8.8%	NA	NA	1,204.8	-4.5%
Howard	1/31/2022	8,495	6.2%	2,115.0	1.5%	2,189.5	1.9%
Montgomery							
Prince George's							
Southern Maryland	1/18/2022	4,534	-16.7%	NA	NA	1,223.5	-17.8%
Wor-Wic	1/21/2022	2,059	-7.9%	518.1	-12.3%	550.4	-11.4%

Source: Maryland Community Colleges Research Group, First Day Class Enrollment (voluntary reporting)

Fall 2022 enrollment and retention strategies are the primary focus for SALT. The Maryland Higher Education Commission (MHEC) target for fall 2022 is 6,139 headcount. Legislation via the College’s realignment mandate has asked BCCC to align the budget with realistic enrollment projections. President McCurdy, Cabinet and other leaders projected 4,682 for fall 2022.

Fall	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Headcount	6,827	7,045	6,963	5,467	5,394	5,269	4,726	4,409	4,188	4,523	4,909	4,181	3,864

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

Corresponding SALT meeting topics will include filling vacancies, managing staff/offices, realigning advising w/ Academic Affairs, engaging faculty in recruiting, centralizing communication strategies, developing the 3-year academic calendar, understanding the new procurement process, prioritizing information technology issues, and preparing for the Middle States Self-Study.

Ms. Burrell met with the leadership of Student Life and Engagement and the Student Government Association (SGA). Students shared concerns regarding the graduation process, the transfer/articulation process, and student frustrations regarding service areas not answering phones and not receiving responses to emails. SGA indicated that there was a mixed response from students who are glad to be back on campus and others who prefer virtual learning. The student leadership also expressed concerns that many students are not aware that the campus is

open for in person instruction and services and suggested additional marketing is needed to announce such to current and potential students.

The search for the Vice President of Student Affairs is set to begin the week of March 14, 2022 and assistant vice president position search with a focus on enrollment management is ongoing.

ATHLETIC DEPARTMENT

The Director has established recreation times for the general student population. The designated hours were arranged to ensure they did not conflict with the Physical Education Courses being taught in the building.

Arrangements are being made to provide athletic physicals for the student athletes who enrolled this current semester. The goal is to provide the students opportunities to work with their coaches.

An alternative date is being planned to provide an opportunity for enrolled students to try out for the teams. The original date had to be cancelled because of the surge in Covid 19 cases. In addition, the coaches will conduct an open tryout day for high-school students who are interested in competing at the collegiate level. The coaches are now working on the fall competition schedules. The schedule will be primarily against NJCAA region 20 colleges, which includes Maryland, Northern Virginia and parts of West Virginia.

DISABILITY SERVICES

In the month of February 2022, the Disability Support Services Center (DSSC) provided 7 new intakes and conducted 12 renewal accommodations for students in preparation of the 12- week and the 10- week term of the spring semester. DSSC is currently servicing and programming for a total of 85 students.

The DSSC staff spent an immense amount of time this month trouble shooting on behalf of DSSC students, conducting phone banking to the Center's continuing students to provide support and guidance. We shared in communication and collaboration with the following offices throughout the month: Student Success, Student Life and Engagement, Admission, Student Support and Wellness, TRIO, Student Athletics, Students Accounting, Bookstore, Marketing, Testing, Human Resources, Office of Institutional Research, Deans and Associate Deans in Humanities, Arts/Sciences as well as BSTEM.

DSSC completed the Maryland Higher Education Commission's report S-25 form in conjunction with the Office of Institutional Effectiveness, Research and Planning. Additionally, DSSC provided a program sponsored Support Group on Managing Anxiety in collaboration with Student Wellness and Support. The event was aimed to provide students with coping strategies and behavioral supports to manage/deal with feelings of being overwhelmed in college settings.

The Center's Sigma Chapter of the Delta Alpha Pi International Honor Society for disability support services was re-activated and an induction ceremony is forthcoming in March 2022.

FINANCIAL AID

Everyone heard the Big Bang from the financial aid office. They shocked the world of Banner folks when they signed, sealed, and delivered the data validation on 2/21 as scheduled without any delay and marked the successful landing to go live on 2/28.

The financial office is locked and loaded for another battle to win when they heard the surprising news from the Banner folks that the CRM recruit (document management) system would be implemented in December and not in June.

While everyone was still celebrating their success, the staff began exploring the contingency plan for the students' documents system.

The month of February was a roller coaster for financial aid. While they work hard to deliver the arduous Banner tasks on time, they never stop serving students. They provide services on campus and via the virtual help desk (156 students), walk-ins (125 students), phone (150 calls), and email (186 emails).

Achievements from February to March 1, 2022

Banner Implementation: The financial aid department completed the data validation for Applicant Comments Table, Satisfactory Academic Progress Table, Applicant Status Table, Award Term, and Award Codes Tables. This work was critical to the implementation of the Banner ERP because the go-live project depended on the successful completion of these tables. Although these validations were difficult the department worked collectively to meet the deadline.

The financial aid department reviews/completes the following reports daily and weekly for Title IV compliance:

- Verification and C- Codes Reports and cleared over 40 students with V4 and V5.
- SAP (Satisfactory Academic Progress) report and cleared 20 students.
- R2T4 report and completed 4 R2T4.
- IT (Information Technology) problem ticket report and with the help of FAS (Financial Aid Services) cleared the funding issues for 30 students.
- Negative disbursement report and corrected 5 students.
- Program Change report and corrected 23 students' program in Regent to match HPLAN.
- Course Data report and cleared over 100 duplicate courses data caused by SBL.
- ISIR (Institutional Student Information Records) report daily to ensure students' funding is attached to the corrected ISIR transaction.
- Reviewed Student Eligibility report to see if there is any impact by COD or NSLDS (National Student Loan Data System) Changing students' eligibility. Such as multiple awards at different schools.
- Reviewed SBL Reports: There are over 600 records affected by the program change dates and/or program changes in the HPLAN system thus affecting students funding due to the course not coming into Regent and reversing the awards. This issue is a constant challenge between IT, Registrar, and Financial Aid office. Diligently working to maintain compliance.
- Mayor s Scholars Program FAFSA (Free Application for Federal Student Aid) Report for FALL 2020: completed and provided over 600 students' FAFSA status reports to AR. Currently manual and time-consuming.
- State Awards: Awarded over 90 students with various Centralized Maryland State grants. Part-Time State grant still pending for IT to award since January, and IT has not completed the configuration yet.
- Reviewed Awards/ Disbursement report and completed EST (Export Student Transaction) twice a week and streamlined the EST automation process and configuration in the Regent system to work more effectively.
- Worked with AR and the FAS team to reconcile the federal, state, and institutional funds twice a week.

STUDENT LIFE & ENGAGEMENT

In February 2022, the Office of Student Life & Engagement had a multitude of in person and virtual programming, as well as continued in preparations of programming for the spring semester. Staff are working to ensure that they are programming for a student's overall wellness, through use of the wellness wheel which includes social, emotional, intellectual, spiritual, financial, physical, occupational, and environmental programming. Further, it is imperative that the office programming and initiatives include aspects of

community, collaboration, and inclusion. This includes programming during spring semester around community service, democratic engagement, leadership, diversity, accessibility, and inclusion, and more.

Student Life & Engagement continues to improve their operational functioning, with updates to their website, Canvas page, as well as updates within their suite moving items virtually. Staff is working to overview the results from the Welcome Week survey that was sent to all attendees. This will be reviewed in March and added to a future Board of Trustees report.

Activities & Events

February 1 - Welcome Back Tabling, 9 – 11:00 am, MNB Lower Atrium: Staff in Student Life and Engagement, TRIO Student Support Services, SGA, and Student Support & Wellness Services tabled in the MNB Lower Atrium welcoming students back to campus, answering questions, and giving away promotional items included BCCC hand sanitizers, t-shirts, pop sockets, pop its, and more. There were over 50 students, faculty, and staff in attendance.

February 2 – Student Meet & Greet, 3 – 5:00 pm, MNB Lower Atrium: Student Life & Engagement hosted a Student Meet & Greet with #BCCCStrong t-shirts, a photobooth, a DJ, and giveaways. We had 60 students, faculty, and staff in attendance.

February 3 - Healthy Relationships Bingo, 3 – 4:00 pm, Virtual: Student Life & Engagement had a guest speaker from Towson University Health Center oversee a bingo around healthy relationships. Students and staff in attendance were able to learn about healthy relationships vs. unhealthy relationships, all while playing bingo. There were 7 students, faculty, and staff in attendance.

February 4 - Keeping it Real Lecture Series "15 of the Worst Myths Taught in American Education" Part II (Since the Civil War), 6 - 8:00 pm, Virtual: Baba Kondo hosted the next lecture in the Keeping it Real Series. This event was sponsored by Student Life & Engagement, History Club, Anthropology Club, Dept of Education, Social & Behavior Sciences. There were 39 students, faculty, and staff in attendance. This is also in the SGA report due to the Student Club & Organization sponsorship.

Love Week Programming February 7 – 14

Student Life & Engagement collaborated with Student Support & Wellness Services on Love Week. Events provided by Student Support & Wellness Services details will be included in their report, and the events hosted by Student Life & Engagement are below.

- Friday, February 11, Valentine Bingo, 2 – 3:00 pm, Virtual: Students participated in virtual bingo to win prizes. 3 attendees.
- Monday, February 14, Valentine Craft Making, 1 – 2:00 pm, MNB Lower Atrium: Students, Faculty, and Staff dropped by to make some valentines crafts, 15 attendees.

Black History Month Programming

Staff worked diligently to ensure that there was a variety of programs for Black History Month. All programs were hosted virtually.

- Monday, February 21, Where Were You? Remembering the Election of Barack Obama, 12:15 – 1:00 pm, Virtual: Attendees spoke about the election of Barack Obama, and they reminisced about where they were and what his presidency meant to them.
- Tuesday, February 22, Theatre Tuesday- Documentary – “I Am Not Your Negro”, 1:30 – 3:00 pm, Virtual: Attendees viewed the Documentary, I Am Not Your Negro, and discussed throughout and after the film.

- Wednesday, February 23, Wednesday Watch- Movie “BLACKkKLANSMAN”, 2:15 – 4:30 pm, Virtual: Attendees viewed the movie BLACKkKLANSMAN by Spike Lee.
- Thursday, February 24, Throwback Theatre Thursday – Movie - “Claudine”, 4 – 6:00 pm, Virtual: Attendees viewed the 1974 movie Claudine.
- Friday, February 25, Throwback Theatre, “Imitation of Life”, 11:00 am – 1:00 pm, Virtual: Attendees viewed the 1959 movie Imitation of Life.
- Monday, February 28, My Black History Hero, 1- 2:00 pm, Virtual: There were 3 students and 2 staff present. They each discussed Black heroes in their lives. This was sponsored by SGA.
- Monday, February 28, Black History Trivia, 3 – 4:00 pm, Virtual: There were 3 participants playing trivia via Kahoot. This was sponsored by SGA.

February 23 – Netflix & Chill with The JACQUES Initiative: Student Life & Engagement worked with The JACQUES Initiative, through University of Maryland School of Virology, in planning this event. The event include tabling with snacks, giveaways, and positive sex information. Further, they offered HIV testing. We had 9 students and staff participants in testing, and an additional 20 students get information. This will be a continued partnership moving forward for monthly HIV testing and sex education.

February 25 – Keeping it Real Lecture Series “Racism, Sexism & Classism” Three Cancers Killing the Nation with Baba Kondo, 6 – 8pm, Virtual: Baba Kondo hosted the next lecture in the Keeping it Real Series. This event was sponsored by Student Life & Engagement, History Club, Anthropology Club, Dept of Education, Social & Behavior Sciences. There were 49 students, faculty, and staff in attendance. Baba Kondo agreed to do a lecture in March for Women’s History Month to continue this conversation since he was unable to cover all that he wanted to. This is also in the SGA report due to the Student Club & Organization sponsorship.

Student Government Association

SGA executive board continued to meet and will begin meeting monthly with VP Burrell in March. Their notes will be in the SGA report.

STUDENT SUCCESS CENTER

The Student Success Center (SSC) continue to serve as the primary office supporting students both virtually and in-person with registering for courses for the 12, 10 and Accelerated II (8) weeks sessions, completion of SAP appeals, updating educational plans, conducting unofficial degree audits and referrals to campus resources including but not limited to the bookstore, e-learning, admissions, financial aid, registrar’s office, and tutoring services.

The team has fully returned on campus and has been active engaging students about currently enrolled courses and providing support and referrals to campus and other resources. The Office also engaged Deans and Associate Deans for overrides and referrals for course and grade grievances. The Office also supported the Near Completers project by completing unofficial audits and advised students for courses. The Near Completer program provided scholarships aided students to complete coursework for graduation. Erik Wilkinson was recently hired as a Student Success Advisor, and first round interviews for a second SSC Advisor is completed and recommendation has been moved forward for a second interview with the hope of hiring for the position within the coming weeks.

The Student Success Center continues to be an active member of the Banner ERP implementation supporting data validation activities. The team with be active with the end-to-end testing next week. Planning has been begun for summer and fall registration activities.

Types of SSC Student Contact	Totals
Zoom/Virtual Meeting	429
Email	37
In-Coming Call	43
In-Person	199
Out-Going Call	8
Totals	716

STUDENT SUPPORT & WELLNESS CENTER

During the month of February, Student Support and Wellness Services (SSWS) served students through individual counseling, wellness workshops, classroom presentations, and student consultations. Eight virtual workshops were conducted on topics such as trauma, social media and yoga. Three classroom presentations were facilitated regarding general mental health. Four consultations with professors occurred with concerns regarding students’ mental health. A six-week peer support group co-sponsored with Disability Support Services Center group continued to be offered. All events are designed to enhance the college experience including building skills, building community, and help with retention.

SSWS collaborated with Student Life and Engagement for Love Week celebrating loving yourself, others, health, etc. for Valentine’s Day. Also during this week, we had secured an educator from TurnAround, Inc. to conduct a workshop on Healthy Relationships. As a potential co-curricular activity, SSWS reached out to Allied Human Services, Psychology, Criminal Justice, and Health departments to increase participation and supplement some learning objectives of those classes.

The coordinator of SSWS presented at the national conference of the American College Counseling Association in Las Vegas, Nevada. It was a well-attended session titled “Building Community and Resilience through Adventure-Based Wellness Programming.” The coordinator used these techniques in hundreds of Pre100 classes over the years to help destigmatize mental health and make the connection of mental wellness to improved achievement of both academic and personal goals.

Two people in the office participated in the legislative advocacy day supporting the National Alliance on Mental Illness (NAMI). This was a good opportunity to further advance our community partnership with NAMI Maryland.

SSWS assumed responsibility of supervision for the graduate intern for the Upward Bound program when the director retired. This intern will provide support for SSWS, Upward Bound, and TRIO SSS-STAIRS until mid-April.

There were continued community partnerships and collaborations with Greater Baltimore Regional Integrated Crisis System (GBRICS), NAMI, College Town, and TurnAround, Inc.

TRIO STUDENT SUPPORT SERVICES (SSS) PROGRAM

In the month of February, TRIO SSS staff served 187 new and continuing program participants. The Program provided the following to encourage retention and completion, including advising, monitoring students' academic performance, and referrals to campus resources such as tutoring, Disability Support Services, Student Support and Wellness, and Financial Aid and workshops. Contacts included emails (202), Canvas announcements (8), phone calls (15), and virtual meetings (20). On February 23, 2022, the program hosted the 'Ace Your Test

Without Worry' virtual workshop that offered participants a forum to discuss test anxiety and strategies to reduce stress and increase test-taking success. TRIO SSS awarded Book Award Scholarships totaling \$1,050 to eleven eligible program participants to aid in purchasing textbooks. Also, the program processed a laptop loan to one participant in need of technology.

Recruitment and outreach initiatives included Welcome Back Week Table in conjunction with Student Life and Engagement, Virtual Open House, and the Empowerment Hour. Empowerment Hour sessions are scheduled on the first Friday of the month to encourage dialogue and share program information with interested attendees. In addition, the program sent 52 follow-up emails to potential applicants. Marketing assisted with designing a new website banner, social media, and email ads to promote upcoming events. Classroom presentations were also made to increase visibility and awareness. This month, the Program received and approved 14 applications. The Program Director attended the Connect, Learn, and Discuss professional development for TRIO college programs sponsored by the Council for Opportunity in Education on January 27, 2022.

The 2020-21 Annual Performance Report was successfully submitted to the U.S. Department of Education on February 7, 2022. SSSP worked collaboratively with the Office of Institutional Research on this effort.

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, March 16, 2022

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

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION (WDCE) DIVISION

WDCE classes have moved to a combination of in-person and virtual instruction, with additional resources for academic support and both remote and in-person testing. Across all program areas, 395 students were enrolled in February 2022.

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

- In January, the ABE/ESL Department offered 6 ABE and 8 ESL classes for a total of 217 students, funded by the Consolidated Adult Education and Family Literacy Grant (MD Labor) grant.
- In February, the ELS Department was awarded an additional \$259,189.03 for the Refugee School Impact Grant (RSIG) in order to provide quality out-of-school time programming to refugee youth via Refugee Youth Project (RYP).
- The ELS department registered 51 refugees in 3 Refugee Assistance Program classes (funding provided by DHS-MORA) while also registering over 100 students in 7 Citizenship classes (funding through USCIS).
- The ELS Department, in partnership with Workforce Development, started a new cohort of students in an Integrated Education and Training (IET) program for Certified Nursing Assistant (CNA). This class started Jan 10th and will complete training and certification in mid-April. A second cohort will begin March 28th.
- The ELS department has begun to reengage community partners in order to provide ESL classes to adults. These classes will take place at Curtis Bay Elementary School, Lakeland Elementary/Middle School, John Ruhrah Elementary/Middle School, Esperanza Center, and Holly Poultry. The ELS department aims to serve, at minimum, 200 students at these sites.
- The ABE intake team continues to actively administer TABE test remotely for ABE students as well as in-person testing by appointment only at the Harbor campus. Two (2) in person testing sessions and six (6) virtual ABE testing sessions are offered each week each week.
- The ABE team developed a service-learning practicum with the Coppin State Graduate School of Education to place a graduate student in ABE/GED program at BCCC.
- In February, the ELS Department commenced a 5-week professional development course for instructors on the use of Canvas and *Stand Out* curriculum to strengthen online resources for ESL courses and learners, as well as best practices for specific English proficiency levels.

Workforce Development Program Development and Expansion – The Workforce Development (WD) Department enrolled 178 students in training programs in February 2022. Workforce continues to expand partnerships with local community and health agencies to provide opportunities for students to gain training and improve their career outlook. Additional activities include:

- In February 152 students benefitted from GEER II Funds as well as SNAP and Baltimore City Department of Social Service Funds (BCDSS). Funding for students included 6 training areas: Cyber Security, Certified Nursing Assistant, Community Health Worker, Child Care, Administrative Services, and Customer Service.
- Workforce expanded partnerships to include Baltimore City Department of Health, National Association for Mental Illness (NAMI) and Kennedy Krieger Institute. These partnerships provide more practicum and employment opportunities for students in the Community Health Worker Trainings.
- New cohorts for several training programs were initiated under current Contract Training Agreements. Baltimore Association for Community Health supported a new cohort for Patient Care Technician (PCT), Goodwill added Certified Nursing Assistant (CNA) to an existing Pharmacy Technician agreement. University of Maryland Medical Center and Johns Hopkins Hospital continue to initiate new cohorts for CNA, with JHH working on adding Patient Transport and Unit Associate positions for students who are in pursuit of their CNA certification.
- The Career Services team continues to work with hiring partners to place current students and graduates in paid positions. In February, Career Development continued to conduct specific Job Readiness classes for cohorts of students completing training in Healthcare, Information Technology and Administrative Services.
- Workforce partnered with UMMC to recruit for a cohort of PCT students. The Career Services team hosted a total of 12 virtual information sessions to recruit PCT candidates within the community. Recruitment efforts resulted in over 80 students completing the initial survey. There was a total of 20 students registered for the program. The PCT cohort started on February 22nd.
- Career Services has also partnered with UMMC to start recruitment for their Pharmacy Technician apprenticeship program. This partnership is especially important due to the current shortage of Pharmacy Technicians. Recruitment began at the end of February and will continue into March.
- Workforce has continued its partnership with Baltimore Alliance for Careers in Healthcare (BACH) to offer a second cohort of PCT students. The second cohort started at the end of February. Students were recruited from area hospitals, including: Union Memorial, Good Samaritan, Johns Hopkins, Mercy, and University of Maryland. Workforce has plans to offer additional PCT and Multi-Skilled Medical Technician trainings with BACH this spring.
- Workforce will focus recruitment efforts on 100 SNAP approved students this Spring/Summer. The SNAP E&T funding will provide workforce training programs in Healthcare and Hospitality. All students participating in the SNAP program will also receive job readiness training. In the month of February, there were a total of 15 students recruited.
- WDCE will focus its efforts on new funding approved in February. DSS has approved WDCE to train a total of 850 students in a variety of workforce development programs. Career Services will assist with recruitment, managing weekly information sessions, the intake process for students, and provide job readiness training to all enrolled students. In the month of February there were a total of 26 students recruited.
- Career Services provided job readiness and clinical preparation for Phlebotomy students at Renaissance Academy. Students completed modules on resume development, interview skills, and six key customer services skills for professionals in Healthcare.

- Finally, Career Services has ongoing partnerships for employment and internship opportunities with community stakeholders, including: Baltimore City Council, Southway Builders, Baltimore Police Department, Baltimore Teachers Network, and Davita.

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.

- P-TECH created individual student scope and sequence plans to develop class schedules. Registered students for the 12-week fall semester classes.
- P-Tech communicated with BCCC faculty to ensure that all faculty members interacting with P-TECH students have an understanding of the program and the importance of creating and demonstrating a unified, supportive, and success orientated environment via Faculty Survey.
- Worked collaboratively with BCPSS schools New Era, Dunbar, and Carver High Schools to communicate student performance reports and provide solutions when warranted
- Workforce has submitted the initial site application for Youthworks, which supports students in the Mayor’s Scholars Program and the International Summer Academy (ISA) hosted by RYP. WDCE received initial approval to commence assigning students to sites. Career Services, ELS, and MSP will work closely to ensure students are properly assigned.
- The ELS department, in partnership with City Schools, will begin its Refugee Youth Project (RYP) afterschool programming on February 28th at Patterson High School and at Moravia Park Elementary School on March 1st. In total, RYP aims to serve at least 150 refugee and asylee youth, providing English language instruction, arts and science enrichment, and college and career readiness curriculum.

ENVIRONMENT SERVICES & 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, including the complete demolition of Harper Hall, as well as ongoing renovation projects include interior improvements in the Fine Arts Wing and the Student Activity Center. The new loop road is roughed in around the backside of campus and additional curb work started at the front of campus.
- Facility Renewal and Deferred Maintenance projects continue, as bids have been received for the roof replacement at South Pavilion, the West Pavilion Chiller replacement, the LSB Fire Alarm Replacement and ADA Water Fountain upgrade project. The Hot Water Heater Replacement at Physical Education Center has been completed.
- Focused cleaning activities continue with the completion of tile and grout cleaning of the Student Services Wing atrium and deep cleaning the labs. New soap dispensers in restrooms, hand sanitizer dispensers, and plexiglass installation continued in building common areas across BCCC.
- Design work began for several projects being managed by DGS including the Cooling Tower replacement in the Main Building, elevator replacements, and HVAC replacements in LSB and Fine Arts.

- New EVS Supervisor, Alphonso James, was brought on board to join the Facilities team, manage the EVS technicians, and guide their work to further improve the quality of life on campus.

PUBLIC SAFETY & 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 supported the return to on-campus activities for the college community. Public Safety members continues 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.
- Public Safety staff continued to produce and distribute identification cards for students and faculty/staff while following safety protocols including masking, social distancing and physical barriers. An appointment system using idcards@bcc.edu was implemented and has been utilized to enhance safety by limiting the number of people serviced at one time.
- 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, March 16, 2022

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 the 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 02/28/2022

Revenue Fund	Revenue Amount	Notes
General (Unrestricted)	\$ 41,473,489	(Includes Bookstore of \$607,192)
Restricted	\$ 11,400,115	(Includes WBJC of \$1,072,312)
Total Revenue	\$ 52,873,604	

Unrestricted Revenue: Total Unrestricted Revenue through February FY 2022 is \$10.6 M (20%) lower than the revenue earnings through the same period FY 2021.

- Tuition & Fees: decrease 19%. The overall decrease in tuition and fee revenue is due to a lower enrollment than anticipated for the Spring 2022 semester. There is a 26% decrease in the Spring 2022 revenues when compared to FY 2021 during the same time period. There was a decrease of non-credit tuition and fees of \$143,650 (21%).
- Sales, Service, Aux & Leasing: Increase of 219%. A deferred leasing agreement was signed by Lockwood and the College. Outstanding lease payments, totaling \$2.5 million have been received. Therefore, Sales, Service, Auxiliary & Leasing revenue earnings are significantly higher than this time in FY 2021.
- Bookstore Revenues: decrease 24%. There is a decrease of 24% in Bookstore Revenue categories compared to the same period last fiscal year. New textbook sales are down 20%. Books were given to the students at no cost during the summer semester to assist BCCC’s students in achieving their academic Goals.

Restricted Revenue: Total restricted revenue through February of FY 2022 is \$1.3 M (10%) lower than the same period in FY 2021. The primary driver of the decrease is a 22% decrease in State and Local Grants as well as a 39% decrease for WBJC. The WBJC decrease is due to a reduction in Donations and Memberships. There is an increase of 11% or \$234,305 in Covid Relief Funds revenues compared to this time in FY 2021.

3. Appropriation Year (AY 22) Year Expense Summary as of 02/28/2022

Expense Fund	Expense Amount	Notes
General (Unrestricted)	\$ 29,829,781	(Includes Bookstore of \$ 775,720)
Restricted	\$ 8,704,619	(Includes WBJC of \$625,470)
Total Expenditures	\$ 38,534,400	

Unrestricted Expenditures: FY 2022 Unrestricted expense increased by \$2.5 M (9%) when compared to this same period in FY 2021 primarily due to an increase in expenses for personnel and contractual services, and the increase in payments to Ellucian for the new ERP (Enterprise Resource Planning) system.

Restricted Expenditures: FY 2022 restricted funds expenses increased by \$1.1 million (15%) year-over-year. The primary driver is the increase in spending of the COVID relief funds (11.1%) to assist the students at Baltimore City Community College when compared to FY 2021.

4. State/Federal Reporting Upcoming:

5. Operational Process Improvement:

- The Budget Office has finalized the process of monthly reports for the President’s Cabinet to review the College’s Budget. The process has been improved.
- 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.
- The Budget Office is working with the President’s Cabinet to improve the Budget Development Process to ensure a reliable and accurate Budget to ensure the College has the resources needed to accomplish the College’s mission.

6. BCCC Realignment Tasks

The Office of Fiscal Planning and Reporting is finalizing two methods of projecting revenues and expenditures. The Office will meet with the President’s Cabinet to review the two methods of projections to determine the best method for projections. Once the method of projections is approved, the Fiscal Planning and reporting Office will work on Budgets that can be projected out five years at a time.

OFFICE OF STUDENT ACCOUNTING

1. Highlights

- Continuous collaboration with Ellucian regarding process improvements as it relates to:
 - Third Party Billing Rules – Accounts Receivable Validation (Credit/Non-Credit) & Review, and Data Migration
- Successfully updated “Production Files” to Heartland ECSI regarding 1098-Ts for Calendar Year 2021
- Identified candidates for CARES Act funding for at risk students.

2. Student Accounting Communication Updates

- Billing & Collections notifications sent to students with outstanding balances for Spring 2022 semester.
- Collaborated with Marketing to modify BCCC’s webpage as it relates to the “Refunding Schedule”.

3. Operational Process Improvements

- Reviewing and updating the “Policies & Procedures” Manual for the Office of Student Accounting. (e.g., Student Refunds, 1098-Ts, Collections)
- Collaborating with the Office of the Controller & Procurement in reestablishing Monthly MTA Passes for students.
- Collaborating with Ellucian/Banner & TouchNet with the implementation of processes and systems

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
Banner – Testing – General Student Data (e.g., Admissions, Schedule Builder, Registration, Academic History)	Spring '22	3 rd Quarter (FY'22)
Banner – Testing – Fee Assessment, Data Validation, Accounts Receivable Hierarchy (Applied and Unapplied Accounts)	Spring '22	3 rd Quarter (FY '22)
Banner – Testing – Student Accounts Receivable (e.g., Account Management, Cashiering & Reconciliation, Refunding, Billing, Payment Plan Implementation, Aging Cycle)	Spring '22	3 rd Quarter (FY '22)
Banner – Going Live –Accounts Receivable – Cut Off	Spring '22	4 th Quarter (FY '22)

5. Touch Net – Implementation & Training Schedule

Summary of Upcoming Events		
Transition Schedule/Calendar	Target Timeframe	Status
Touch Net – Training (e.g., Billing, Refunding, Cashiering)	Spring '22	3 rd Quarter (FY'22)
Touch Net – Student Account Center Test Payments	Spring '22	4 th Quarter (FY '22)
Touch Net – Configure Production: Student Account Center Mirroring Test Values	Spring '22	4 th Quarter (FY '22)
Touch Net –Accounts Receivable – Cut Off	Spring '22	4 th Quarter (FY '22)

6. Heartland ECSI - Office of Student Accounts - Implementation & Production Schedule

- The Office of Student Accounting will be finalizing corrections from the “Production File” to Heartland ECSI to satisfy IRS requirements of having 1098-Ts.

Summary of Training Events		
Transition Schedule/Calendar	Target Timeframe	Status
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 January 1, 2022, and March 3, 2022, the bookstore sent 2926 Spring 2022 textbooks/access codes to students, which totaled \$ 281,941.99.
- Textbooks for Spring 2022 are shipped free to all students using CARES Act funding.

2. Operational Process Improvements

- BCCC’s Policies and Procedures were submitted to the AELR for approval.

3. Other Business

- For the month of February, a total of 33 purchase orders were issued for a total amount of \$416,013.80

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) & BCCC Foundation Audit

- The Controller’s Office is waiting for the auditor’s review of the College. The draft Financial Statements for the College is waiting for a final review by the auditor and finalization of the Foundation audit. The College audit is contingent on the finalization of the Foundation audit.
- WBJC-FM Annual Financial Statements were issued.
- WBJC-FM Annual Financial Report (AFR) due to the Corporation for Public Broadcasting was submitted.
- The Foundation audit information was provided to the auditors. The Controller’s Office is waiting for the final draft and audit adjustments for the Foundation audit.

3. CARES ACT Spending (HEERF (Higher Education Emergency Relief Fund) 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. A large procurement is in the works for the remainder of the HEERF II Institutional Funds.
- The Controller’s Office is tracking the expenditures related to the Student Spending (HEERF II), the Institutional Spending (HEERF II), the GEER (Governor’s Emergency Education Relief) Spending (I & II), the PBI (Predominantly Black Institution) Spending (HEERF II), and the Recovery Now funds (HEERF III). The GEER I funds are now fully spent.

4. **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.
- The Controller's Office continues to work with the various divisions to provide support and reporting requirements.
- The CCCPDF Grant had the annual monitoring visit. The documentation was provided in late January and the visit occurred in early March.

5. **Other**

- Foundation 990 – The Controller's Office has started gathering information for the Foundation's 990 tax return.
- The Corporate Purchase Card (CPC) Self-Audit assigned by the General Accounting Division (GAD) was completed and returned.
- The Schedule of Expenditures of Federal Awards or SEFA that is used for the Single Audit for the State of Maryland was started. This information is provided to GAD to use in the State-wide Single Audit report.
- The Annual Working Fund reporting required by GAD was started. This report is used to detail the uses of the Working Fund and the balances at the end of the calendar year.
- Accounts Payable and General Accounting continued with Banner training. This is new for most of the staff.
- The Controller's Office worked closely with GAD and DGS to set up and transfer the \$1,000,000 capital project funding available to BCCC for the remainder of the fiscal year.

ACCOUNTS PAYABLE

1. **Highlights**

- The Controller's Office and Accounts Payable are working with the Procurement Office regarding Corporate Purchase Cards and the 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.
- Accounts Payable is transitioning to Smartsheet, a more efficient method of tracking invoices. This is a product that the Procurement office is using for other items being tracked.
- **Challenges** - The transition to Smart Sheet has been slow. As a result, the total payable outstanding amount is not available this month. Updated information will be available for next month.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, March 16, 2022

Mr. Michael Rading, Chief Information Officer

TECHNOLOGY

Enterprise Resource Planning (ERP) Project Implementation Engagements

The first ERP module, Financial Aid went live on February 28th. The new module enables Financial Aid management from the creation, management and monitoring of award packages so Baltimore City Community College (BCCC) can meet its strategic goals while meeting students' financial needs. The new system will allow students from April to see their financial aid package without the need to register for classes; prior to this, students had to be fully registered to access their financial aid. With the soft launch of this module, students will continue to use the current system Regent for the 2021-22 year but will use the new Banner system for the 2022-23 year.

In preparation for the transition of students to the new system, a communication plan has been developed working closely with the Financial Aid team and Marketing that includes multiple modes of communication including the BCCC website, a social media and email campaign to share information on what the new system is, the benefits it provides to students and information on students and other internal stakeholders on how to engage with Banner.

The ERP Executive Steering Committee (Cabinet representation) continues to meet 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 first ERP module implementation has given much greater insight into the level of effort required to stand up modules in the new system. The cross-functional team involved in this effort spent considerable amounts of time doing data validation. The data validation process that is part of the implementation involved creating crosswalks between old and new systems, content expertise of data owners to develop and apply complex rules to convert historic data and ensuring that current reporting federal and state guidelines were reflected in the new systems. The lessons learned from Financial Aid implementation will be factored into preparing for upcoming modules including HR and Recruitment.

IT OPERATIONS

To better safeguard the privacy and security of BCCC, IT Services has worked closely with Procurement to incorporate standardized processes to ensure adequate accessibility considerations are accounted for and that provisions are in place to protect student and employee data stored by any cloud-based providers before they enter into a contractual agreement with the college. The [HECVAT](#) (Higher Education Community Vendor Assessment Toolkit/security questionnaire) that addresses IT security and [VPAT](#) (Voluntary Product Accessibility Template/accessibility questionnaire) which is a standard defined by the federal government covers accessibility.

As part of a long-term initiative to reduce costs, discovery work has been started with Finance's assistance to examine existing software contracts to use existing purchasing agreements for volume discounts and enhanced product features through enterprise licensing. An example of such an agreement is new Adobe Creative Cloud software that allows the use of newer software in multiple labs on campus.

The IT team working closely with the Academics Affairs team upgraded dental program software in February and installed the new software in the dental lab. Additional upgrades of the dental program software will be made during Spring Break.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, March 16, 2022

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 Association of Community Colleges (MACC)

- Prepared responses for the Survey on Academic Credit for Prior Learning to meet the submission deadline of February 16, 2022

Maryland Higher Education Commission (MHEC)

- In collaboration with the Disabled Student Services Center, prepared and submitted, the Report on Students Requesting Accommodations for Disabilities Report to meet the submission deadline of March 1, 2022.

National Center for Education Statistics (NCES, a division of United States Department of Education)

- Completed the Winter Collection of the Integrated Postsecondary Education Data System (IPEDS) which includes the Student Financial Aid Survey, Graduation Rate Survey, Graduation 200 Survey, and Outcomes Measures Survey.

College Collaborations for External Reporting or Stakeholder Needs

OIR supported other College offices to prepare data, narrative, and/or overall quality assurance related to the following initiatives.

Department of Legislative Services (DLS)/Department of Budget Management (DBM)

- Developed enrollment and outcomes data to support the College's submission of testimony in response to the DLS Analyst's Operating Budget Analysis for the Senate and House of Delegates operating budget hearings. Assisted in preparation of the cover letter and narrative report submissions. Attended the hearings and responded to item as requested by the President related to enrollment projections.

Grant Support

- *TRIO/SSS-STAIRS* – Developed data and provided review to support the submission deadline of February 11, 2022.
- *One Step Away* – Provided data related to near-completers who were enrolled in previous semesters but hadn't graduated or registered from Spring 2022 to support potential scholarship awards.

Maryland Higher Education Commission (MHEC)

- Developed draft survey for BCCC team's review, which will be administered in Spring 2022. Constructed SharePoint site with materials from prior surveys and report submissions along with guidelines from MHEC. The survey results, report and associated materials are due to MHEC by June 1 and require approval from the Board of Trustees.

Maryland State Department of Education (MSDE)

- Developed enrollment and Pell grant data to complete the *FY 2021 Perkins Pell Grant Recipients* table and provided data and narrative for the required justification to support Academic Affairs for the submission deadline of February 1, 2022.
- Attended MSDE Perkins workshops related to new data dashboards (formerly known as the Program Quality Index) based on Career and Technical Education Concentrator files and data files submitted to the Maryland Higher Education Commission matched with Maryland Longitudinal Data System Center employment and transfer outcomes.

Middle States Commission on Higher Education (MSCHE)

- Serve on core team to prepare Self-Study Design, develop working groups, and timelines.

Program Accreditations

- *Accreditation Council for Business Schools and Programs (ACBSP)* - Developed trend data for enrollment, degrees and certificates conferred, course pass rates, and P-TECH participation and prepared updated student, faculty, and graduate surveys and data to support the annual report. Conducted meeting to review all data with team. Provided review and extensive feedback on final draft version of report sections prior to the final submission on due date of February 15, 2022. Prepared draft student survey to be administered later in the spring semester.
- *Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM)* - Conducted preliminary meeting to discuss survey and data needs related to the Annual Program Assessment Report (APAR) due by April 30, 2022. Created graduate survey and shared with CAHIIM BCCC Team for review. Developed course pass rates, enrollment trends, and degrees awarded data workbook to support completion of APAR.

Baltimore City Public Schools

- Attend regular meetings to provide support as needed for dual enrollment and Mayor's Scholars Program initiatives.
- Developed data to support Budget Office's analysis of fall 2021 dual enrollment students.

Support for Internal Priorities

OIR developed data and/or provided other support or guidance for the following internal priorities.

- Develop and distribute daily credit enrollment updates for Spring 2022 term for Cabinet and other administrators.
- Developed grades workbook for Calendar Year to support Academic Deans in reviewing outcomes related to course, modalities, and session lengths.
- Meet monthly with Academic Affairs leadership team to share recent data 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, contact information, and course information.
 - Develop and provide supplementary data files to support mapping of data in legacy system with Banner fields and configuration.
 - Met with Ellucian team to discuss specific details regarding validation issues and provide recommendations for solutions to support institutional reporting needs.
- Met with Evisions to discuss rollout of Argos, a reporting tool that will be used with Banner, the new ERP. Researched training opportunities and developed tentative training plan for BCCC team, which

was shared during the Institutional Days Argos session. Based on revised sessions related to Banner implementation, working with vendor, VPIERP, Deputy Chief Information Officer, and Chief Information Officer to develop new training and implementation timelines.

- Completed 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). Preparing schedule and plan for communications with faculty for CCSSE administration.
- Serve on Program Review and Evaluation Committee's (PREC) planning team that 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 and reviewers regarding outstanding deliverables from various programs.
- Administered student satisfaction survey in collaboration with Student Life and Activities to assess Spring 2022 Welcome Week activities; compiled aggregated results for all events and results by each event.
- 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. Shared with the Program Review and Evaluation Planning Team for review and input.

Search Committees

- Serve as member of the search committee for the Director of Grants position.
- Preparing to lead a search committee member for the Assistant Director of Effectiveness.

External Meetings

- Maryland Association of Community College's Data Book Review/Standards Workgroup
- BCCC team meeting with Baltimore City Public Schools representatives
- MSDE Perkins Training Sessions and meetings with BCCC Liaison
- Maryland Community College Research Group monthly meeting

Professional Development

- Developed slides for and participated in the Institutional Assessment presentations to Academic Affairs.

OFFICE OF ASSESSMENT

Non-Academic Assessment

Council for the Advancement of Standards (CAS) in Higher Education – Annual Subscription

The Office of Assessment is researching the CAS Standards. These standards guide the framework and operational processes of higher education institutions and will be integral to the development of the non-academic assessment component of the working Institutional Assessment Model.

The Working Institutional Assessment Model – Professional Development Presentation

Supported by the guiding principles of the CAS Standards, the Office of Assessment continues to develop the non-academic components of the working Institutional Assessment Model. Incorporation of non-academic units will position the College to have a holistic assessment model that evaluates the entire student experience. Debut of the working Institutional Assessment Model to non-academic leadership will start with the Student Affairs.

Institutional Reporting

Facilitating the Institutional Reporting Process

The Office of Assessment drafted an Institutional Reporting Instructional Guide that will assist cabinet areas in the strategic management, oversight, and completion of external reports. The instructional guide also facilitates the outcomes assessment component of reporting, in alignment with the Working Institutional Assessment Model, to ensure the College is critically evaluating initiatives and making data-driven decisions – the “So What?”.

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

The Office of Assessment collaborated in the facilitation of the ACBSP FY2020-2021 Quality Assurance Report. The report was completed and submitted to the ACBSP on February 15th. The Office of Assessment is collaborating with the Dean of the School of Business, Science, Technology, Engineering & Mathematics (BSTEM) and the Office of Institutional Research to assess outcomes and support ongoing data-collection.

BCPS-BCCC-UMBC LatinX Academic Pathway Program

The Office of Institutional Effectiveness, Research & Planning is meeting with University of Maryland Baltimore County (UMBC) to discuss a potential collaboration in the LatinX Academic Pathway Program, a grant-funded initiative facilitated by UMBC. This program focuses on the enrollment, retention, and matriculation of LatinX students in the Baltimore Community. The Office of Assessment may potentially support this program as a Research Fellow, connecting academic and non-academic assessment data to provide information on the LatinX student experience.

Carl D. Perkins Grant

The Office of Assessment is attending the Maryland State Department of Education’s seminars on the Perkins application and reporting process. The Office will support Academic Affairs in grant administration by facilitating grant outcomes assessment.

Health Resources & Services Administration (HRSA) – Maryland Department of Health Office of Oral health (MDOOH) Building a Diverse & Dynamic Workforce Grant

The Office of Assessment is supporting the evaluation of a potential grant opportunity for the College’s Dental Hygiene program. This grant would supply \$5,000 annual funding throughout the life of the grant to focus on recruiting youth into the dental health professions and subsequently increase enrollment in the Dental Hygiene program. Given the relatively low annual grant amount and cost to support grant management, it may be strategically more appropriate to dedicate internal funds to similar initiatives.

Middle States Commission on Higher Education (MSCHE) Self-Study Planning Team

THE MSCHE Self-Study Planning Team continues to meet weekly in preparation for the 2024 Self-Study and accompanying site visit. The Office of Assessment will serve on the Steering Committee and Resources Working Group in addition to continued service on the core planning team.

PepsiCo. Foundation Uplift Scholarship Grant

The Office of Assessment developed the work plan for the recently awarded PepsiCo. Foundation Uplift Scholarship Grant. The work plan was provided to the Director of MSP with a briefing on next steps for the Director of MSP to assume oversight of the grant.

US Department of Education / Maryland State Department of Education (MSDE) One Step Away Grant

The Office of Assessment provided strategic support and guidance to the Director of MSP in facilitation of the closing financial deadline for the One Step Away grant. The spending deadline was February 28th and final reports will be due in May. The Office of Assessment will collaborate on final reporting and facilitate the closeout outcomes assessment.

Planning

Director of Grants – Hiring Committee Chair

The Office of Assessment is chairing the hiring committee for the Director of Grants position for the Office of Institutional Effectiveness, Research & Planning. The committee has reviewed applications, extended invitations for interviews, and will conduct the first round of candidate interviews on March 2nd and 4th.

Technology

Ellucian

The Office of Assessment continues to participate in weekly planning meetings with the BCCC and Ellucian team and serve as a data validator for data migration efforts.

Nuventive

The Office of Assessment continues to work with Nuventive, the developer of Nuventive Improve (TracDat), to obtain administrator and end-user training. A requested Statement of Work for the Administrator training is pending and expected in March. The administrator training will provide detailed training for the Offices of Assessment and E-Learning to facilitate and strategically manage the TracDat application. This training will also aid in the development of end-user training resources and recommendations from Nuventive. The Office of Assessment expects to complete administrator training and begin end-user training this spring.

Institutional Reporting

Carl D. Perkins Grant

The Office of Assessment provided guidance on reporting best practices, data validation, and file management for the FY2022 Interim Narrative and Pell Grant FY2021 Recipient reports. The Interim Narrative report was submitted in January 2022. The Pell Grant FY2021 Recipient report is due in February.

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

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

US Department of Health, Health Resources & Services Agency (HRSA) – Maryland Office of Oral Health (MDOOH) Building a Diverse & Dynamic Workforce Grant

The Office of Assessment reviewed the MDOOH grant proposal and institutional letter of support for inclusion in the grant. The Office will provide guidance on the development and evaluation of goals and objectives, outcome measures, and sustainability considerations. Award funding information is expected summer 2022.

Middle States Commission on Higher Education (MSCHE) Self-Study Planning Team

The Office of Assessment, as part of the Office of Institutional Effectiveness, Research & Planning, is collaborating with Institutional leadership to provide strategic planning and guidance for the upcoming self-study. The planning team is developing the steering committee and working groups that will be responsible for the Self-Study process.

PepsiCo. Foundation Grant

The Office of Assessment met with the Offices of Academic Affairs, Workforce Development & Continuing Education, and the Mayor's Scholars Program (MSP) to kick-off the PepsiCo. Foundation Grant. The Office will provide guidance on the development and evaluation of goals and objectives, close-out, and next-steps processes.

US Department of Education, TRIO Student Support Services (SSS) Program Annual Performance Report

The Office of Assessment provided guidance on reporting best practices, data validation, file management, and the reporting workflow. The report will be submitted on 2022/02/01.

Technology

Canvas – Nuventive (TracDat) Data Collection Process Testing

In collaboration with the Office of eLearning, the Office of Assessment continues to explore Canvas's Course Learning Outcomes (CLOs) feature to determine the feasibility of extracting CLOs directly from Canvas for import into Nuventive. The CLO feature would facilitate faculty to collect data in real-time as they grade assessments within the learning management system. This could eliminate duplicate efforts to aggregate and calculate course-level learning outcomes.

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, March 16, 2022

Ms. Lyllis M. Green, Chief Internal Auditor

INTERNAL AUDITS, REVIEWS, and INVESTGATIONS

Internal Audit activities during the month of January included research, evaluation, and responses to additional questions from legislative auditors (OLA). Other audit activities concluded, or in-progress involve:

- New Procurement regulations
- ADA & FMLA cases
- The Purge Committee
- International Students' Process Review

Staff were also engaged in resolving or mitigating issues surrounding the internal audit activities. Kudos to staff from various offices who collaborated with Internal Audit including but not limited to Human Resources, General Counsel, Assistant Attorney General, Finance and Administration, Information Technology Services (ITS), Student Affairs, Facilities, Procurement, and Cabinet.

EXTERNAL AUDITS

Legislative Auditors (OLA)

The College received the OLA Report on February 6, 2022, and it was published on February 14, 2022, at the Office of Legislative Services (OLA) website. Highlights of the report include the OLA's assessment of prior audit findings. Six out of eight prior audit findings' recommendations were not repeated or were implemented. The remaining two (PII and Inventory) appear in the current audit report and are in progress. Prior audit findings from OLA's summary chart recorded in their February 2022 report appear below:

Status of Preceding Findings

Preceding Finding	Finding Description	Implementation Status
Finding 1	The Baltimore City Community College's (BCCC) Facilities Planning and Operations Department circumvented State regulations in the procurement of certain goods and services. Based on our review, certain of these procurements and related payments appeared questionable.	Not repeated
Finding 2	Several BCCC employees shared their corporate purchasing cards, precluding effective accountability and control, and did not have required documentation to support certain payments.	Not repeated
Finding 3	BCCC granted salary incentives or increases totaling \$129,250 to four senior management positions without adequate justifications, including three increases that were not approved by its Board of Trustees.	Not repeated
Finding 4	BCCC did not maintain a current and comprehensive agreement with its affiliated foundation, as required. In addition, the most recent agreement did not contain any financial or operational goals and outcomes to be achieved by the foundation even though BCCC subsidized a significant percentage of the foundation's expenses during fiscal years 2015 and 2016.	Not repeated
Finding 5	Sensitive personally identifiable information maintained by BCCC was stored without adequate safeguards.	Repeated (Current Finding 6)

Finding 6	Malware protection for BCCC computers was not sufficient to provide BCCC with adequate assurance that its computers were properly protected.	Not repeated
Finding 7	BCCC did not immediately restrictively endorse checks and deposit collections timely at its Liberty Campus.	Not repeated
Finding 8	BCCC did not maintain complete and accurate equipment records, could not locate certain equipment, and could not document that it conducted physical inventories of equipment as required. In addition, 40 computers purchased several years ago were never placed into service.	Repeated (Current Finding 8)

The current findings with OLA recommendations and the College’s responses are summarized in the following chart:

<i>Finding</i>	<i>Recommendation (Excerpts from February 2022 OLA Report)</i>	<i>Response</i>
<p>Student Personal Information</p> <p>1. Baltimore City Community College (BCCC) did not require or obtain a review of the automated system used by its vendor responsible for processing student refunds, to ensure that sensitive information residing on the system was properly safeguarded.</p>	<p>We recommend that BCCC comply with State law by requiring the vendor to obtain a formal control assessment report, such as a SOC 2 Type 2 report, and implement a process to obtain and review the results to ensure sensitive student information provided to the vendor is properly safeguarded</p>	<p>Agree. BCCC has confirmed with our vendor that a SOC 2 Report is available and will be forthcoming. Going forward, BCCC will follow the process of obtaining and reviewing the automated system used by its vendors responsible for processing student refunds to ensure that sensitive student information residing on the system is properly safeguarded.</p>
<p>2. Student Financial Aid BCCC had not established sufficient controls over significant aspects of the financial aid award and record keeping processes within the financial aid office.</p>	<p>We recommend that BCCC ensure that manual adjustments to financial aid awards, as well as required verifications of financial aid application data and satisfactory academic progress by financial aid recipients is subject to independent supervisory review and approval</p>	<p>Agree. BCCC will ensure that manual adjustments to financial aid awards, as well as required verifications of financial aid application data and satisfactory academic progress by financial aid recipients are subject to independent supervisory review and approval. The College has hired a third-party to conduct this review and will continue to utilize that third-party.</p>
<p>3. Payroll BCCC was unable to provide adequate documentation to support a payroll adjustment increasing a senior BCCC management employee’s compensation by \$72,700. In addition, BCCC overpaid another employee \$8,900 due to an undetected adjustment miscalculation</p>	<p>We recommend that BCCC</p> <ul style="list-style-type: none"> a. develop formal policies and procedures governing the criteria, documentation, and approvals (such as Board of Trustees) needed for adjustments. b. ensure that all payroll adjustments are supported with adequate documentation and properly calculated; and c. determine the propriety of the aforementioned unsupported payroll adjustments and take appropriate action to recover any amounts that cannot be supported 	<ul style="list-style-type: none"> a. Agree. The noted adjustment and overpayment above occurred prior to the current administration. The College now requires management level approval on all payroll adjustments. This includes review by the HR Director, VP of Finance and Administration, and President prior to processing the adjustment. b. Agree. HR/Payroll created an adjustment process which includes supporting documentation for approval signatures. c. Disagree. We will have to determine that the funds need to be recovered. Based on how faculty contracts are paid out,

		<p>there were not any payments that were overpaid.</p>
<p>Procurements and Disbursements (2) 4. BCCC did not always adhere to State procurement regulations regarding conducting competitive solicitations, obtaining Board of Public Works approval of contracts, and the publication of bid solicitations and awards. In addition, contract invoices were not always adequately verified prior to payment.</p>	<p>We recommend that BCCC ensure that</p> <ul style="list-style-type: none"> a. contracts are awarded through a competitive procurement process as appropriate, and related documentation of the procurement be maintained; b. all bid solicitation and award publishing requirements are adhered to; c. contracts receive proper independent approval as applicable; d. vendor invoices are correct by verifying invoice charges to contractual billing rates; and e. purchases from vendors are consolidated to maximize the State's purchasing power. 	<ul style="list-style-type: none"> a. Agree. BCCC concurs with the recommendation. Contracts will be awarded through a competitive procurement process as appropriate, and related documentation of the procurement will be maintained. b. Agree. BCCC concurs with the recommendation. Contracts will receive proper independent approval as applicable. Independent approval will be made by BCCC's Board of Trustees and / or Board of Public Works as applicable. c. Agree. BCCC concurs with the recommendation. Contracts shall include verifiable billing rates to validate invoice payment prior to payment being made. Additional documentation as evidence shall be required to validate payment to validate performance of work (e.g., timecards, proof of performance signed by College representative). d. BCCC concurs with the recommendation. Effective immediately, all bid solicitations and contract awards as required by COMAR Title 21 shall be posted on the state's official bid board,

		<p>eMaryland Marketplace Advantage (eMMA).</p> <p>e. Agree. BCCC concurs with the recommendation. Review of current purchasing practices to determine the appropriate contracts to be established to maximize the purchasing power of the College. Increase utilization and participation of intergovernmental purchasing agreements, and the establishment of larger value and longer term contracts to increase the effectiveness and efficiencies of the operations of the College.</p>
<p>5. During our audit period, BCCC did not comply with State law and Department of Information Technology policies for the procurement and monitoring of its two resource sharing agreements</p>	<p>We recommend that BCCC</p> <p>a. establish new agreements for any expired RSAs which include consideration of higher rates (for example, those suggested by DoIT);</p> <p>b. consider widely advertising solicitations for RSAs and submit them to the appropriate authorities as determined by BCCC’s policies, including the RSA noted above; and</p> <p><u>Auditor’s Comment:</u> BCCC disagreed with our recommendation to consider widely advertising solicitations for RSAs because the resources of the tower are primarily present for the functions of the radio station. Since the response also acknowledges that there are two commercial tenants, in addition to the federal government, using the tower, our recommendation is both reasonable and practicable to help ensure that tower revenue</p>	<p>a. Agree. BCCC concurs with the recommendation. One of the RSA agreements was renewed effective October 2020. The new agreement includes annual increases in rates. The other RSA is in the final stages of approval. It will be placed on BPW’s agenda by DoIT once all signatures are obtained. Once BPW approves it, it will be finalized.</p> <p>b. Disagree. BCCC does not concur with the recommendation. The Tower currently is being used by the radio station and is being leased by two commercial tenants and one Federal Government tenant. The resources of the Tower are primarily present for the function of running the radio station. Additional solicitations are not necessarily possible as they depend on the resources available on the Tower.</p>

	<p>is maximized to BCCC’s benefit. Consequently, we continue to believe that BCCC needs to consider advertising in the future to ensure that the best possible rates are received from commercial tenants.</p> <p>c. include all significant provisions in future RSAs, and modify its existing agreements to include those provisions to the extent allowed.</p>	<p>c. Agree. The RSA that is almost completed considered provisions to the extent possible. With respect to modifying existing agreements, our Legal Counsel advised that “the document cannot be amended without both parties’ agreement, and it is unclear why the lessee would agree to modifications at this point. Please note that the College sent the agreement to DoIT and they did not identify any problems with it.”</p>
<p>Information systems (2), 6. Sensitive Personally identifiable information was maintained without adequate safeguards and identification.</p>	<p>We recommend that BCCC</p> <p>a. perform an inventory of all of its servers, identify all sensitive PII, and delete all unnecessary sensitive PII (repeat); and</p> <p>b. implement appropriate information security safeguards for the sensitive PII it maintains (repeat).</p>	<p>a. Agree. BCCC will perform a manual inventory of the enterprise system servers annually to coincide with the daily scans of servers already in progress with automated scanning-based inventory since December of 2019. All unmarked files on the spreadsheet will be deleted by ITS upon the completion date.</p> <p>b. Agree. BCCC will submit the collected PII inventory to the college's departments for review to determine required PII files that shall be retained for business purposes. PII files that shall be retained for business purposes and files marked as required will be safely recorded at the file system level to meet FIPS 140-2 compliance.</p>
<p>7. Malware protection controls for BCCC computers were not sufficient to provide</p>	<p>We recommend that BCCC ensure that malware protection software is installed and maintained on all computers by</p>	<p>The college has hired a CIO and Deputy CIO to begin in February that will cover the Approver role</p>

<p>adequate assurance that computers were properly protected from security risks</p>	<p>regularly monitoring related software management consoles to verify its computers' malware protection software status, document these reviews and adjustment actions, and retain this documentation for future reference.</p>	<p>for the documented weekly malware review. Agree. In October, BCCC began documenting a resolution matching the total number of domain computers against the total number of computers running malware protection software. Reviews and adjustment actions will be documented and retained for future reference.</p>
<p>Equipment 8. BCCC did not conduct physical inventories of equipment and did not maintain complete equipment records as required</p>	<p>We recommend that BCCC a. conduct timely periodic documented physical inventories of sensitive and non-sensitive equipment and reconcile the results to the detail inventory record (repeat), and b. ensure that the equipment records are maintained in a complete and accurate manner (repeat).</p>	<p>a. Agree. The College has recently hired a Logistics Manager to oversee the Property Division. On September 15, 2021, AVP for Facilities and logistics staff attended a training with the Department of General Services (DGS) Property Manager in which the inventory and the excess property disposal declaration processes were discussed. On September 16, 2021, the logistics team met with the asset management company for training and implementation of the new inventory system software. The DGS Property Manager was invited to the meeting to review and ensure that the new inventory system meets the state's requirements for asset systems. The logistics teams are preparing to use new software to restart the entire comprehensive inventory of the campus once the asset system is approved by DGS. First, there are several areas where EPDs are required. On Friday, September 17, 2021, DGS Property Manager conducted a site visit to review areas with large amounts of property requiring disposal for possible bulk EPDs or setting up sale opportunities for Gov Deals.</p>

		<p>b. Agree. Once the new inventory is complete, the logistics team will perform monthly cycle checks so that a full inventory is completed on an annual basis. New items coming into shipping and receiving are currently being recorded properly, which includes the use of both the asset system and FMIS. There is also a future plan to implement the receiving function of the college's new ERP system which will be rolled out later this year.</p>
<p>The full report is available online at the OLA website: https://www.ola.state.md.us/</p>		

It should be noted that since the issuance of the OLA February 2022 report, the college received a request for additional information and clarification on four of the eight findings: #1) Student Personal Information, #2) Student Financial Aid, #3) Payroll, and #8) Equipment. Research and responses are being performed by staff to ensure review and submission by the March 23, 2022, due date.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, March 16, 2022

Mr. Michael Berends, Director of Marketing

WBJC

Community Engagement

Choose Healthy Life: Founder and President Debra Fraser-Howze was interviewed by Kati Harrison about her founding of the organization and their Black Clergy Action Plan response to the COVID-19 pandemic's impact on the black community.

CASH Campaign of Maryland: Sara Johnson, Co-Founder and COO of CASH was interviewed about free tax prep for eligible Maryland residents by Dyana Neal.

Shriver Hall Concert Series: Pianist Conrad Tao was interviewed about the Junction Trio recital featuring work by Schuman, Ravel, and contemporary American composer, Christopher Trapani for broadcast by Judith Krummeck. Jonathan Palevsky did the pre-concert talk.

Chesapeake Shakespeare Theater Company: Associate Artistic Director and actor, Gerrad Alex Taylor was interviewed about the company's production of the African American classic "A Raisin in the Sun" by Judith Krummeck.

Sylvia Dianne Beverly: Poet Sylvia Dianne Beverly was interviewed about the poetry of love by Judith Krummeck.

Baltimore Concert Opera: Artistic Director Julia Cooke was interviewed about their production of The Barber of Seville on February 18 and 20 by Jonathan Palevsky.

Yiddishe Nightingale: Artistic Director Zalman Mlotek was interviewed about their program A Short History of The American Yiddish Theater at Beth El Congregation by Jonathan Palevsky.

Annapolis Symphony Orchestra: Pre-Concert talk recorded by Jonathan Palevsky and Music Director Jose Luis Novo.

Baltimore Hebrew Congregation: Lecture on the history of Jewish music by Jonathan Palevsky.

Johns Hopkins University Osher Program: Lecture on Joseph Haydn by Jonathan Palevsky.

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, including:

- Love Week – virtual workshops about issues including mental health and relationships.

Marketing & Communications

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

Student Life & Engagement

The College developed numerous social posts, billboards, website calendar, and flyers supporting Student Life and Engagement activities, including Black History Month programming, Throwback Theatre, Empowerment Hour, Love Week, Women's History Month, President's Day, and others.

Disability Support Services

Supporting marketing and social posts were developed for Disability Support Services programming, including Love Yourself, Healthy Relationships, National social Work month,

Enrollment Materials

College Board PSAT/SAT List Purchase

The department worked with the Division of Student Affairs to model and procure a list of 2022 PSAT/SAT students for the purpose of developing a marketing plan communication flow to develop a pipeline of interest in BCCC from Baltimore City schools.

Viewbooks

A new supply of branded viewbooks were completed for the Office of Admissions.

Website Billboards

The College developed billboard advertising in support of Spring Semester enrollment.

Panther Cards

The College produced a new supply of Panther cards used during recruitment by the Office of Admissions.

High-Quality Enrollment Email

The College continued to develop high-quality branded email via Constant Contact. This effort is in support of enrollment growth for various targeted groups. Email stats for the month include an open rate of 45%, 14% above the industry average, and 3% above the prior 30 days. The click rate is 4%, 4% above the industry average and 4% above the prior 30 days.

Social Platform Support

Branded social campaigns were developed for Facebook, Instagram, and Twitter in support of spring 2022 enrollment, academic programs, and online Welcome Week events.

Spring 2022 Marketing Campaign Execution

The College continued to implement a comprehensive Spring Semester 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 impressive demand generation, with 7,270,237 impressions (ads) served to-date, and 34,660 recorded ad clicks (conversions).

Academic Program Cards

The College initiated the re-design of academic program cards for each program. New branded designs and content are currently being edited. Additional website billboards and social posts were developed in support of Theatre, Music, Visual Arts, Robotics, a new The City: Center of Civilization course,

Workforce Development Brochure

The College produced an 8-page branded Workforce Development brochure, healthcare flyers, and email headers and footers.

Virtual Help Desk

The College developed Website billboards in support of the Virtual Help Desk, including updated web page content.

Website

The College continues to redevelop existing web pages by reformatting content in a redesigned template. Additional research into new Content Management Software (CMS) continues as we look to upgrade our existing web capabilities.

Commencement

Working with a central Commencement Committee, The College developed creative in support of the Seventy-Third Commencement, including guest invitation, VIP invitation, electronic invitation, social tiles, Gonfalons, indoor and outdoor signage, program cover, stage backdrop sign, graduation box, billboard notification, an updated commencement web page, tickets, diploma paper, podium signs, stage tablecloth, campus banner, an updated congratulations graduates' letter from Dr. McCurdy. Additional plans have been developed for the event, including Lyric venue, photographer, and videographer quotes.

Brand Building

The College negotiated long-term contracts with Vector Media for elevator wrap and bus signage. Additionally, the College developed a multi-month contract with Mondawmin Mall for key signage placement from October – December. Additional research has been completed to provide advertising on Lite Rail cars and, possibly, other Baltimore City venues.

Rebranding

The college invested additional creative time to develop:

- 75th Anniversary pull-up signs were created for each BCCC building and for recruitment purposes
- Branded shirts and Zoom backgrounds for Advocacy Day
- Main entrance banner refreshed
- Liberty Heights facing signage ordered
- New street pole signs for Lombard Street, Liberty Heights, Towanda Avenue, and main campus have been placed for quotes/bids for production.
- WBJC branded sponsorship materials
- Admissions hours and other signage developed
- Bookstore signage developed
- Several creative designs have been developed for the Summer and Fall 2022 semesters
- 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
- 70+ re-designed web pages that provide a professional branded design.
- Banner software pages have been branded

Market Research

- Initial research into new ways we can share our mission and core values on campus are under way with the development of design concepts.
- Gonfalons were researched for best practice designs.
- Researched look alike audience ad creation in Facebook and Instagram
- Researched brand placement at casinos and the convention center/Timonium Fair Grounds
- Researched cost of Lite Rail wrap placement

Partnerships

PepsiCo Grant/Uplift Scholarship

This grant, in partnership with PepsiCo, is an Uplift Scholarship is and professional mentoring program that supports Black and Hispanic/Latinx aspiring and graduating community college students. These scholarships are available for students seeking two-year associate degrees or workforce training programs with industry certification, and the College will be identifying and building awareness of a select group of workforce credit and continuing education offerings so they may obtain in-demand jobs with livable and sustainable wages.

Comcast

In partnership with Comcast, the College received \$30,000 to provide students funding for general living expenses such as transportation, rent, food, etc., 100 computers, and additional tech support.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 16, 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. The team is working with University of Baltimore to draft an articulation agreement that will link the agreement with the College and the Police Academy.

Computer Science and Cyber Security

The first draft of the articulation agreement will be reviewed by Workforce to tie in courses and credentials that can be added to the articulation agreement. City Schools and Workforce both teach the Cisco Curriculum that can be articulated to courses in both the Computer Science program and the Cyber Security and Assurance program. Once the Cyber Digital Forensics program has passed the courses can be articulated as well.

Program coordinator Meetings

The program coordinators have been meeting regularly to develop the summer and fall schedules with the expectation of having the schedule to the registrar by March 17th. One conversation during the meetings was around expectations and how to help students understand the expectations of virtual classes, online classes and on campus classes. E-Learning was brought into the conversation to discuss videos that incorporated students and faculty talking about how to take a class in the different modalities. The videos could then be used in Pre 100 courses, by advising and in the class as an orientation to the course. E-Learning has begun to outline the videos and will be getting input from faculty, students, and advisors. The videos will be used as an orientation for students that are participating in programs in workforce and dual enrollment.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 16, 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 178 students in training programs in February 2022. 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:

- In February 152 students benefitted from GEER II Funds as well as SNAP and Baltimore City Department of Social Service Funds (BCDSS). Funding for students included 6 training areas: Cyber Security, Certified Nursing Assistant, Community Health Worker, Child Care, Administrative Services, and Customer Service.
- Workforce expanded partnerships to include Baltimore City Department of Health, National Association for Mental Illness (NAMI) and Kennedy Krieger Institute. These partnerships provide more practicum and employment opportunities for students in the Community Health Worker Trainings.
- New cohorts for several training programs were initiated under current Contract Training Agreements. Baltimore Association for Community Health supported a new cohort for Patient Care Technician (PCT), Goodwill added Certified Nursing Assistant (CNA) to an existing Pharmacy Technician agreement. University of Maryland Medical Center and Johns Hopkins Hospital continue to initiate new cohorts for CNA, with JHH working on adding Patient Transport and Unit Associate positions for students who are in pursuit of their CNA certification.
- The Career Services team continues to work with hiring partners to place current students and graduates in employment. In February, Career Development continues to conduct specific Job Readiness classes for cohorts of students completing training in Healthcare, Information Technology and Administrative Services.

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.

- P-TECH created individual student scope and sequence plans to develop class schedules. Registered students for the 12-week fall semester classes.
- P-TECH communicated with BCCC faculty to ensure that all faculty members interacting with P-TECH students have an understanding of the program and the importance of creating and demonstrating a unified, supportive, and success orientated environment via Faculty Survey.
- P-TECH worked collaboratively with BCPSS schools New Era, Dunbar, and Carver High Schools to communicate student performance reports and provide solutions when warranted
- Workforce has submitted the initial site application for Youthworks, which supports students in the Mayor’s Scholars Program and the International Summer Academy (ISA) hosted by RYP. WDCE

received initial approval to commence assigning students to sites. Career Services, ELS, and MSP will work closely to ensure students are properly assigned.

- The ELS department, in partnership with City Schools, will begin its Refugee Youth Project (RYP) afterschool programming on February 28th at Patterson High School and at Moravia Park Elementary School on March 1st. In total, RYP aims to serve at least 150 refugee and asylee youth, providing English language instruction, arts and science enrichment, and college and career readiness curriculum.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 16, 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.”

Academic Affairs met with City Schools and outlined the first draft of an articulation agreement to align the Computer Science pathway at city schools with the AAS degree in Computer Information Systems at BCCC. The current draft will link the two AP Computer Science courses and the Foundations Computer Science course taught using the Code.Org curriculum to CISS courses translating into 18 credits. The College will offer an additional 16 credits in General Education courses through dual enrollment. This will total a possible 34 college credits that will transfer in after the students graduate high school. The agreement will now move to review by the content experts in BSTEM.

BCCC and University of Baltimore are working on the articulation agreement that will be an extension of the current agreement with the Police Academy. The agreement will link the Police Academy, the AS in Law Enforcement, and the BS in Criminal Justice.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 16, 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.”

Conversations for the P-Tech grant amendments have begun. Under review are the pathways at Dunbar high school and determining if a change in pathways needs to occur. The College is researching the option of proposing Addiction Counseling as a pathway for Dunbar students.

CTE Pathways

The first draft of the articulation agreement linking the Computer Science pathway at city Schools and with the College is ready for faculty to review and discuss the articulated credits.

The Dean of BSTEM will be meeting with City Schools to discuss Perkins. The meeting will discuss how both organizations can work together in preparation for writing the grant and understand how the College can better work with City schools through Perkins.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 16, 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.”

INSTITUTIONAL EFFECTIVENESS, RESEARCH & PLANNING

The Student Affairs Leadership Team (SALT) is shifting operational management to strategic groups: Enrollment Management, Support Services, Special Populations/Programs, and Financial Assistance. Fall 2022 enrollment and retention strategies are the primary focus for SALT. The Maryland Higher Education Commission (MHEC) target for fall 2022 is 6,139 headcount. Legislation via the College’s realignment mandate has asked BCCC to align the budget with realistic enrollment projections. President McCurdy, Cabinet and other leaders projected 4,682 for fall 2022.

Fall	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Headcount	6,827	7,045	6,963	5,467	5,394	5,269	4,726	4,409	4,188	4,523	4,909	4,181	3,864

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

Spring 2022 enrollment is down across most community colleges. BCCC was down 6.2% the first day of the spring semester.

College	First Day Date	Headcount		Elig FTE		Total FTE	
		#	%	#	%	#	%
Allegany	1/12/2022	1,876	-6.5%	276.5	-16.1%	550.5	-7.8%
Anne Arundel	1/24/2022	8,738	-13.9%	NA	NA	2,277.1	-13.6%
Baltimore City	1/22/2022	2,209	-6.2%				
Baltimore County	1/31/2022	12,929	-10.3%	NA	NA	3,428.6	-11.4%
Carroll	1/31/2022	2,364	-6.9%	643.0	-8.1%	663.0	-9.0%
Cecil							
Chesapeake	1/26/2022	1,608	-0.5%	NA	NA	417.1	-1.5%
Frederick	1/22/2022	4,863	-7.2%	NA	NA	1,293.0	-6.9%
Garrett	1/25/2022	488	-1.2%	NA	NA	153.6	-6.5%
Hagerstown	1/11/2022	2,815	3.8%	657.8	3.4%	826.5	3.5%
Harford	1/31/2022	4,140	-8.8%	NA	NA	1,204.8	-4.5%
Howard	1/31/2022	8,495	6.2%	2,115.0	1.5%	2,189.5	1.9%
Montgomery							
Prince George's							
Southern Maryland	1/18/2022	4,534	-16.7%	NA	NA	1,223.5	-17.8%
Wor-Wic	1/21/2022	2,059	-7.9%	518.1	-12.3%	550.4	-11.4%

Source: Maryland Community Colleges Research Group, First Day Class Enrollment (voluntary reporting)

Corresponding SALT strategies to increase enrollment include: filling vacancies, change management of staff/offices, realigning advising w/ Academic Affairs, engaging faculty in recruiting, centralizing communication strategies, reimagining the 3-year academic calendar to better serve student needs and partners (i.e. Baltimore City Public Schools), and prioritizing information technology issues to eliminate barriers for students to apply, register, and received financial aid.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 16, 2022

Advancement & Strategic Partnerships

Realignment Task #7

“Establish strong relationships with key stakeholders.”

WBJC Community Engagement

Choose Healthy Life: Founder and President Debra Fraser-Howze was interviewed by Kati Harrison about her founding of the organization and their Black Clergy Action Plan response to the COVID-19 pandemic’s impact on the black community.

CASH Campaign of Maryland: Sara Johnson, Co-Founder and COO of CASH was interviewed about free tax prep for eligible Maryland residents by Dyana Neal.

Shriver Hall Concert Series: Pianist Conrad Tao was interviewed about the Junction Trio recital featuring work by Schuman, Ravel, and contemporary American composer, Christopher Trapani for broadcast by Judith Krummeck. Jonathan Palevsky did the pre-concert talk.

Chesapeake Shakespeare Theater Company: Associate Artistic Director and actor, Gerrad Alex Taylor was interviewed about the company’s production of the African American classic “A Raisin in the Sun” by Judith Krummeck.

Sylvia Dianne Beverly: Poet Sylvia Dianne Beverly was interviewed about the poetry of love by Judith Krummeck.

Baltimore Concert Opera: Artistic Director Julia Cooke was interviewed about their production of The Barber of Seville on February 18 and 20 by Jonathan Palevsky.

Yiddishe Nightingale: Artistic Director Zalman Mlotek was interviewed about their program A Short History of The American Yiddish Theater at Beth El Congregation by Jonathan Palevsky.

Annapolis Symphony Orchestra: Pre-Concert talk recorded by Jonathan Palevsky and Music Director Jose Luis Novo.

Baltimore Hebrew Congregation: Lecture on the history of Jewish music by Jonathan Palevsky.

Johns Hopkins University Osher Program: Lecture on Joseph Haydn by Jonathan Palevsky.

PepsiCo Grant/Uplift Scholarship

In partnership with PepsiCo., this grant is an Uplift Scholarship and a professional mentoring program that supports Black and Hispanic/Latinx aspiring and graduating community college students. These scholarships are available for students seeking two-year associate degrees or workforce training programs with industry certification, and the College will be identifying and building awareness of a select group of workforce credit and continuing education offerings so they may obtain in-demand jobs with livable and sustainable wages.

Comcast

In partnership with Comcast, the College received \$30,000 to provide students funding for general living expenses such as transportation, rent, food, etc., 100 computers, and additional tech support.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 16, 2022

Advancement & Strategic Partnerships

REALIGNMENT TASK # 8

“Develop and market a brand for BCCC.”

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

Student Life & Engagement

The College developed numerous social posts, billboards, website calendar, and flyers supporting Student Life and Engagement activities, including Black History Month programming, Throwback Theatre, Empowerment Hour, Love Week, Women’s History Month, President’s Day, and others.

Disability Support Services

Supporting marketing and social posts were developed for Disability Support Services programming, including Love Yourself, Healthy Relationships, National social Work month,

Enrollment Materials

College Board PSAT/SAT List Purchase

The department worked with the Division of Student Affairs to model and procure a list of 2022 PSAT/SAT students for the purpose of developing a marketing plan and communication flow to develop a pipeline of interest in BCCC from Baltimore City schools.

Viewbooks

A new supply of branded viewbooks were completed for the Office of Admissions.

Website Billboards

The College developed several billboard advertisements in support of Spring Semester enrollment.

Panther Cards

The College produced a new supply of Panther cards used during recruitment by the Office of Admissions.

High-Quality Enrollment Email

The College continued to develop and send branded emails using Constant Contact. This effort is in support of enrollment growth for various targeted groups. Email stats for the month include an open rate of 45%, 14% above the industry average and 3% above the prior 30 days. The click rate is 4%, 4% above the industry average and 4% above the prior 30 days.

Social Platform Support

Branded social campaigns were developed for Facebook, Instagram, and Twitter in support of spring 2022 enrollment, academic programs, and online Welcome Week events.

Spring 2022 Marketing Campaign Execution

The College continued to implement a comprehensive Spring Semester 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 impressive demand generation, with 7,270,237 impressions (ads) served to-date, and 34,660 recorded ad clicks (conversions).

Academic Program Cards & Academic Support

The College initiated the re-design of academic program cards for each program. New branded designs and content are currently being edited. Additional website billboards and social posts were developed in support of Theatre, Music, Visual Arts, Robotics, a new The City: Center of Civilization course,

Workforce Development Brochure

The College produced an 8-page branded Workforce Development brochure, healthcare flyers, and email headers and footers. Additionally, substantial web page edits are being made to ensure that all programs are supported.

Virtual Help Desk

The College developed Website billboards and substantial web page edits in support of the Virtual Help Desk, thus providing students with seamless information from key departments.

Website Highlights

- The College continues to make edits that improve the Website user experience as related to streamlined design and use of photography and video, while also investigating longer term CMS platform solutions. To-date, more than 80 pages have been reformatted to improve the user experience.
- The college continues to promote programs, enrollment, and events on website billboards to drive engagement and information.

Commencement

The College developed creative designs in support of the Seventy-Third Commencement, including a guest invitation, VIP invitation, electronic invitation, social tiles, Gonfalons, indoor and outdoor signage, program cover, stage backdrop sign, graduation box, billboard notification, an updated commencement web page, tickets, diploma paper, podium signs, stage tablecloth, campus banner, and an updated congratulations graduates' letter from Dr. McCurdy. Additional plans have been developed for the event, including Lyric venue, photographer, and videographer quotes along with a full plan for the event.

Brand Building

The College negotiated long-term contracts with Vector Media for an elevator wrap and bus signage. Additionally, the College developed a multi-month contract with Mondawmin Mall for key signage placement from October – December. Additional research has been completed to provide advertising on Lite Rail trains and other Baltimore City venues.

WBJC

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

Public Service Announcements; multiple daily reads by WBJC hosts:

- Love Week – virtual workshops about issues including mental health and relationships.

Rebranding

- 75th Anniversary pull-up signs were created for each BCCC building and for recruitment purposes
- Branded shirts and Zoom backgrounds for Advocacy Day
- Main entrance banner refreshed
- Liberty Heights facing signage ordered

- New street pole signs for Lombard Street, Liberty Heights, Towanda Avenue, and main campus have been placed for quotes/bids for production.
- WBJC branded sponsorship materials
- Admissions hours and other signage developed
- Bookstore signage developed
- Several creative designs have been developed for the Summer and Fall 2022 semesters
- 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
- 70+ re-designed web pages that provide a professional branded design.
- Banner software pages have been branded

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 16, 2022

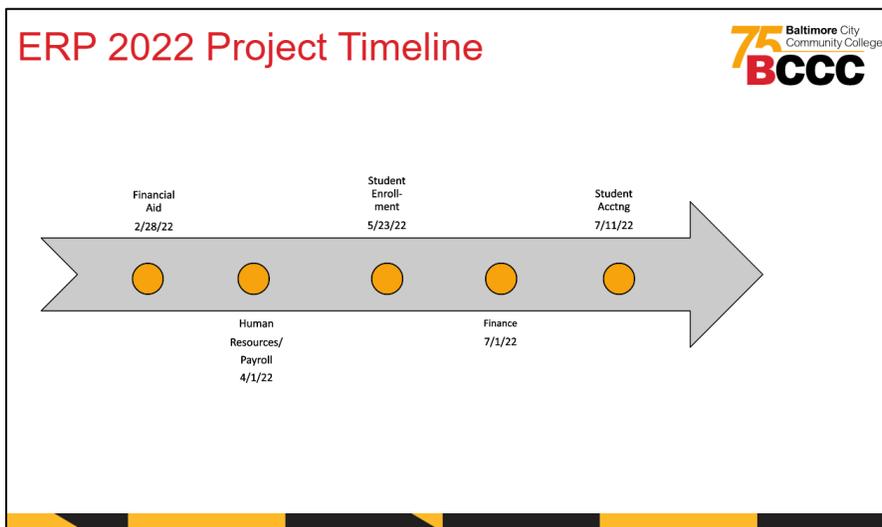
Mr. John Schiesler, Director of Enterprise Applications

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

The first ERP module, Financial Aid went live on February 28th. The new module enables Financial Aid management from the creation, management and monitoring of award packages so Baltimore City Community College (BCCC) can meet its strategic goals while meeting students’ financial needs. The new system will allow students from April to see their financial aid package without the need to register for classes; prior to this, students had to be fully registered to access their financial aid. With the soft launch of this module, students will continue to use the current system Regent for the 2021-22 year but will use the new Banner system for the 2022-23 year.



In preparation for the transition of students to the new system, a communication plan has been developed working closely with the Financial Aid team and Marketing that includes multiple modes of communication including the BCCC website, a social media and email campaign to share information on what the new system is, the benefits it provides to students and information on students and other internal stakeholders on how to engage with Banner.

The ERP Executive Steering Committee (Cabinet representation) continues to meet 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 first ERP module implementation has given much greater insight into the level of effort required to stand up modules in the new system. The cross-functional team involved in this effort spent considerable amounts of time doing data validation. The data validation process that is part of the implementation involved creating crosswalks between old and new systems, content expertise of data owners to develop and apply complex rules to convert historic data and ensuring that current reporting federal and state guidelines were reflected in the new systems. The lessons learned from Financial Aid implementation will be factored into preparing for upcoming modules including HR and Recruitment.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 16, 2022

Office of the President

REALIGNMENT TASK #10

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

BCCC and DGS met on March 8, 2022 to review the fee proposal submitted by RK&K (a civil engineering firm) regarding the Bard Building. Work continues on the Bard Building demolition/green space project and is expected to be completed in March, 2023.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 16, 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.”

BCCC has been asked by the Maryland Office of Legislative Services to comment on various proposed legislative enactments. A number of those proposed laws would be expensive and would hinder BCCC’s ability to operate efficiently (e.g., a law that would require an arbitrator to sit in on every bargaining session between the college and AFSCME and would force BCCC into private arbitration, as opposed to having claims for Unfair Labor Practices heard by SHLERB -- which currently hears all such cases and is a state agency.

A proposed Bill that would take all BCCC faculty members out of an independent state personnel system and make them part of the State Personnel Management System). BCCC has responded, in part, by invoking this Realignment Task. The Bill has been removed from consideration.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 16, 2022

President McCurdy & Cabinet

REALIGNMENT TASK #12

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

ALIGNMENT OF PLANNING & ASSESSMENT

Assessing the Assessment Process

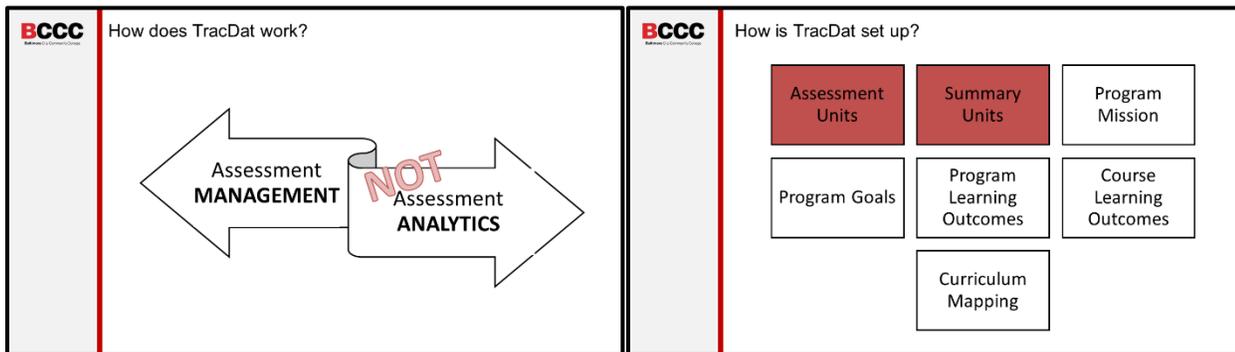
The Office of Assessment is meeting with Academic Affairs leadership and faculty committees to continue the development of the working Institutional Assessment Model and establish a working relationship between the Office of Assessment and academy leadership. These meetings address the following question: What data is needed to support the College’s programs? This question is important because it highlights the assessment needs of administrative and faculty leadership which, in turn, allows the Office of Assessment to determine:

1. Whether each school is collecting the necessary program-level data
2. How to best collect the necessary program-level data
3. Strategies for evaluating program-level data

What’s in TracDat? – Professional Development Presentation

The working Institutional Assessment Model presentation was accompanied by a second session that reviewed “What’s in TracDat?” This high-level look at the College’s assessment application shows how the application is designed to work, how the College is using it, and the opportunities that exist to:

1. amplify current good practices,
2. customize the application to meet the College’s needs, and
3. adjust existing practices that don’t align with the applications intended structure.



What's in TracDat?

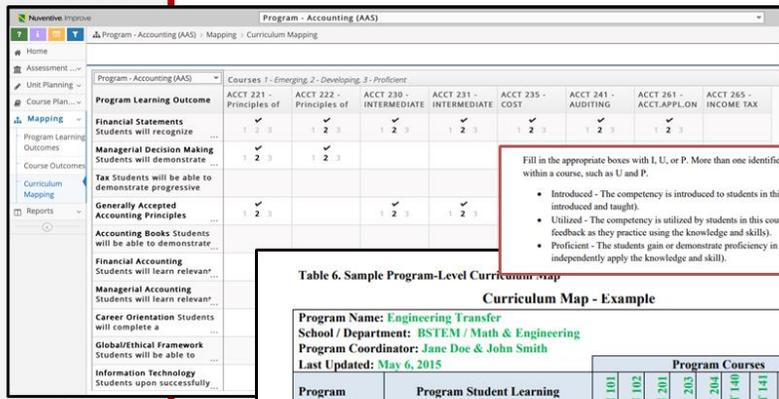


Table 6. Sample Program-Level Curriculum Map

Curriculum Map - Example

Program Name: **Engineering Transfer**
 School / Department: **BSTEM / Math & Engineering**
 Program Coordinator: **Jane Doe & John Smith**
 Last Updated: **May 6, 2015**

Program Goals	Program Student Learning Outcomes	Program Courses								
		EGN 101	EGN 102	EGN 201	PHY 203	PHY 204	MAT 140	MAT 141	MAT 210	MAT 211
Goal I: Mathematics Skills Provide students with a strong foundation in mathematics	Outcome A: Find the derivative of a function						P			
	Outcome B: Evaluate indefinite and definite integrals						I	P		
	Outcome C: Differentiate and integrate multi-variable functions								U	
	Outcome D: Solve first and second order, ordinary differential equations									U
Goal II:	Outcome A:									
	Outcome B:									
	Outcome C:									

Curriculum Mapping

Program Outcomes

Course Outcomes

The Director of Assessment is collaborating with the Academic Affairs leadership to more clearly define the roles of AVP, Deans, Associate Deans, Committees to ensure that faculty receive the support they need to facilitate learning outcomes assessment.

The following schedule outlines “What’s next” for spring 2022, summer 2022 and planning for the next 2022-2033 academic year. The details are under development.

What's next for Academic Assessment?

Spring 2022

- Introduce the working Institutional Assessment Model
- Begin meeting with AVP AA, Deans, Associate Deans, Program Coordinators, Course Coordinators, and Committees to explore existing assessment data
- Begin planning for AY 2022-2023 with faculty, committees, and administration
- Institutional Professional Development Days - May

Summer

- Collaborate with Academic Affairs leadership and E-Learning to continue planning for AY 2022-2023.

AY 2022 -2023

- Continue meeting with AVP AA, Deans, Associate Deans, Program Coordinators, Course Coordinators, and Committees
- Institutional Professional Development Days – August, January, May

DRAFT

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 11 | Active Search Listing

**HR Active Search List As of February 28, 2022**

Baltimore City Community College						
	Div	PIN #	Position	Oversight	Date posted	Status 2/28/2022
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	76571	Assistant Professor of Nursing-Adult Medical/Surgical	Dr. Liesl Jones	3/12/2021	Resumes forwarded to Vice President
4	AA	81697	Assistant Professor of Nursing-Adult Medical/Surgical	Dr. Liesl Jones	3/12/2021	Resumes forwarded to Vice President
5	AA	66743	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 / Becky Burrell	12/8/2021	Resumes forwarded to Vice President
8	AA	TBD	Associate Dean of School of Arts & Social Sciences	Dr. Liesl Jones	2/21/2022	Resumes forwarded to Vice President
9	AA	67006	Assistant/Associate Vice President of Academic Affairs	Dr. Liesl Jones	2/28/2022	Search is Open
10	SA	66948	Director of Testing & Accommodative Services	Becky Burrell	5/15/2020	Resumes forwarded to Vice President
11	SA	66922	Admissions Recruiter/Advisor	Becky Burrell	9/29/2021	Resumes forwarded to Vice President
12	SA	TBD	Assistant Vice President of Student Affairs	Becky Burrell	10/19/2021	Resumes forwarded to Vice President
13	SA	TBD	Coordinator of Veteran Services	Becky Burrell	11/1/2021	Resumes forwarded to Vice President
14	SA	TBD	Financial Aid Advisor/ Work Study Coordinator	Becky Burrell	11/30/2021	Resumes forwarded to Vice President
15	SA	74211	Academic Coordinator, TRIO Student Support Services Program	Becky Burrell / Dr. Leslie Jackson	1/19/2022	Resumes forwarded to Vice President
16	SA	76821	Director TRIO Upward Bound Math & Science Program	Becky Burrell	1/9/2022	Resumes forwarded to Vice President
17	SA	TBD	Office Specialist	Becky Burrell / Saleem Chaudhry	2/9/2022	Resumes forwarded to Vice President
18	SA	TBD	Senior Financial Aid Specialist	Becky Burrell	2/11/2022	Resumes forwarded to Vice President
19	ASP	67013	Senior Accountant- Foundation	Eileen Waitsman	5/12/2021	Resumes forwarded to Oversight
20	ASP	66686	Vice President of Advancement	Dr. Debra McCurdy	7/23/2021	Resumes forwarded to President
21	ASP	TBD	Assistant Director of Content Strategy	Michael Bereneds	2/4/2022	Resumes forwarded to Oversight

22	WDCE	73965	Director of Business Development Services	Michael Thomas	11/12/2020	Resumes forwarded to Vice President
23	WDCE	66861	Maintenance Supervisor	Michael Thomas/ Kate Dixon	4/21/2021	Resumes forwarded to Vice President
24	WDCE	86279	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President
25	WDCE	72346	Master Electrician	Michael Thomas	9/7/2021	Resumes forwarded to Vice President
26	WDCE	76566	Director of Division Operations & Services	Michael Thomas	1/26/2022	Resumes forwarded to Vice President
27	WDCE	TBD	Building Security Officer	Michael Thomas	2/7/2022	Resumes forwarded to Vice President
28	A&F	66916	Assistant Director of Human Resources- EEO & Compliance	Danielle Porter	4/16/2021	Resumes forwarded to Oversight
29	A&F	66879	Assistant Vice President of Finance & Administration	Dr. Debra McCurdy	6/8/2021	Resumes forwarded to President
30	A&F	70709	HR Generalist	Charles Hall	2/11/2022	Resumes forwarded to Oversight
31	A&F	66882	Payroll Supervisor	Charles Hall	10/5/2021	Resumes forwarded to Oversight
32	A&F	82344	Accounts Payable & CPC Manager	Eileen Waitsman	11/9/2021	Resumes forwarded to Oversight
33	A&F	66757	Senior Accountant	Eileen Waitsman	11/9/2021	Resumes forwarded to Oversight
34	A&F	81593	Assistant Director of HR & Payroll	Danielle Porter	12/22/2021	Resumes forwarded to Oversight
35	A&F	66740	Vice President of Finance & Administration	Dr. Debra McCurdy	12/15/2021	Resumes forwarded to President
36	A&F	66875	Accounts Clerk III	Fred Jasper/ Patricia Raines	1/26/2022	Resumes forwarded to Oversight
37	IREP	66640	Director of Grants	Becky Burrell / Nicole Deutsch / Eileen Hawkins	2/1/2022	Resumes forwarded to Vice President
38	OP	66855	Director of Government Relations/Special Assistant to the President	Dr. Debra McCurdy	1/18/2022	Resumes forwarded to President
39	OP	TBD	Programmer/Analyst	John Schiesler	5/10/2021	Resumes forwarded to Oversight
40	OP	66963	Executive Administrative Assistant to the President	Dr. Debra McCurdy	10/13/2021	Resumes forwarded to President
41	OP	TBD	Business Systems Analyst- Student Enrollment Systems	Dr. Debra McCurdy/ John Schiesler	11/8/2021	Resumes forwarded to President
42	OP	67002	Administrative Assistant	John Schiesler	11/30/2021	Resumes forwarded to Oversight