



BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | February 17, 2021 (Virtual Zoom Meeting)

Board Members Present: Chairman Kurt L. Schmoke, Esq., Mr. Jason Perkins-Cohen, Mr. J.C. Weiss, III, Mr. John D. Lewis, Dr. Rachel Pfeifer, Ms. Leonor Tannhauser Blum, Dr. John Brothers, LPD., Mr. Oluwafemi S. Toriola, Student Member

Board Member Absent: Ms. Lelia F. Parker, Esq.

Also Present: Dr. Debra L. McCurdy, President

CALL TO ORDER

Chairman Schmoke called the Open Session Board Meeting to order at 4:07 p.m.

ADOPTION OF THE AGENDA

A. Adoption of the February 17, 2021 Agenda

ACTION: Chairman Schmoke requested a motion to adopt the February 17, 2021 Meeting Agenda. Trustee J.C. Weiss motioned for the adoption of the February 17, 2021 Agenda and Trustee John Brothers seconded the motion. The Board unanimously approved the motion.

BOARD ACTIONS / CONSENT AGENDA

Chairman Schmoke requested a motion to accept the following agenda items:

- A. Approval of the December 16, 2020 Minutes**
- B. Student Government Association Report**
- C. Faculty Senate Report**

ACTION: Chairman Schmoke requested a motion to approve the Board Actions / Consent Agenda. Trustee Jason Perkins-Cohen motioned for approval of the Board Actions / Consent Agenda, and it was seconded by Trustee Weiss. The Board unanimously approved the motion.

ITEMS REMOVED FROM THE AGENDA

A. AFSCME Local #1870 at BCCC Report

NEW BUSINESS

None.

COLLEGE POLICIES

None.

PRESENTATIONS

A. Enterprise Resource Planning (ERP) System Update

In the February 2021 Board Meeting, the Chief Information Officer (CIO) provided the Board of Trustees an update on the status of the Enterprise Resource Planning (ERP) project. A summary of the presentation follows:

On January 11, 2021, the College held a two-day, College-wide, Enterprise Resource Planning (ERP) Project “kick-off” with the Ellucian partners, the BCCC project team and the College community.

The CIO noted that the implementation is a compilation of 12 Banner systems. These systems are namely: General; Finance; Human Resources; CRM Recruit & Admissions; Records, Registration & Academic History; Accounts Receivables; Financial Aid; Degree Works; Elevate (Workforce Development & Continuing Education); Mobile; Experience (Portal); and Applications Manager (Automation). The first systems to be implemented are General and Finance in July 2021, and the Financial Aid and Human Resources systems, October and December, respectively.

While the General, Finance, Financial Aid and Human Resources systems are slated for a 2021 production “go-live” date, the design and configuration work for many of the other systems that have a 2021 production “go-live” is currently underway.

The CIO described the makeup of the implementation teams, which consists of functional teams (e.g., Admissions, Finance, Payroll) representing functional areas of the College; and, in addition, cross-collaborative teams that engage on topics that have wider implications to the system. These teams meet with consultants from Ellucian based on the implementation schedule’s calendar. These meetings are conducted on Zoom and are typically scheduled in 4-hour blocks of time. The consultants utilize a document called the “Implementation Guide” which will serve as the central point for all the engagement agendas. Attendees have takeaways and “homework” in most cases for the engagements.

B. College Enrollment Report

Ms. Becky Burrell, Vice President of Institutional Effectiveness and Planning, provided the FY 2018 Graduates Employed Full-time Location of Employment data as requested by Trustee Jason Perkins-Cohen during the December 16, 2020 meeting. She indicated that nearly 80% of the class of 2018 graduates are employed in Baltimore City (58.7%) and Baltimore County (21.7%). Trustee Perkins-Cohen asked if Ms. Burrell could share disaggregated employment data to learn more about the graduate employment characteristics. Ms. Burrell indicated that she would provide the presentation for President McCurdy to share with the Board of Trustees along with employment characteristics data regarding BCCC graduates. She also indicated that the grant which would provide technology to access additional employment data was not awarded to the College.

Ms. Burrell share enrollment trend data for fall 2020, winter 2021 and spring 2021. She indicated that structured partnerships with the Baltimore City Public Schools System, charter schools, private schools and home school organizations is a strategic initiative toward increasing enrollment. In fall 2011 1% of total enrollment were dual-enrolled and in fall 2020 10.6% of students were enrolled in college courses at BCCC while attending high school. The upward trend of dually enrolled students continued in the spring term, increasing from 0.9% spring 2016 to 9.7% in spring 2021. Efforts to increase enrollment for the winter 2021 term included modifying the academic calendar and expanding course offerings for BCCC and transient students. The selection of winter courses was expanded outside of the School of Nursing & Health Professions, to include General Education courses like English, Psychology, Sociology, Math and Speech. The population of new and continuing students declined in the 2021 spring semester. In

an effort to remove barriers, the admissions processes and course placement processes (e.g. multiple measures) are being assessed and amended to meet new and continuing student needs. Registration and advising services have been expanded to allow for more personalized services through the Virtual Helpdesk, a central point of contact for student services for prospective and current students. Ms. Burrell concluded with a snapshot of the enrollment as of February 17, 2021. The spring 2021 total headcount change (as of 35 days after the start of the semester) compared to the same time in 2020 was down 12.2% headcount and 22.4% in total FTE. Ms. Burrell indicated that Dr. Reinhart would provide insight into enrollment initiatives lead by Student Affairs during the spring semester to remediate the decline.

Dr. Reinhart, Vice President for Student Affairs, discussed the enrollment strategies that have been implemented for the Spring and centered on new and continuing students who had not registered.

She indicated new student strategies were led by Admissions and continuing student strategies were led by Advising and the Registrar. For new students, spring 2021 saw the number of applications for the College increase by 102 (9.2%). The College introduced new CAPTCHA software to limit the number of spam applications and give staff a more accurate number of students applying. Advising and Academic Affairs worked collaboratively to develop a tentative schedule of classes which were communicated through emails and text messages. This strategy decreased the amount of time for a new student to get registered and allowed academic advisors to focus on working with assisting current students.

For current students, approximately 1,700 students who were in attendance for Fall 2020 did not re-register for Spring 2021. Outreach to this population included phone calls, emails and text messages and seven additional staff were transferred to Advising to assist these students with identifying courses and completing registrations. A review of pre-requisites and co-requisites with Academic Affairs was initiated to update changes in HP-LAN and education plans.

Dr. Reinhart indicated a 14-week term for the spring semester was introduced to assist students and prevent the cancellation of courses. Forty-two sections were moved to the 14-week term and allowed new and continuing students another opportunity to register and ensured some faculty met their teaching loads.

Chairman Schmoke asked, how much of enrollment decline is due to COVID? Dr. McCurdy commented that some of the enrollment decline can be attributed to COVID as some students are finding it challenging to manage college, family and work in a remote/virtual environment. Often, college becomes secondary and is set aside. Trustee Toriola asked, what has been done and is planning to be done to keep the students who have stopped out engaged with the College? Dr. Reinhart indicated that staff are reaching out with phone calls, emails and texts to maintain connection with the students. Relationship building is key to encouraging the student to return to BCCC. Trustee Brothers inquired about the types of support services that are currently provided to students? Dr. Reinhart responded that services are still available to students in a remote format. These services include counseling, disability services, student life and engagement. Students in need are also provided with laptops and internet access. As the College begins planning for the return to campus, most services will continue to have remote access.

PRESIDENT'S REPORT

Dr. McCurdy provided an update on the President's Report. The College opened the new year remotely on January 4, 2021, and faculty and staff were assembled during the President's Forum, where President McCurdy addressed employees. She spoke about the Maryland Commission on Civil Rights presenting a mandatory session on Sexual Harassment: Prevention in the Workplace. Also of primary focus was Microsoft Training for all personnel and a two day kick off for the new ERP system. A schedule of professional development activities was included.



President McCurdy provided an overview of Baltimore City Community College at the 2021 Legislative Session beginning January 13, 2021 through April 12, 2021. She discussed the testimony presented before the State of Maryland Senate and House of Representatives standing committees. Ms. Channa Williams, Interim Vice President of Finance & Administration, accompanied President McCurdy to address the fiscal position of the College. Ms. Williams worked with President McCurdy to lead the management of more than 90 fiscal note requests submitted to legislative analysts from the Maryland Department of Legislative Services on behalf of BCCC; the BCCC Legislative Hearing Schedule was included.

BCCC Legislative Hearings Schedule

| Bill # | Hearing Name | Sponsor | Committee | Hearing Dates/Times |
|---------------|--|-----------------------|---|---------------------|
| <u>HB0374</u> | Collective Bargaining – Baltimore City Community College – Faculty | <u>Delegate Smith</u> | <u>Appropriations</u> | 1/27/2021 |
| <u>HB0374</u> | Collective Bargaining – Baltimore City Community College – Faculty | <u>Delegate Smith</u> | <u>Baltimore City Delegation</u> | 1/29/2021 |
| <u>SB0433</u> | Community Colleges – State Funding – Revision | <u>Senator King</u> | <u>Budget and Taxation</u> | 2/2/2021 |
| <u>SB0326</u> | Baltimore City Community College - Procurement Authority | <u>Senator Hayes</u> | <u>Education, Health, and Environmental Affairs</u> | 2/03/2021 |
| HB0894 | Education – Community Colleges – Collective Bargaining | Delegate Haynes | Appropriations Committee | 2/10/2021 |
| HB0374 | Collective Bargaining – Baltimore City Community College – Faculty | Delegate Smith | Appropriations Committee | 2/17/2021 |
| ~ | Baltimore City Community College - Operating Budget Hearing | TBD | Education, Business and Administration Subcommittee - (Budget and Taxation Committee) | 2/18/2021 |
| ~ | Baltimore City Community College - Capital Budget Hearing | TBD | Capital Budget Subcommittee - Budget Hearing | 2/23/2021 |

Dr. McCurdy discussed meetings she had during the months of December, January, & February with several key community leaders regarding institutional priorities, including the Campus serving as a COVID testing and vaccination site; the status of real estate (eg. Bard Building); and legislative priority alignment w/ BCCC. She noted several local radio stations where she provided information on the COVID campus resources, and her vision for the College. She provided a summary of the meetings with Senators, Delegates and City Councilmen which offered consistent agendas and focused on broad institutional goals to further build support for the College:

1. Restoring the Operating Budget and Facilities Renewal Grant
2. Capital Budget Requests
3. Legislation to Increase the College’s Procurement Authority
4. Status of the BCCC Realignment Tasks
5. Collective Bargaining Legislation
6. Evaluating the Reporting Requirements by the State
7. Status of the Bard Building Project
8. Partnership and Support / Investment by City of Baltimore

President McCurdy summarized the information that was presented during the Legislative Hearings regarding Procurement Bill 0326 to increase the spending threshold for the College and the Operating (**Deferred Maintenance**) and Capital Budget (**Learning Commons and Nursing Building**) requests:

Capital Budget Request

FY22 Capital Budget Request:

| | |
|---|---|
| • Learning Commons Renovation and Addition: | \$1,560,000 (Planning) |
| • Nursing Building Renovation and Addition: | \$2,270,000 (Planning) |
| • Deferred Systems Maintenance: | <u>\$4,247,000</u> |
| | \$8,077,000 – Total FY22 Requested |

FY22 - FY26 Governor’s Recommended Budget includes the following:

| | |
|-----------------------------|--|
| • FY22 Deferred Maintenance | \$1,250,000 |
| • FY23 Deferred Maintenance | \$1,250,000 |
| • FY24 Deferred Maintenance | \$2,500,000 |
| • FY24 Learning Commons | \$1,645,000 |
| • FY25 Deferred Maintenance | \$4,000,000 |
| • FY26 Deferred Maintenance | \$4,000,000 |
| • FY26 Learning Commons | \$11,872,000 |
| • FY26 Nursing Renovation | <u>\$2,219,000</u> |
| | \$28,736,000 – Recommended Budget |

Learning Commons Renovation and Addition

- The College’s highest priority is the Learning Commons Renovation and Addition.
- This project aligns with the College’s “Student First” vision and Strategic Plan Goals for Student Success and this project specifically enhances the student experience.
- Currently, there is no gathering space for socialization, collaborative engagement, and student-centered activities on campus.
- In addition, there are serious life safety concerns with the building including equipment failures such as the elevator and HVAC replacement that the project will address.
- Once addressed, these items would be removed from the deferred maintenance list.
- The total estimated cost of the Learning Commons Renovation and Addition is \$23,202,000.

Deferred Maintenance

- Deferred Maintenance remains a top priority for BCCC.
- If the College does not move forward with the Learning Commons and Nursing Renovation and Addition, those buildings would also require additional capital maintenance projects.
 - Those system replacements were excluded from the Priority 1 deferred maintenance projects list in anticipation of both capital projects.
- Deferred maintenance projects have been accumulating for the last 15-20 years and there now needs to be an annual investment to improve the condition of facilities for students and faculty/staff.
- In July of 2019, a facilities assessment was conducted by Sightlines which assessed the College’s facilities and systems finding significant deficiencies.
 - The study identified the scope for deferred maintenance including modernization of facilities totaling over \$55 million of which \$31 million are critical needs.
 - The systems most critical in need of replacement included in order of importance plumbing, electrical, mechanical, and grounds, interior shell, and exterior shell as well as safety and code related items.

Nursing Building Renovation and Addition

- The Nursing Building Renovation and Addition will address deficiencies in the quality and configuration of specialized nursing and respiratory therapy instructional facilities at the Liberty Heights campus.
- This facility has seen no substantial upgrades since construction in the 1970s and is functionally obsolete.
- The project will also provide the specialized facilities required for radiology and physical therapy instruction, which are absent from the present facilities.
- If this project is not funded, students will be disadvantaged by not having comparable simulation and training labs to prepare them for working in the hospital environments, and enrollment will not meet the need for healthcare professionals due to a lack of adequate facilities.
- The total estimated cost of the Nursing Building Renovation and Addition is **\$29,060,000**.

Legislation to Increase Procurement Authority (Senate Bill 0326)

- Senate Bill 0326 has been heard in the Education, Health & Environmental Affairs Committee during the 2021 Session.
- Related to BCCC's Realignment – Task 11
Identify any barriers in State or local laws or regulations that impede the ability of the College to operate efficiently and effectively, including procurement and capital construction projects.
- As a State agency, BCCC must currently submit any contract with a value of more than fifty thousand dollars (\$50,000) for oversight by control agencies and approval by the Board of Public Works. Modest solicitations in terms of scope and dollar value can take as much as a year to complete at BCCC. All other state-funded public colleges in Maryland, and all other community colleges in the state, have independent procurement authority which allows them to act for the benefit of their students much more efficiently. Senate Bill 0326 would increase BCCC's procurement threshold to three hundred thousand dollars (\$300,000).
- USM schools have a threshold of \$1M.
- All other Maryland community colleges utilize internal and Board of Trustee's (BOT) approval for procurements. Examples:
 - Anne Arundel Community College: BOT approval required at \$100,000 and above
 - Community College of Baltimore County: BOT approval required at \$75,000 and above
 - Howard Community College: BOT approval required for all RFP's and anything else over \$100,000
 - Montgomery College: BOT approval required for all bids and RFPs over \$250,000
 - Prince George's Community College: BOT approval required at \$250,000 and above

Bard Building Project Update

- BCCC engaged with the Maryland Department of General Services (DGS), the Attorney General's Office, and CBRE, an outside consultant, to determine the best course of action for the downtown Bard property. It was determined that the College could obtain support for demolition of the Bard Building if it granted a parking concession to a team made up of a demolition company and parking lot operator. The team would then demolish the building and operate a parking lot at least until the costs of demolition is recovered. After the parking lot concession expired (estimated to be 5+ years), the College would develop the property for another use. The College posted a Request for Expressions of Interest ("REOI") on Maryland's electronic marketplace (eMMA); posted information about the REOI in a local business publication; and (via CBRE) reached out to market the opportunity to potentially interested parties. Dr. McCurdy indicated that the REOI will serve as the basis for establishing a Reduced Candidate List ("RCL") of qualified teams that may be invited to respond to a Request for Proposal ("RFP").

Dr. McCurdy provided an estimated timeline for each activity to occur regarding the Bard Building.

As well, an overview was shared highlighting other community engagement meetings where Dr. McCurdy engaged throughout January and February:

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|-------------|---|
| January 7 | Maryland Office of Legislative Audits Kick-off (financial & operational) |
| January 17 | Radio Interview - C4 & Bryan Nehman Morning Show - WBAL 1090 AM |
| January 22 | Meeting w/ Delegate Marlon Amprey |
| January 23 | Meeting w/ Baltimore City Health Department Re: Vaccination Site at BCCC |
| January 25 | Maryland Association of Community Colleges (MACC) Annual Trustee Meeting |
| January 25 | Baltimore City Senate Delegation Grassroots Briefing w/ Higher Education Presidents & Senator Cory McCray |
| January 26 | Radio Interview - Larry Young Show – WOLB 1010 AM |
| January 28 | Radio Interview - WERQ 92Q |
| January 29 | Radio Interview - WBJC 91.5 FM |
| January 29 | Meeting with Councilman Costello (11 th District) |
| February 1 | Meeting Councilman James Torrence |
| February 1 | Radio Interview – Magic 95.9 FM |
| February 9 | Student Rally Kick Off & Roll Call |
| February 9 | Radio Interview – Larry Young Show – WOLB 1010 AM |
| February 9 | Advocacy Day Prep w/ Senator Hayes |
| February 9 | Meet & Greet w/ Senator Hayes, Cabinet & Student Government Association |
| February 10 | Potential Media Interview Re: COVID Vaccination Site |
| February 10 | Senate President Bill Ferguson Bard Briefing |

President McCurdy, Mr. Stephan Byam, Chief Information Officer and the Enterprise Resource Planning (ERP) core group meet weekly with the Department of Information Technology (DoIT) to ensure the College is maintaining its “green” status of the project.

Weekly meetings are held with the AG’s Office and CBRE consultants on Bard Building.

Faculty Association meetings are held monthly with the President of the Senate and the executive leadership.

MACC President’s Meetings (two-year Presidents) are attended monthly in addition to MACC Legislative Committee meetings.

Monthly meetings with Baltimore City Public Schools (BCPSS) resumed in the month of February.

Chairman Schmoke asked Dr. McCurdy to respond to some of the particulars that were presented in the Faculty Senate President’s February 2021 Report. Dr. McCurdy provided a perspective on the following: the availability of textbooks and indicated some of the vendors had not released all of the texts ordered due to the state holding payments to vendors; the reference to unpaid faculty professional dues had been resolved; the issue with incorrect prerequisites will be fully resolved once a curriculum review is completed, the matter of prerequisites has been longstanding at the College for years; the addition of a 14-week term for the Spring semester was discussed with the President of the Senate before implementation, who agreed it was a positive move for the faculty to ensure they had teaching loads; the comment about a new catalog was previously discussed with Faculty Senate Executive Committee (SEC) and President McCurdy noted there would be minor changes for a 20-21 catalog and more substantive changes for the 21-22 catalog – this received the SEC’s positive response as well; and position vacancies for both faculty and administrators had been discussed with SEC to give updates – previous commitments to post additional faculty positions is being honored and they have been told such on numerous occasions. Dr. McCurdy closed stating too

much of the operations at the College were left unattended and the changes that were now being made were transparent and offered as expeditiously as possible. The College continues to be in transition addressing the mandated Realignment Tasks. She indicated open communications, the need for less criticism of administration who were working diligently and noted the continuity of the monthly meetings with SEC.

MOTION FOR ADJOURNMENT

ACTION: Chairman Schmoke requested a motion, under the State’s Open Meeting Law to adjourn the February 17, 2021 Open Session Meeting at 5:35 p.m., and to reconvene for the Closed Session. Trustee Weiss motioned for the adjournment of the February 17, Open Session Meeting and Trustee John Brothers seconded the motion. The vote was unanimous.

NEXT MEETING: March 17, 2021 at 4:00pm

Attendance:

- Dr. Debra L. McCurdy, President
- Ms. Maria Rodriguez, Esq., General Counsel
- Dr. Rose Reinhart, Vice President of Student Affairs
- Mr. Michael Thomas, Vice President of Workforce Development
- Ms. Dawn Kirstaetter, Vice President of Advancement and Strategic Partnerships
- Dr. Liesl Jones, Vice President of Academic Affairs
- Ms. Lyllis Green, Chief Internal Auditor
- Mr. Stephan Byam, Chief Information Officer
- Ms. Channa Williams, Interim Vice President for Finance and Administration
- Ms. Becky Burrell, Vice President of Institutional Effectiveness and Planning

BCCC Staff Present:

Edward Ennels, William Fleming, Valerie Grays, Eileen Hawkins, Sylvia Rochester

Others Present:

Kristin McFarlane, Assistant Attorney General, Office of the Attorney General