



Baltimore City Community College

Dr. Debra L. McCurdy
President

Board of Trustees Open Session

Mr. Kurt L. Schmoke
Chair

WEDNESDAY | DECEMBER 18, 2019



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Agenda

Administration Building, Room 140 | 2901 Liberty Heights Avenue | Baltimore, MD 21215

BOARD OF TRUSTEES

Kurt L. Schmoke, Esq.
Chair

Leonor Tannhauser Blum

Jason Perkins-Cohen

John D. Lewis

Peter H. Nachtwey

Lelia F. Parker, Esq.

Rachael Y. Pfeifer, PhD

John C. Weiss, III

PRESIDENT

Debra L. McCurdy, PhD



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 1 | Approval of the December 18, 2019 Agenda



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Agenda | December 18, 2019

Administration Building, Room 140 | 2901 Liberty Heights Avenue | Baltimore, MD 21215

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| I. Call to Order | Mr. Kurt L. Schmoke, <i>Chair</i> |
| II. Adoption of Agenda
a. Approval of the December 18, 2019 Agenda (Tab 1) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| III. Board Actions / Consent Agenda
a. Approval of the November 20, 2019 Minutes (Tab 2)
b. Student Government Association Report (Tab 3)
c. Faculty Senate Report (Tab 5) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| IV. Items Removed from the Agenda (Tab 6)
a. AFSCME Local #1870 at BCCC Report (Tab 4) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| V. New Business (Tab 7)
▪ None | Mr. Kurt L. Schmoke, <i>Chair</i> |
| VI. College Policies (Tab 8)
▪ None | Mr. Kurt L. Schmoke, <i>Chair</i> |
| VII. Presentations (Tab 9)
a. Facilities Master Planning | Dr. Debra McCurdy, <i>President</i>
Mr. Robert Asbury, Noelker
& Hull Associates |
| VIII. President's Report (Tab 10)
a. Cabinet Division Reports
b. Realignment Tasks Update

c. Enrollment Report | Dr. Debra McCurdy, <i>President</i>
Dr. Debra McCurdy, <i>President</i>

Dr. Stanley Singleton,
<i>VP Student Affairs</i> |
| IX. Active Search Listing (Tab 11) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| X. Motion for Adjournment | Mr. Kurt L. Schmoke, <i>Chair</i> |



BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

BOARD ACTIONS / CONSENT AGENDA

TAB 2 | Approval of the November 20, 2019 Minutes

TAB 3 | Student Government Association

TAB 4 | AFSCME Local #1870 at BCCC

TAB 5 | Faculty Senate Report



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 2 | Approval of the November 20, 2019 Minutes



BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | November 20, 2019

Administration Building, Room 140 | 2901 Liberty Heights Avenue | Baltimore, MD 21215

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

Board Members Absent: Mr. Peter Nachtwey

I. CALL TO ORDER

Chair Schmoke called the meeting to order at 4:08 p.m. He thanked President Debra L. McCurdy, PhD for organizing the Town Hall on November 15, 2019 to discuss the proposed City University in partnership with the University of Baltimore and Coppin State University. The Chair acknowledged that the tone of the meeting was good and that the meeting represents the beginning of a dialogue about institutional alignment.

II. APPROVAL OF THE AGENDA

Chair Schmoke requested a motion to approve the November 20, 2019 Board of Trustees meeting Agenda. Trustee Perkins-Cohen motioned to approve the Agenda. Trustee Lewis seconded the motion.

III. BOARD ACTIONS / CONSENT AGENDA (All actions requiring a vote)

- A. Approval of the October 16, 2019 Minutes**
- B. Student Government Association Report, (Mr. Yusuf Olamide, President)**
- C. AFSCME Local # 1870 at BCCC Report (Ms. Charlene Gray, President)**

Chair Schmoke requested a motion to approve the Board Actions / Consent Agenda. Trustee Perkins-Cohen motioned for approval of the Board Actions / Consent Agenda and it was Trustee Lewis seconded the motion.

IV. ITEMS REMOVED FROM THE AGENDA

Report from AFSCME Local #1870 was removed from the agenda.

V. NEW BUSINESS

N/A

VI. COLLEGE POLICIES

A. Student Concerns About Athletics Policy

Dr. Stanley Singleton, Vice President for Student Affairs, presented the *Student Concerns about Athletic Programs and Activities Policy*. It is the policy of Baltimore City Community College to encourage reporting of concerns related to suspicious or improper behavior, or abuse of power or position in the administration or in the conduct of College athletic programs and activities, so that prompt corrective action can be taken by BCCC. There were no questions by the Board.

ACTION: Board Chairman called for a motion to approve the *Student Concerns about Athletic Programs and Activities Policy*. Trustee Perkins-Cohen motioned to approve the policy. Trustee Weiss seconded the motion. The Board of Trustees voted unanimously to accept the *Student Concerns about Athletic Programs and Activities Policy*.

B. Overdose Reversal Medication Policy

Dr. Stanley Singleton presented the *Overdose-Reversal Medication Policy*. Baltimore City Community College (BCCC) has established guidelines for proper use and administration of naloxone (Narcan®) to effectively treat opioid overdoses and reduce the fatalities associated with them. It is the policy of BCCC to render aid to persons suffering from opioid drug overdoses by obtaining and storing naloxone or other overdose—reversing medication to be used in an emergency situation, and having trained BCCC staff, including Police Officers and Building Security Officers, recognize the symptoms of an opioid overdose.

Chair Schmoke asked Dr. Singleton to clarify the language in the policy regarding training of full-time students for in-person and online training; Trustee Weiss III inquired if the policy is the same for all colleges. It was clarified that the policy is the same and the language could adapt to the specific environment. Trustee Parker inquired if the students would know that the training is mandatory and how would that be relayed to the students. Dr. Singleton responded that training would occur after the application process during New Student Orientation.

Chair Schmoke asked that the language be amended on the following: It is the policy of BCCC provide incoming full-time students with either in-person *or online training*.

ACTION: Board Chairman called for a motion to approve the *Overdose-Reversal Medication Policy*. Trustee Blum motioned to approve the policy with the amended language. Trustee Lewis seconded the motion. The Board of Trustees voted unanimously to accept the *Overdose-Reversal Medication Policy* with the amended language.

C. Non-Bargaining Unit and Non-Cabinet Level Employees Grievance Policy

Ms. Maria Rodriguez, General Counsel, presented the *Grievance Policy for Non-Bargaining Unit (and Non-Cabinet Level) Employees*. The proposed language is a modification to an existing Policy and supercedes the existing policy. This addresses how the College will

handle grievances filed by employees who are not members of the Bargaining Unit. The MOUs for exempt and non-exempt employees address the grievance process for unionized employees. Employees who serve on the Cabinet of the President are not subject to this or any other grievance policy and serve strictly at the will of the President.

Trustee Perkins-Cohen asked if any other items would be lost from the previous policy. Ms. Rodriguez stated the fourth step of the previous policy, the panel, would be lost.

ACTION: Board Chairman called for a motion to approve the Grievance Policy for Non-Bargaining Unit (and Non-Cabinet Level) Employees. Trustee Lewis motioned to approve the Policy. Trustee Blum seconded the motion. The Board of Trustees voted unanimously to accept the *Grievance Policy for Non-Bargaining Unit (and Non-Cabinet Level) Employees*.

VII. PRESENTATIONS

A. Quarterly Financial Report

Ms. Eileen Waitsman, Controller, provided the College's Financial Report for the first quarter of the fiscal year.

The College's financial statements measure the performance of the College during the first quarter of fiscal 2020, summarizing restricted and unrestricted revenues and expenditures. Revenues - Major variances from budget are primarily due to the following factors: majority of tuition and fees come through the fall or spring semesters, this percentage is expected to be between 45- 50% through the first quarter which is consistent with the first quarter of fiscal year 2019. Other Income is significantly lower than in fiscal year 2019 due to the timing of the receipt of the funds from Baltimore City. These were received in the first quarter of fiscal year 2019 but not received in fiscal year 2020. Investment income is higher than in fiscal year 2019 as two-thirds of the investment income was received in fiscal year 2020 compared to one third in fiscal year 2019; Expenditures - Major variances from the budget are primarily due to Permanent ("PIN") Salaries & Fringe. The percentage here is lower than 25% (one quarter of the year) due to various vacant positions and the reversal of annual leave accruals that occur in the first quarter; Travel/Professional Development is lower than 25% (one quarter of the year) due to a realignment of the budget and increased oversight and controls;

There were no questions from the Board regarding The College Report.

The Bookstore financial statements measure the performance of the Bookstore operations at Baltimore City Community College during the first quarter of fiscal 2020; Overall, in comparing fiscal year 2020 to date to the same point at fiscal 2019, revenues are down by \$23,661 or 3.5%. Although enrollment is up, spending from the Mayors Scholars Program is down at the Bookstore in fiscal year 2020 compared to fiscal year 2019; Overall, expenditures are up by \$34,304 or 5.5%. The additional spending relates to purchases for the increased enrollment.

There were no questions from the Board regarding The Bookstore Report.

The College's radio station WBJC-FM's financial statements measure the performance of the station operations during the first quarter of fiscal 2020; Overall, in comparing fiscal year 2020 to date to the same point at fiscal 2019, revenues are down by \$52,863 or 21.2% from this

time last year due to the timing of the fundraising drive. The fundraising drive was held in the first quarter in fiscal year 2019 but held in the second quarter in fiscal year 2020. Expenditures are down by \$22,876 or 8.5%; While revenue totals are \$73,323 less than expenditure levels through the first quarter, this is consistent with prior years; The Station's first quarter revenues are typically lower than other quarters of the year due to timing of receipts and timing of the fundraising drive. As such, the circumstances of this fiscal year are typical and expected to be resolved over the course of the year. The radio station has consistently had revenues exceeding expenditures for many years and has contributed positively to the College's fund balance.

Chair Schmoke inquired if the students get to participate in the management of the radio station. They do not, but they do have an opportunity to intern there.

The reporting structure for the radio station will now be shifted to the marketing division.

B. Lease Agreements (Renewals)

General Counsel Maria Rodriguez provided a report on two of the College's leases as follows:

i. 55 Market Place

The Department of General Services (DGS) has negotiated and drafted a lease extension for the space located at 55 Market Place which houses the Workforce Development & Continuing Education offices and classrooms, and, pending approval by the BCCC Board of Trustees, will present it to the Board of Public Works for approval in December 2019. Terms are as follows:

- 28,000 usable square feet
- Rental payments of \$18 per square foot (\$42,000/month or \$504,000/yr)
- No increase in rent; payment provided for is the same as it was for years 5 to 7 in 2011 lease
- 5 year extension to December 31, 2024
- Termination for convenience clause with 12 month notice

Trustee Pfeiffer inquired about whether there is a lease with the parking garage. It was shared that there is not a lease with the garage.

ACTION: Board Chairman called for a motion to approve the 55 Market Place lease renewal. Trustee Weiss III motioned to approve the lease renewal. Trustee Perkins-Cohen seconded the motion. The Board of Trustees voted unanimously to approve the lease renewal for 55 Market Place.

ii. BioPark

The Department of General Services (DGS) has negotiated and drafted a lease extension for the space at BioPark which houses laboratory, classroom and office space and pending approval by the BCCC Board of Trustees, will present it to the Board of Public Works for approval in December 2019. Terms are as follows:

- 31,622 usable square feet
- Rental payments of \$37.71 per square foot with 3% annual escalations (\$1,192,465/yr 1)
- 10 year extension to January 31, 2030
- Termination for convenience clause with 12 month notice
- Initial improvements were amortized over 20 years, so failure to renew would trigger an obligation to pay remaining balance of \$673,582.56. This is assuming that the required 12 month prior written notice is given to landlord immediately on the commencement date of the new term and termination is effective January 31, 2022
- Part of the space is not currently used because it needs plumbing work. DGS is assisting BCCC in determining the costs and procuring the services needed to remedy the plumbing issue December 2019. Under the terms:

Chair Schmoke inquired about the utilization of space; Subletting is permissible if we get approval by landlord; Trustee Weiss III indicated he would not rule out subletting and questioned lease termination date. The termination should be January 31, 2021, not 2022.

ACTION: Board Chairman called for a motion to approve the BioPark lease renewal Trustee Perkins-Cohen motioned to approve the lease. Trustee Weiss III seconded motion. The Board of Trustees voted unanimously to approve the BioPark lease renewal.

VIII. PRESIDENT'S REPORT

Dr. McCurdy announced the appointment of Dr. Liesl B. Jones to the position of Vice President of Academic Affairs at Baltimore City Community College, effective December 9, 2019. Dr. Liesl Jones has over 20 years of progressive experience and leadership in higher education and currently serves as the Dean of Science, Technology, Engineering & Mathematics (STEM) at Union County College in New Jersey.

ENROLLMENT REPORT

Dr. Singleton reported that 508 students are currently registered for the Spring 2020 semester. BCCC Admissions staff participated in the Baltimore National College Fair sponsored at the Baltimore Convention Center on October 21st and 22nd. Student Success Advisors are contacting students to set up appointments for early registration and have begun outreach to students who may have stopped attending. Students who have not been enrolled for less than 364 days are being contacted by Student Success Advisors and students who have not been enrolled for more than 365 days are being contacted by Admissions staff to set up appointments to register during the early registration period.

Chair Schmoke inquired if Dr. Singleton knew the reason for students stopping out. Medical, family and academic stressors are amongst the causes.

MOTION FOR ADJOURNMENT

Chair Schmoke made a request under the provision of the State's Open Meetings Law to adjourn the meeting and reconvene into Closed Session at 5:02 p.m., which was motioned by Trustee Weiss and seconded by Trustee Perkins-Cohen.

IX. NEXT MEETING: *December 18, 2019.*

ATTENDANCE:

Dr. Debra L. McCurdy, President
Ms. Becky Burrell, VP of Institutional Effectiveness and Planning
Dr. Stanley Singleton, VP of Student Affairs
Mr. Michael Thomas, VP of Workforce Development and Continuing Education
Ms. Dawn Kirstaetter, VP of Advancement & Strategic Partnerships
Ms. Maria Rodriguez, Esq., General Counsel
Mr. Stephan Byam, Chief Information Officer
Ms. Lyllis Green, Chief Internal Auditor
Ms. Michelle Williams, Director of Human Resources
Dr. Debora Johnson-Ross, Director of Mayor's Scholars Program

BCCC Staff Present:

Elena Berrocal; Melvin Brooks; Maria Cazabon; Valerie Grays; Eileen Hawkins; Dr. Bob Iweha; Dr. Anil Malaki Scott Olden; Sylvia Rochester; Scott Saunders; Dr. Daphne Snowden, Dr. Chima Ugah; Eileen Waitsman; Jeffrey White.

Others Present:

Omer Olloumou, SGA Vice President

CLOSED SESSION

Chair Schmoke requested a motion, under the Open Meetings Act, State Government Article Section 10-508, to convene in Closed Session on November 20, 2019, in the President's Conference Room to discuss real estate, personnel and to obtain legal advice. The motion was given by Trustee Weiss III and seconded by Trustee Perkins-Cohen.

Respectfully submitted,

Debra L. McCurdy, PhD
President



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 3 | Student Government Association Report

Baltimore City Community College Student Government Association Board Report - December 2019

Student Government Association

November 1, 2019 - SGA Meeting – The SGA Meeting held at 12 noon in the Gaare Auditorium. The SGA President announced that effective January 2, 2020, BCCC will be a 100 percent tobacco and smoke-free institution thanks to the hard work of the BCCC community, especially the student led program “Truth Initiative”. Special guests at the meeting were Marie Hinton, Coordinator of Alumni and Student Events and Mr. Malcolm Maurice, Digital Media Coordinator. Ms. Hinton informed students that they are looking for some new officers. She stated the open positions are Vice President, Secretary and Treasurer and to please contact her for more information. Mr. Maurice spoke about reaching out to students to get photos from different events around campus and about using BCCC social media. He also informed everyone about his upcoming Thanksgiving video project. Students were asked to fill out the survey that the Office of Student Life and Engagement created to get feedback on student programming. Surveys were provided at the meeting. There were 38 students and staff in attendance.

November 15, 2019 - SGA Meeting – The second November SGA meeting was held at 12 noon in the Gaare Auditorium. The President of the new club, Active Minds, gave details about the club and answered questions. Also, the SGA leadership mentioned that several students approached them about insurance for BCCC students; especially the international students. They stated that they will be working with the Student Life Advisor to get more information. There were 39 students and staff in attendance.

Activities and Events

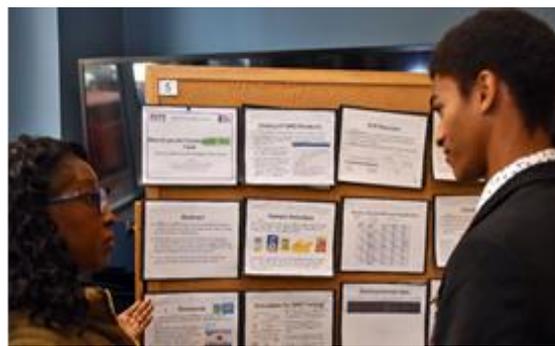
November 5, 2019 - BCCC and BSU Articulation Agreement – Baltimore City Community College and Bowie State University signed an Articulation Agreement in a public campus ceremony. The BCCC/BSU Articulation Agreement Signing took place in the BCCC Student Atrium with Dr. Debra L. McCurdy and Dr. Dr. Aminta H. Breaux from 11:00 a.m. – 12:30 p.m. Student leaders were present to witness this historical event and members of the SGA participated in the program by exchanging BCCC paraphernalia with the visiting BSU student leaders.

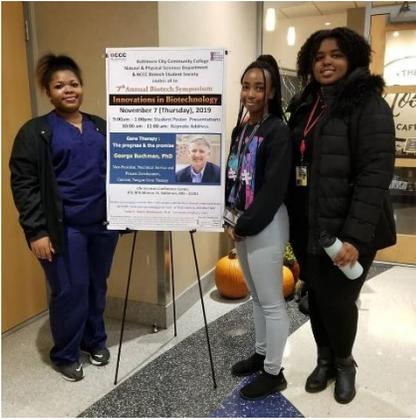


November 6, 2019 - Guest Author Series
Herbert Sledge - The first guest author presentation in the Bard Library/Bookstore Author's Series was held in the Tranquility Lounge on the Liberty Campus. The speaker was BCCC Retiree Herbert Sledge. Mr. Sledge talked about his book "Memory Index", The Incredible Story of Chester Billings. There was a Q & A session and light refreshments after the presentation. This is a co-sponsored event with the Office of Student Life and Engagement, Student Government Association, Bard Library, BCCC Bookstore and the BCCC Alumni Association. There were 41 guests in attendance.



November 7, 2019 - 7th - Annual Science Symposium - The BCCC Biotech Student Club and the Natural & Physical Sciences Department of BCCC sponsored their 7th Annual Biotech Symposium. The event was held from 9 a.m. – 1:30 p.m. The theme was "Innovations in Biotechnology". The event was held at the Life Sciences Conference Center, 801 West Baltimore Street, Baltimore, MD. Local public school and BCCC students learned about biotechnology programs and recent advancements in the field through posters and guest speakers.





November 7, 2019 - NASA Goddard Space Flight Center Tour – The Mathematics, Engineering and Robotics Club took a trip to NASA Goddard Space Flight Center for a facility tour. The visit was from 11:30 a.m. – 4 p.m. Ms. Grays, Student Life Advisor, accompanied the club members to the event.



November 8, 2019 - Trip to Washington, DC – The Anthropology and Sociology Club and History Club visited the National Museum of the American Indian and the Museum of American History with BCCC Professors Rebecca Johns-Hackett and Dr. Boyd Servio-Mariano. This annual trip allows students to learn about different cultures, history and society beyond the campus and classrooms. There were 35 participants on this trip.

November 8, 2019 – MCCADA Conference - The Office of Student Life and Engagement took 15 student leaders to the annual MCCADA Student Leadership conference. MCCADA is the Maryland Community College Activities Directors Association. The event was held at Frederick Community College. Members of the SGA leadership team and representatives from three clubs and organizations attended. The students were able to network with student leaders from other Maryland community colleges, listen to speakers and attend



workshops. Ms. Grays, Student Life Advisor, and Mr. Jeff White, Director of Student Life and Engagement, accompanied the students on the trip.

November 11, 2019 - Veterans Appreciation - The Office of Student Life and Engagement, Admissions and the Student Government Association recognized our campus veterans for Veteran's Day. Veterans and the campus community were invited to the Student Atrium for snacks from 12 – 1 p.m. on the Liberty campus. Veterans were given U.S. flags and asked to take a photo. There were 43 students and staff that attended the event.

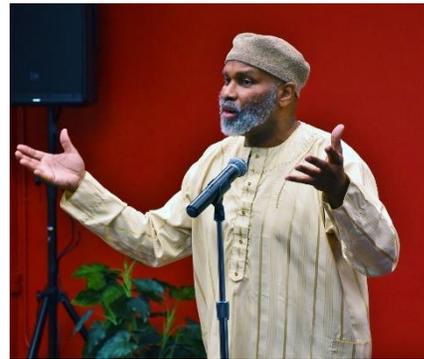


November 11, 2019 – Citizens' Climate Lobby Day–

Five members of the Environmental Science Club participated in the November Citizens' Climate Lobby Day, in support of the Energy Innovation and Carbon Dividend Act (HR 763). The basic summary of this bill places a fee on the carbon content of fuels which include coal, crude oil, natural gas and products derived from these fuels, with the goal to ultimately reduce harmful pollution in the atmosphere. The students participated in the Climate Advocate Training Workshops and presentations before the Lobby Day on November 10-11, 2019. The event was held at the Omni Shoreham in Washington, DC.



November 12, 2019 - Keeping it Real Lecture Series – The Office of Student Life and Engagement, in conjunction with the Anthropology and Sociology Club, History Club, the Student Government Association and the Education, Social and Behavioral Sciences Department, presented its first program in the “Keeping it Real” Lecture Series. The topic was “Lies & Myths in U.S. History” [Part I]. The presenter of the topic was Professor Zac Kondo and the event was held in the Mini Conference Center, 12 – 1:45 p.m. on the Liberty campus. During the event, Professors Kondo, Johns-Hackett and Servio-Mariano recognized Ms. Myrna Lesane for her 50 years of service at BCCC by presenting her with flowers and a framed certificate. There were 36 students and staff in attendance and light refreshments were served.



November 18, 2019 – Voter Registration – Voter Registration was held on the Liberty Campus with the League of Women Voters of Baltimore. The event was held in the Upper Atrium from 11 a.m. – 1 p.m. There were 15 new BCCC students that registered and 23 applications submitted for election judges.

November 18 – 22, 2019 - International Education Week - The Admissions, Office of Student Life and Engagement and the International Students Club celebrated International Education Week with a weeklong of events. On Monday, November 18th, the Kick off was held in the upper Student Atrium from 10 a.m. – 12 p.m. Flags were hung throughout the Atrium, representing all the countries of our BCCC students. Then, from 2 – 4 p.m., guests were able to sample Korean food and look at the cultural displays. There were 53 participants. On Tuesday, November 19th, samples of Nepalese and Indian food were provided to guests, along with music and dance. This event took place from 12:30 - 2:30 p.m. in the upper Atrium and there were 54 participants. On Wednesday, November 20th, participants got a chance to enjoy African food, music dance and played cultural games. The event was held in the upper Atrium from 12:30 – 2:30 p.m. and there were 89 participants. The International Film Festival was held on Thursday, November 21st in the Tranquility Lounge. The event took place from 10 a.m. – 5 p.m. and five movies were shown throughout the day. The movies were Amelie, Blood Diamond, El Laberinto Dek Fauno, Malenkaya Vera (Little Vera) and Tres Dias/Three Days Before the Fall. The students came throughout the day to watch the movies and were provided with popcorn and drinks. There were 42 participants on this day. The last day was Friday, November 22nd with the annual International Student Panel. The guest student panelists were Chris Mukendi, SGA Senator, and Favour Okonkwo, ISC Vice President. Each student spoke on their personal journey to the United States and other various topics that were unique to international students. This event was held in the Student Atrium from 12 – 2 p.m. and there were 19 participants.



Celebration for Nepal!



INTERNATIONAL EDUCATION WEEK @ BCCC



DAY 3: WEDNESDAY, NOV. 20, 2019



November 20, 2019 - Passport Leadership – The third session of the Passport Leadership Series was held in the Gaare Auditorium 12 – 1 p.m. Professor Walker was the presenter that spoke on leadership in business. Pizza was provided by Professor Walker. There were 33 participants that attended the program.

November 21-24, 2019 – National Conference on Student Leadership – The Office of Student Life and Engagement, under the supervision of Mr. Jeff White, took 11 students to the National Conference on Student Leadership in Orlando, Florida. There were five SGA executive board members and six student clubs and organizations leaders from the Anthropology and Sociology Club, BCCC Biotech Student Society, History Club, Early childhood Education Club and Phi Theta Kappa that attended the conference. NCSL is an annual conference which allows student leaders from all over the nation to come together to share ideas, network, and learn from outstanding presenters and speakers. Our students also earned the title of “Recognized Student Leader” for completing 15 program hours at the conference.



November 26, 2019 - Keeping it Real Lecture Series – The Office of Student Life and Engagement, in conjunction with the Anthropology and Sociology Club, History Club, the Student Government Association and the Education, Social and Behavioral Sciences Department, presented its second session in the “Keeping it Real” Lecture Series. The topic was “Lies & Myths in U.S. History” [Part II]. The presenter of the topic was Professor Zac Kondo and the event was held in the Mini Conference Center, 12 – 1:45 p.m. on the Liberty campus. There were 41 students and staff in attendance and light refreshments were served.

November 26, 2019 – ISC Annual Thanksgiving Feast – The International Students Club held its annual International Thanksgiving Feast. This is an annual fundraiser for the club. Members of the BCCC community were able to sample cultural dishes prepared by many of BCCC’s own international students. The event was held in the Student Atrium from 12:30 – 2:30 p.m. Many students and staff look forward to this event every year.





BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

TAB 4 | AFSCME Local #1870 at BCCC Report

- Not Submitted



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 5 | Faculty Senate Report



Faculty Senate Report
For Board of Trustees Report
December 18, 2019 Meeting
From Dr. Chima Ugah, Faculty Senate President

I: Events and Faculty Updates

1. Dr. Yohannes Weldegiorgis, Professor of CADD and Associate Dean Quintin Davis made a presentation at the 5th International Conference on Transportation & 1st African-American International Conference on Sustainable Infrastructure & Smart Innovations held at Morgan State University on October 31, 2019. The presentation was entitled "P-TECH School in Transportation and Supply Chain Management Program at Baltimore City Community College." Faculty, students and members of the business community were in attendance at the conference. The presentation was an excellent opportunity to market the new Transportation and Supply Chain Management program at BCCC.
2. **Mini-Med School:** This is a 6 week series event (conducted every Tuesday 6-8pm) at University of Maryland, Baltimore's School of Medicine. Every week, the mini med school explores different subjects related to health. The topics include disease prevention and treatment of joint health, skin cancers etc. 4 students from BCCC's Biotech program are attending the mini-med school.

3. **Career Series #2 MD-PhD Degree:** On Oct 17, 2019, Biotech club invited students from University of



Maryland, Baltimore's MD-Ph.D. (Medical Scientist Training Program), Talia Guardia and Ken Brandon. Talia and Ken outlined their career pathway and how they navigated through MD coursework.



Ken and Talia brought in great perspective and tips on the program. This program is a great opportunity for students as the MD-Ph.D. program which is tuition free and also provides stipend and health insurance to the students.

4. **Forensic Lab Trip:** On October 24, 2019, Biotech students visited the Office of the Chief Medical Examiner, a statewide agency designated by law to investigate deaths from injury, homicide, suicide under unusual or suspicious circumstances. The trip was conducted by Medical Examiner's Asst. Mr. Bruce Gold Farb. Students learned about careers in forensic sciences and different jobs in the medical examiner's office. They also observed autopsies that were ongoing that day. Students found the trip to be educational, and their experience raised career awareness in the forensic sciences field.



5. **Halloween Theme Event:** This event was an outreach event at BioPark for elementary school students on the occasion of Halloween Thu, Oct 31. Biotech club participated in this outreach event along with the rest of the BioPark tenant companies.



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6. **Biotech Symposium:** BCCC's 7th Annual Biotech Symposium- Innovations in Biosciences was held on Nov 7th, 2019. The Symposium was held at Life Sciences Institute, BioPark and had over 100 attendees, including BCCC faculty and students, BioPark company employees, University of Maryland (UM) faculty and 20 students from Edmondson-Westside High School. The Symposium showcased the Biotech program at BCCC to the community. It included a variety of activities that involved a keynote speech on the cutting edge topic entitled "Gene therapy- The Promise and The Progress." There was also a career panel of BCCC Biotech alumni who discussed how the Biotech programs helped them in their career pathways and poster presentations by Biotech students on internships and mentored research work carried out at BCCC. It is a great networking event where students have the opportunity to meet professionals from company and university who may offer them internships and jobs. There were about 20 Edmondson Westside high school students, who were 16 years old. These students are in dual enrollment program or planning to enroll at BCCC. The goal of the event is to create a focused day of opportunities of professional development, career exposure, networking, teamwork and confidence building for the students. Students are a part of

organization and tremendously benefited from doing research work, making posters and presenting their work.



7. **STEM Symposium:** BCCC's 8th Annual STEM Symposium was held on November 13, 2019. The Symposium included over 250 BCCC faculty and students. Biotech club was an important part of the symposium. The Symposium included a number of STEM activities such as a keynote lecture by a scientist, rainforest insects and world minerals, scientific poster presentation students, Biotechnology & BRIDGES Project poster displays, Biodiversity Display – "Insects & Rocks", Math/ STEM Scholars projects, CADD Lab/ Robotics Demo and breakout sessions. The keynote session for the program was delivered by a young microbiologist, Ms. Bri'anna Horne from a biotech company, Adaptive Phage Therapeutics. Poster presentations included research projects done at the external internships as well as mentored in-house projects and informational posters. Professor Fred Paraskevoudakis showcased his amazing collection of rocks, insects and butterflies from around the world. CADD and Robotics programs had their displays and info session in their labs. There were two breakout sessions held, one on a career pathway to Medical School and the others on student research presentations. The main objectives of STEM symposium were to get students excited about STEM the beyond classroom so they would have a greater opportunity to explore and understand STEM fields and associated careers.



8. **NIH Community College Day:** Biotech program had an action packed day with some of the Biotech students at NIH Community College Day on November 26, 2019. There were excellent career pathway sessions and soft skills sessions on resume writing, elevator speech, cover

letters etc. followed by CC Internship Opportunities at NIH and faculty networking with grant info sessions.

Conferences and Presentations:

9. **NSF ATE PI Conference:** National Science Foundation (NSF) Advanced Technological Education's (ATE) and Principal Investigator's (PI) conference was held in Washington DC. The conference occurred from October 24 through 26, 2019. The conference was attended by over 900 participants organized by American Association of Community Colleges (AACC). This an invitation only conference where Dr. Amrita Madabushi was a part of the following presentations: (1) **Part of the #InnovATEBIO booth 615** at the Showcase event and (2) **Addressing Round Table on a Startup Hub of InnovATEBIO** at the Synergy Session of conference.
10. **National Association of Biology Teachers (NABT-2019):** BCCC's Biotech faculty presented their work on dual enrollment pilot project with Edmondson Westside High School students at annual conference of NABT (National Association of Biology teachers) community held in Chicago during November 15-16, 2019. The poster presented was entitled "**Biotechnology Pipeline from High School to Industry via Community College, Creating a Dual-Enrollment Culture of Excellence.**" The Authors were Amrita Madabushi, James Epres (EWHS), Rae Elkasabany, Anil Malaki.
11. **American Education Week Faculty Celebration:** On Thursday, November 21, 2019, the Faculty Affairs Committee of the Faculty Senate hosted the annual American Education Week Luncheon. The luncheon honored some faculty who were nominated by their Associate Deans for going above and beyond the call of duty. Dr. Kathleen Kennedy was the recipient of Kathy Rogers Award for her selfless services to our students. Dr. Edna Street-Jones provided the historical background of the American Education Week.
12. **Biotech Programs Received \$200,000:** On December 4, 2019, National Science Foundation (NFS) awarded \$200,000 for Baltimore City's Biotech hub in partnership with Edmondson-Westside and Western High School initiatives. BCCC's Biotech program will acquire \$114,700 towards faculty stipends, conference travel and new equipment for the College.

II: Meeting With the President, Dr. Debra L. McCurdy: On November 15, 2019, the Faculty Senate Leadership met with Dr. Debra L. McCurdy, BCCC President to find solutions to a wide range of College-related issues. Some of the highlighted areas include:

1. Academic Affairs Division:

- a. **Update on the Search for the Vice President for Academic Affairs:** Dr. McCurdy informed Faculty Senate Leadership that a decision has been reached on one of the three final candidates that were invited back for subsequent interviews. The candidate will be announced once the process is completed.
- b. **Academic Master Plan (on hold):** The College is using the current Academic Master Plan that has expired, Faculty Senate Leadership reminded Dr. McCurdy. Dr. McCurdy stated that the 2018 Academic Master Plan to be reviewed in line with the development of the Institutional Strategic Plan. The revisiting of the Academic Master Plan will occur with the arrival of the new Vice President for Academic Affairs. However, the Academic Master Plan will be reworked to reflect the Facilities Master Plan. The current status of the BioPark facility for which the lease will be signed, is being underutilized, and the space usage should be maximized. The downtown Bard building, which has not been operational for over 10 years is under review. The College is currently working with the DGS on issues related to downtown Bard building.
- c. **Faculty Survey of the Administration:** Faculty Senate Leadership reminded that Dr. McCurdy that faculty survey of administrative performance was occurring in the past after Middle States Commission on Higher Education's (MSCHE) re-accreditation. This is part of accreditation requirements in MSCHE standards, and after the institutional was reaccredited, faculty did not receive much support from previous administration to survey the administrative performance. The MSCHE could be found in the Standard VII: Governance, Leadership and Administration (MSCHE, 2015, p. 14). Dr. McCurdy promised to check with BCCC's Division of Human Resources for faculty to proceed with faculty evaluation of administration.

2. Student Affairs Division:

- a. **Job Placement/Career Services:** Faculty Senate Leadership reminded Dr. McCurdy that BCCC used to have a vibrant Job Placement/Career Services where every Academic Division was actively engaged to assist students with internship and gainful employment. The Department was under the auspices of Student Affairs. Other partners like YearUp have occupied the vacuum created by the College, and it is attracting our students to those services. Dr. McCurdy stated that her intension is to change the reporting line to the Student Affairs Division.

- b. **Enrollment Management Master Plan:** Many faculty are using their own initiatives to market and promote their programs in high schools, community events, churches and other religious settings without standardized recruitment literature for potential students. Faculty should go with BCCC's professional recruiters to places when recruiting students, since faculty are the better advocate for their programs. Dr. McCurdy stated that there are several areas of recruiting efforts that should be cross worked and integrated such as the YearUp pipeline, Veterans, dual enrollment, Mayor's Scholars Program, P-Tech, near completers, and students from Workforce Development and Continuing Education as part of the pipeline to our credit courses. Also, concerted efforts for certain captive groups such as international students, and home school students are being addressed. The college problem is not an enrollment issue but rather operational problems to get the students into the College, Dr. McCurdy concluded. All the autonomous offices will be a part of a comprehensive enrollment plan to increase enrollment.

3. **Institutional Effectiveness:** Dr. McCurdy informed Faculty Senate Leadership that academic assessment will move back to the Academic Affairs Division under the leadership of the Chief Academic Officer and Vice President for Academic Affairs, while non-credit assessments will remain with VP Becky Burrell.

4. **Policies and Procedures Vetting Process:** Faculty Senate Leadership informed Dr. McCurdy that it is customary that College policies and procedures should be vetted through the Faculty Senate. The recent policies and procedures presented to the Board of Trustees on the November 20, 2019 meeting by the Vice President for Student Affairs, Dr. Stanley

Singleton were emailed to us without much time to vet them through Faculty Senate. The policies and procedures were:

- a. Overdose-Reversal Medication Policy
- b. Overdose-Reversal Medication Procedures
- c. Student Concerns about Athletic Programs and Activities Policy
- d. Student Concerns about Athletic Programs and Activities Procedures
- e. Sexual Misconduct (i.e. Harassment/Assault) Procedures

Since most policies and procedures have direct implications on the faculty and students, it will be appropriate to have them properly vetted through the Faculty Senate, Faculty Senate Leadership re-iterated. Dr. McCurdy stated that the policies were overdue to the Maryland Higher Education Commission (MHEC) since summer of 2019, and there is the pressure to get the policies and procedures to MHEC.

5. **Streamlining Procurements:** Dr. McCurdy pointed out that all backlogged procurements in the process have to be cleared before streamlining the process. Deans should come forward with their lists to make their requests known about their basic needs to help clear the backlogs in the system for procurements. The academy procurements will be taken care of first.
6. **Replacing retiring faculty and resigning faculty PINs:** Dr. McCurdy stated that the Deans have to come forth and make their needs known to replace the faculty PINs.

Upcoming Faculty Senate calendar of events:

- January 8, 2020: Faculty Academy
- January 9-10, 2020: Association of Faculty for Advancement of Community College Teaching (AFACCT) Conference.

Humbly Submitted,

Dr. Chima O. Ugah,
Faculty Senate President

Bibliography

MSCHE. (2015). *Standards for Accreditation and Requirements of Affiliation*. Philadelphia: Middle States Commission on Higher Education.



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 6 | Items Removed from the Agenda

- AFSCME Local #1870 at BCCC



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 7 | New Business

- None



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 8 | College Policies

- None



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 9 | Presentations

A. Facilities Master Planning

BCCC Board of Trustees Interim Report

Campus Master Plan

December 18, 2019

Goals

The master plan will guide the development of the Liberty Heights campus for the next ten years. It will integrate facility evaluation with the academic strategic plan to develop priorities for capital project requests.

Process

Project meetings have included representatives from BCCC, DGS and the consultant team. The planning process began in the summer, with facility evaluations this fall, and information-gathering for academic enrollment and facility use data. Priorities for campus development have been established. A draft is in process, with a final report early next year. The report will include budgets for recommended capital projects.

Scope

The master plan covers the Liberty Heights and Pavilion properties, and will include a space budget for generic downtown instructional space.

Preliminary findings

The facility review has established that building systems in the Nursing Building, Library and the Fine Arts wing have reached the end of their useful life. Similar conditions exist in the West Pavilion and Harper Hall. The Life Sciences Building is in good condition, though it requires new boilers and elevators. The recently renovated portion of Main Hall is in good condition, with some problems with sanitary drainage and an aging central boiler/chiller plant. The Physical Education building is in good condition considering its age. The exterior envelope of the Library has reached the end of its life.

Life safety systems and ADA compliance require substantial work in the older buildings. The Nursing Building, the Fine Arts wing, and the Library lack sprinkler systems, and fire alarm systems are not in compliance with ADA. Toilet facilities do not fully comply with ADA in these buildings.

Recommendations

The Library and Nursing buildings have been identified as priorities for renovation and expansion. Significant considerations are phasing of work and expenditures, as well as accommodation of displaced functions during the renovation process. Strategies include the creation of building additions housing systems and building core facilities, allowing the existing buildings to continue in use until the new systems are ready for use, and shortening the time that the existing areas are under construction.

Replacement of systems will allow significant gains in energy performance. The renovation work will allow the pursuit of a strategy for centralizing heat and chilled water utilities into a single facility, which may be developed to eventually serve the entire campus, realizing gains in efficiency and maintenance costs through the discontinuation of dispersed individual units.



BCCC MASTER PLAN SITE ANALYSIS

BALTIMORE CITY COMMUNITY COLLEGE
2901 Liberty Heights Ave, Baltimore, MD 21215



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**BALTIMORE CITY
COMMUNITY COLLEGE**
CHANGING LIVES...BUILDING COMMUNITIES

CAMPUS LOCATION

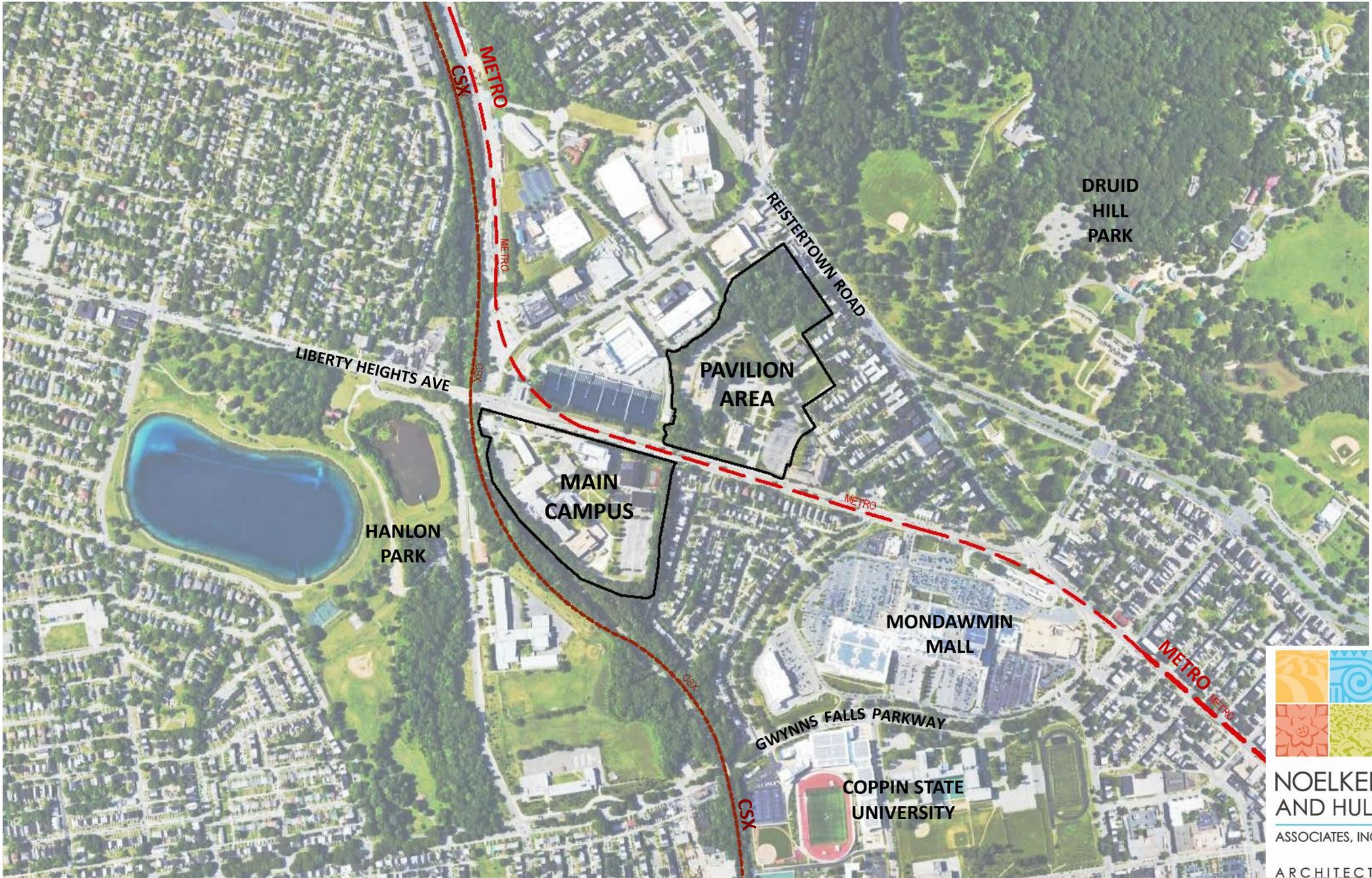


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**BALTIMORE CITY
COMMUNITY COLLEGE**
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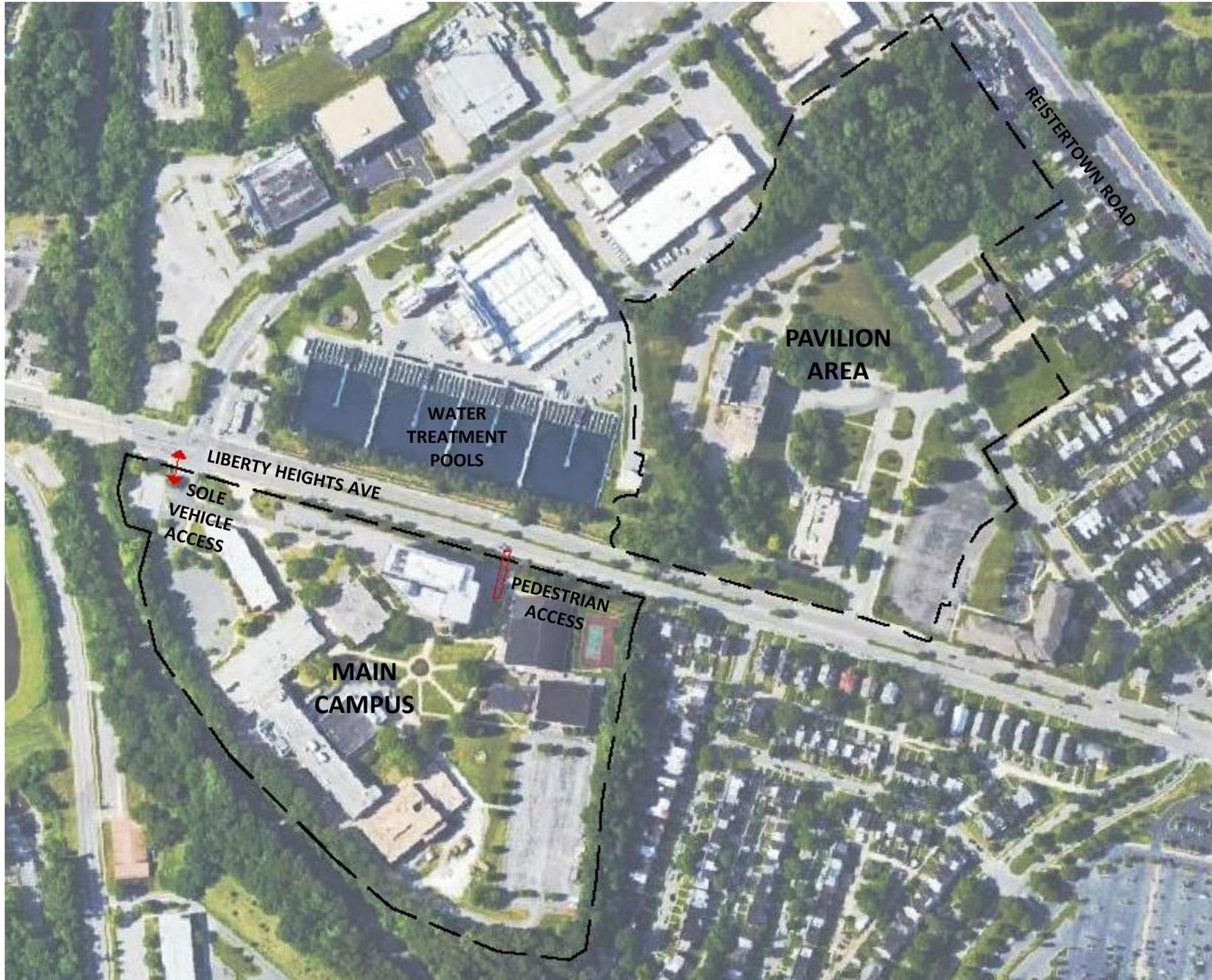
**SITE
ORIENTATION**



**NOELKER
AND HULL**
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VEHICLE AND
PEDESTRIAN
CIRCULATION



NOELKER
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ARCHITECTS

PARKING





**BALTIMORE CITY
COMMUNITY COLLEGE**
CHANGING LIVES...BUILDING COMMUNITIES

EXISTING
MAIN CAMPUS



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**BALTIMORE CITY
COMMUNITY COLLEGE**
CHANGING LIVES...BUILDING COMMUNITIES

EXISTING
PAVILION AREA



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AND HULL**
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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 10 | President's Report

- A. Cabinet Area Reports
- B. Realignment Tasks Update
- C. Enrollment Report

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, December 18, 2019

Dr. Debra L. McCurdy, President

MEETINGS & ACTIVITIES

The following represents some of the meetings and activities of the President since the November 20, 2019 report to the BCCC Board of Trustees:

MEETINGS & ACTIVITIES

The following represents some of the meetings and activities of the President since the November 20, 2019 report to the BCCC Board of Trustees:

Business/ Corporate Stakeholders

- Zed Smith, Cordish Companies re Bard property- December 3, 2019.
- Howard Brown, David S. Brown Enterprises- December 3, 2019.
- Dean Harris & Sean Pink, Innovation Village re South Pavilion lease- December 4, 2019.

State Elected & Appointed Officials

- Department of Information Technology re: ERP system - November 21, December 5 & 12, 2019.
- Steve Lauria, DGS re: Facilities Master Plan- November 22, 2019.
- Assistant Secretary of DGS, Lauren Buckler re: Bard Building- December 6, 2019.
- MACO Conduit Street Podcast w/ Senator McCray, City Schools CEO Sonia Santelises and Police Commissioner Michael Harrison- December 17, 2019.

Mayor's Office

- Mayor Young's Quarterly Meeting with University Presidents- December 16, 2019.
- Mayor's Children's Cabinet- December 18, 2019.

City Schools

- On-going discussions about dual enrollment PTECH, MSP, assessment- November 21, 2019.

Higher Education Leadership/ Associations

- Middle States Conference in Philadelphia, PA- December 8-11, 2019.
- Karen Stout, President of Achieving the Dream (teleconference)- December 11, 2019.

Campus Meetings

- Recruitment Outreach- November 20, 2019.
- American Education Week Faculty Celebration- November 21, 2019.
- Pizza & Popcorn with the President- December 4, 2019.
- Faculty Senate- December 13, 2019.
- Employee Holiday Reception- December 13, 2019.
- Holiday Concert- December 5, 2019.
- Retirement Party for BCCC's Assoc. Director of Library Virgie Williams- December 5, 2019.

College Leadership

- Weekly Cabinet meetings
- Weekly Deans meetings
- Faculty Senate Executive Committee- December 13, 2019.
- Union leadership- December 17, 2019.
- Recruitment Outreach Planning- November 20, 2019.
- Enrollment Projection Meetings with WDCE and Academic Deans- December 5, 2019.
- Grants Procedures- November 21, 2019.
- ERP - November 22, December 6, 2019, December 16, 2019.
- Commencement 2020- December 2, 2019.
- Mayor's Scholars Program evaluation- December 6, 2019.

Leadership Candidates

- Vice President for Administration & Finance
- Director of Facilities
- Director of ERP
- Director of Procurement
- Registrar
- Director of Government Relations

Achieving the Dream

- Discussions with Dr. Karen Stout, Achieving the Dream (AtD) President and BCCC Vice Presidents took place to shift the focus of the Achieving the Dream efforts to enrollment outreach and holistic student support services.
- Dr. Stout and AtD staff will facilitate a 2-day (January 21 & 22, 2020) working session with key faculty, staff and administration. See AtD working materials.



Holistic Student Supports Opportunity Assessment for Baltimore City Community College

Achieving the Dream looks forward to the opportunity to provide a Holistic Student Supports Opportunity Assessment for Baltimore City Community College. This assessment will be facilitated by Dr. Karen Stout, President of Achieving the Dream, and Shauna Davis, Executive Director of Holistic Student Supports at Achieving the Dream.

Holistic Student Supports Opportunity Assessment Explained

The Holistic Student Supports Opportunity Assessment is a two-day visit focused on building momentum for redesign efforts, identifying challenges and opportunities unique to Baltimore City Community College, and engaging leadership around the conditions necessary for impactful holistic student supports redesign, and examining the core conditions necessary for successful implementation of holistic students supports redesign work. We seek to do this with an intentional focus on the development of workflows, processes and professional knowledge to strengthen collaborative problem solving. This includes deepening the understanding and application of student success priorities currently underway and planned, illuminating the student experience, and identifying areas for deeper understanding of the student populations served. In addition, examining the interconnectedness of academic and personal supports, with an emphasis on identifying areas to strengthen the understanding, and capacity of faculty and staff in applying student-centered solutions to address opportunities for improving student outcomes.

The opportunity assessment includes the following activities:

- Foundational presentation on holistic student supports
- Focus groups with college stakeholders
- Facilitated session with the college team(s) responsible for implementing student success strategies at Baltimore City Community College
- Strategic working session with college leadership
- A comprehensive report provided by Dr. Stout and Ms. Davis after the visit
- Debrief call with the leadership team, Dr. Stout and Ms. Davis to review the report findings and discuss next steps

Holistic Student Supports Opportunity Assessment Next Steps

As a next step to ensure this two-day intensive visit is aligned with college leadership expectations and to ensure the development of an agenda that delves deep into areas of discovery and opportunity, we recommend scheduling a call to walk through the proposed agenda, to answer any questions and concerns, and to identify the appropriate college stakeholders who will be engaged in this process. Below you will find a sample format for this visit, to be customized for Baltimore City Community College.



Baltimore City Community College Holistic Student Supports Opportunity Assessment Sample Agenda.

**The final agenda to be discussed and developed in consultation with college leadership.*

Opportunity Assessment Planning Call

One-hour planning call with Dr. Karen Stout, Shauna Davis and Baltimore City Community College leaders to discuss expectations, review the proposed agenda, and address any questions or concerns related to this visit.

Opportunity Assessment

Two-day intensive working site visit with a cross section of college faculty, staff, and leadership actively engaged in deep self-reflection, discovery, and knowledge sharing.

Foundational Understanding of Holistic Student Supports

This session would include a broad cross section of college faculty, staff, and leaders engaged in student success strategies and work at Baltimore City Community College. The goals of this session include providing attendees with a clear understanding of holistic student supports, including core components of a holistic approach and how this approach should align with existing student success strategies and priorities.

(Recommended session size – ten to sixty based on college needs)

Facilitation of College Focus Groups *(Multiple Focus Groups – up to four)*

This session would include identified college stakeholders such as faculty, student services professionals, front line administrative professionals, college administrators, business office and support professionals, and may include college students. The goals of this session include identifying needs and concerns of stakeholders, gaging their understanding and interpretation of the alignment of college priorities and student success work, and identifying opportunities to strengthen their engagement in the work.

(Recommended session size – five to 15 stakeholders per focus group)

Facilitated Working Session

This session would include the college team(s) responsible for implementing student success strategies. The goals of this session include understanding the student populations at Baltimore City Community College, alignment of the current student success strategies, and identifying and discussing the interconnectedness and interdependencies of the teams/workgroups.

(Recommended session size – five to 15 stakeholders per focus group)



Strategic Working Session with College Leadership

This session would include the discussion of working towards the identification of a Holistic Student Supports Redesign Implementation Plan with emphasis on key components of an implementation plan and preparing the college community for this work. This session would also include some immediate feedback on the site visit, although a comprehensive report and debrief will come two weeks after the visit.

(Recommended session size – all executive and senior leaders, including those who lead areas outside of direct student support)

Opportunity Assessment Debrief Report

Approximately two weeks after the site visit the college president will receive a comprehensive debrief report from Dr. Stout and Ms. Davis which will include strengths and opportunities for development identified throughout the intensive site visit. This report will also provide recommendations for next steps.

Debrief Call with College Leadership

College leaders will have the opportunity to debrief the visit in a one-hour call with Dr. Stout and Ms. Davis and discuss any questions, concerns, and/or support needs related to moving the strategic priorities of the college forward.

Agenda: Baltimore City Community College – HSS Opportunity Assessment Site Visit

Tuesday, January 21, 2020 and Wednesday, January 22, 2020

Meeting Focus: Holistic Student Supports Opportunity Assessment – Discovery

Tuesday, January 21, 2020

Time	Session Type	Topic	Notes	BCCC Attendees
9:00 – 9:30am	Discussion	President's Meeting	– Meeting with Dr. McCurdy	<i>Shauna Davis, Dr. Karen Stout, and Dr. McCurdy</i>
9:40 – 10:40am	Discovery Tour	Physical Layout	<ul style="list-style-type: none"> – Walking tour of campus through the eyes of students, including review of signage, location of services, hours of service and supports, and observable interactions Session Outcome: <ul style="list-style-type: none"> - Develop an understanding of how students experience the campus 	Invited: <i>(Should include Shauna Davis, Dr. Karen Stout and BCCC student tour guide)</i>
10:50 – 11:40am	Discussion	Institutional Research	<ul style="list-style-type: none"> – Discuss student data (demographics and outcomes), service area profiles, and progress measurement Session Outcome: <ul style="list-style-type: none"> - Identify student personas/profiles and what leading and lagging indicators are currently being tracked 	Invited: <i>(Should include Institutional Research staff and may include a cross section of college leadership)</i>

11:50 – 12:40	Focus Group I	Technology and Business Support	<ul style="list-style-type: none"> – Facilitated focus group with stakeholders to identify challenges and opportunities for student supports redesign through their institutional understanding, understanding of student needs, and understanding of how services and supports are provided to students, and their role in that process <p>Session Outcome:</p> <ul style="list-style-type: none"> - Identify strengths and opportunities 	<p>Invited: <i>(Should include a cross section of staff from technology and business support operational areas of college, ex. IT, HR, Marketing, Business Office, Facilities, Safety)</i></p>
12:40 – 1:30pm Lunch Break				
1:35 – 2:20pm	Focus Group II	Frontline Administrative Staff	<ul style="list-style-type: none"> – Facilitated focus group with stakeholders to identify challenges and opportunities for student supports redesign through their institutional understanding, understanding of student needs, and understanding of how services and supports are provided to students, and their role in that process <p>Session Outcome:</p> <ul style="list-style-type: none"> – Identify strengths and opportunities 	<p>Invited: <i>(Should include a cross section of frontline administrative staff from areas of the college that directly interface with students and support student requests/needs either in person, by phone and/or email)</i></p>
2:30 – 3:20pm	Focus Group III	Intake and Outreach	<ul style="list-style-type: none"> – Facilitated focus group with stakeholders to identify challenges and opportunities for student supports redesign through their institutional understanding, understanding of student needs, and understanding of how services and 	<p>Invited: <i>(Should include a cross section of staff who coordinate and facilitate college outreach and intake)</i></p>

			<p>supports are provided to students, and their role in that process</p> <p>Session Outcome:</p> <ul style="list-style-type: none"> – Identify strengths and opportunities 	
3:30 – 4:30pm	Focus Group IV	Advising Staff	<ul style="list-style-type: none"> – Facilitated focus group with stakeholders to identify challenges and opportunities for student supports redesign through their institutional understanding, understanding of student needs, and understanding of how services and supports are provided to students, and their role in that process <p>Session Outcome:</p> <ul style="list-style-type: none"> - Identify strengths and opportunities 	<p>Invited: <i>(Should include a cross section of faculty and professional staff who provide advising for students)</i></p>
4:30 – 5:00pm	Wrap Up (Shauna Davis and Dr. Stout)			



Wednesday, January 22, 2020

Time/Location	Session Type	Topic	Notes	BCCC Attendees
9:00 – 9:30am	Discussion	President’s Meeting	– Meeting with Dr. McCurdy	Shauna Davis, Dr. Karen Stout, and Dr. McCurdy
9:40 – 10:40am	Working Session	Mapping Part I.	<p>– Map all college student success (academic and personal) supports to identify who, when, where, and how students interact with these supports</p> <p>Session Outcome:</p> <ul style="list-style-type: none"> - Obtain a clear view of the alignment (and/or gaps) of student success supports 	Invited: (Should include a cross section of student supports, academic and personal, staff to generate a comprehensive map)
10:50 – 12:10pm	Working Session	Mapping Part II.	<p>– Map the intake and advising process from start to finish, identify and discuss intake procedures, process, notation, handoffs, systems, communication, case management, follow up, and student touchpoints</p> <p>Session Outcome:</p> <ul style="list-style-type: none"> - Obtain a clear view of the intake and advising process(es) - Identify intersections and potential leverage points, as well as gaps. 	Invited: (Should include a cross section of faculty and staff who provide intake and advising support to generate a comprehensive map)
12:20 – 1:00pm	Lunch Break			

1:10 – 2:10pm	Presentation and Discussion	Foundations of Holistic Student Supports	<ul style="list-style-type: none"> – Foundational presentation for stakeholders on Holistic Student Supports redesign with an emphasis on relationship building, college operations, and student retention <p>Session Outcome:</p> <ul style="list-style-type: none"> - Identify BCCC student success vision and definitions – Review of work completed by the college to date and questions to be answered 	Invited: <i>(Should include a cross section of leaders and staff from all functional/operational areas of college)</i>
2:20 – 3:20pm	Discussion and Working Session	Leverage and Alignment	<ul style="list-style-type: none"> – Meeting with deans and directors to discuss structural alignment, physical alignment and policy/process alignment of advising and student supports to identify opportunities to improve sustainability and scalability of interconnected supports <p>Session Outcome:</p> <ul style="list-style-type: none"> - Identify alignment and policy/process gaps, as well as leverage points 	Invited: <i>(Should include a cross section of leaders and from all academic and student affairs areas of college)</i>
3:30 – 4:30pm	Discussion Debrief	Wrap Up	<ul style="list-style-type: none"> – Wrap up, clarifying questions and debrief the visit with executive leadership team 	Invited: <i>(Should include Shauna Davis, Dr. Karen Stout and BCCC executive leadership team)</i>

Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 18, 2019

Dr. Liesl Jones, Vice President for Academic Affairs

Academic Operations and Services

- **E-Learning:** BCCC has access to the New Canvas Gradebook for faculty that is found on the Canvas Faculty Login Page. Spring 2020, the College will implement the full use of the gradebook. Currently, there are video tutorials and a self-training manual for faculty. This video will teach faculty how to activate and use the New Gradebook in their current or test courses.
- **E-Learning:** After 30+ years of service at BCCC, Dr. Diana Zilberman will retire effective January 1, 2020.
- **Promise Academy:** After 40+ years of service at BCCC, Portia McCormick will retire effective January 1, 2020.
- **Library:** After 49 years of service at BCCC, Virgie Williams, Associate Director of Library, will retire effective January 1, 2020.
- **Articulation and Transfer Services:** BCCC nominated two students for the 2019-2020 All-USA/Coco-Cola Academic Teams, New Century Pathway and All State Academic Team. Nominated students have an opportunity to receive national scholarships.

School of Arts & Social Sciences

- **English, Humanities, Visual and Performing Arts:** Professor Tamara Payne was featured on WBAL TV 11 as the Baltimore woman who is transforming the Harwood Community with artistic mosaics (known as *The Butterfly Effect*) and honored at the 2nd Annual National Black Wall Street Summit 2019: Assess, Adapt, Repeat at Coppin State University for her commitment to community arts and academic art programs.
- **EHVPA** has partnered with Arts Every Day and Baltimore City Public Schools to serve on the Baltimore Fine Arts Plan Advisory Committee. This cross-sector committee of Baltimore's thought leaders will advise on the implementation of the Baltimore City Fine Arts Plan and Goals, offer feedback, and identify opportunities for increasing public awareness and support of the arts in Baltimore City Schools. Ultimately, this partnership will lead to dual enrollment, pathways to art teacher certification, and other recruitment opportunities.
- **Education, Social and Behavioral Sciences:** Dr. Zak Kondo continued his lecture series with the presentation entitled "Lies and Myths in U.S. History" Part I and II, in the Mini Conference Center on November 12 and 26.
- **Dr. Boyd Servio-Mariano and Professor Rebecca Johns-Hackett** took 35 students to the Smithsonian Museum in Washington DC on November 8, 2019, to complete assignments in both anthropology and sociology and to offer an exploratory experience outside of Baltimore City.

School of Nursing and Health Professions

- **Nursing:** ADN to BSN Enrollment Expo-2019 – Twelve partnering academic institutions, as well as, a number of our employment partners (Johns Hopkins Department of Adolescent Health & St. Vincent De

Paul) set up tables in the Main Building to share articulation and employment information to approximately 30 BCCC nursing students.

- University of Maryland School of Nursing RN to BSN Dual Enrollment MOU honored-BCCC's first 3 students enrolled in their program.
- Dental Hygiene: On November 2, 2019, dental hygiene students completed 16 dental screenings as part of the New Psalmist Baptist Church Annual African American Forum.
- Emergency Medical Service Program Coordinator Trudy Booker met with the Chief of the Baltimore City Fire Department to collaborate on developing an EMT training course for ex-offenders.
- Physical Therapy: PTA faculty partnered with Western High School provide a tour of and expose their students to the PTA labs at BCCC.

School of Business, Science, Technology, Engineering and Mathematics

- Natural and Physical Sciences: BCCC's 7th Annual Biotech Symposium – "Innovations in Biosciences"—was held at the Life Sciences Institute, BioPark and had over 100 attendees, including BCCC faculty and students, BioPark company employees, University of Maryland (UM) faculty, and 20 students from Edmondson-Westside High School. The Symposium highlighted BCCC's Biotech program to the community. It included a variety of activities such as a keynote talk on the cutting edge topic of "Gene Therapy—The Promise and The Progress", Career panel of BCCC Biotech alumni who discussed how the Biotech programs helped them in their career pathways, and poster presentations by Biotech students on internships and mentored research work carried out at BCCC.
- Associate Dean Scott Saunders presented at the Annual American Mathematics Association of Two-Year Colleges Conference: "Great Lakes, Great Accessibility: Ways of making all documents, especially mathematical documents, ADA compliant."

Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 18, 2019

Dr. Stanley Singleton, Vice President for Student Affairs

- The men's basketball team started its season on December 2, 2019. This is the first season for newly hired coach Jarrod Randall. The new women's basketball team coach, Rachel Naughton, is currently training and conducting practices with the four (4) women who have been selected for the team. Coach Naughton has also been recruiting for next season and is looking to recruit new student athletes to BCCC in the Spring.
- The Office of Disability Support Services Center (DSSC) conducted eight (8) student intakes. DSSC held student conferences with fifteen (15) students, five (5) parents. The department conducted twenty (20) faculty/Departmental Dean's conferences relating to accommodations for DSSC students in addition to providing training for faculty and staff. DSSC proctored examinations for a total of twenty (20) students.
- Over the last month, The Office of Financial Aid served more than 734 students with telephone, walk-in visits, and appointments. BCCC received 9,351 2019/2020 applications and 3,443 students were awarded financial aid. There are 2,326 Pell Grant recipients enrolled for the fall 2019 semester. This represents 48% of the semester's enrollment who are receiving the Pell Grant. Of this number, 796 Pell Grant recipients are enrolled full-time. There are 471 students enrolled for the fall semester receiving some form of financial aid (i.e. federal, state, and institutional scholarships), approximately 9.75% of the enrollment. The office offered its first 2020-2021 FAFSA Completion workshop this academic year.
- The Office of Judicial Affairs and Title IX made presentations to fourteen (14) classes (approximately 227 students) to disseminate information on Title IX and the Title IX process. These presentations also covered the current student code of conduct. On December 6, 2019 the Director of Judicial Affairs and Title IX presented to P-Tech faculty on academic integrity, academic dishonesty, and how to properly engage disruptive students in the classroom. The required Campus Climate Sexual Assault Survey has been prepared and is awaiting dissemination in February 2020 (report due in June 2020). The associated awareness campaign *Be Heard*, will introduce students to the survey which will be sent to students via their BCCC email and placed on the landing page on Canvas.
- The Office of Records & Registration has processed 7,900 transcripts to date, generating \$36,890 in revenue for the College. The Office of Records & Registration partnered with the Division of Academic Affairs to ensure that the Master Course Schedule was prepared for early registration, which began on November 18, 2019. To date, 2,078 students (unduplicated) have registered for the Spring 2020 session.
- The Office of Student Support and Wellness continued its partnership with the *Fostering Change Network Foundation* in sponsoring the last of the Mentoring Circles on campus (programming for students who have experienced living without their biological parents at some point in their childhood). Additionally, the office continued its partnership with The House of Ruth and The LatinX Club to present, *All Love Should Be Safe*; a program about healthy relationships and resources for those experiencing intimate partner violence. Over the last month, the office also presented on a variety of topics in workshops entitled:
 - Are you SAD? Seasonal Affective Disorder Workshop;
 - Is it ADHD or am I a Kinesthetic Learner?

- Time Management Workshop requested by TRIO-SSS/STAIRS;
 - Two requested classroom presentations of Discussing Depression;
 - Improving Mental Health for Improved Academics in three PRE100 classes;
 - Four Yoga Sessions.
- *The Truth Initiative* held two events: 1) *Kahoot* was an interactive game show educating individuals about smoking and promoting the new BCCC tobacco free campus policy; and 2) The *#KickinItWithBCCC Kickoff* was held as a way to celebrate becoming a healthier campus and providing support to our community members who smoke. The event featured food, music, games, and prizes.
 - The Student Support Services/STAIRS Program took six (6) program participants on a campus tour of Coppin State University on Friday, November 15th. Four of the students reported that they plan to transfer to Coppin after the completion of their degree at BCCC.
 - The Student Success Center (SSC) advisors have been engaging first year students and students on Academic Probation. Advisors have been meeting with students individually discussing semester grades, class concerns, campus and community resources, and regular advising appointments. As of December 2019, 1,384 students checked into the Student Success Center for service and support.

Beginning on November 18, 2019, room 4B in the main building was set up by IT to provide additional space for early registration assistance for students. To date, more than 323 students have been served in this space. Five (5) faculty members, along with Mayor’s Scholars Program (MSP) advisors staffed this location for academic advisement.

- The Office of Assessment and Testing is currently working with the Workforce Development team to investigate administering ESL Accuplacer at the Liberty Campus. The team is currently drafting procedures and identifying necessary components to ensure that the training of existing staff at both the Liberty and Harbor campus are seamless. Alternative means for administering the BIOL 101 exemption test and the CLT have also been prepared. Both assessments have been moved to Canvas. During the month of November, the following tests were administered:

Exam Name	# Attended	# No Show	# Registered	# Walk in
Accuplacer	107	0	107	106
Accuplacer HS Group Testing	15	0	15	0
Accuplacer Retest	15	0	15	15
BCCC Course Exams	128	31	159	6
Bio 101 - BCCC Exemption Only	42	9	51	14
CLEP	3	0	3	0
Computer Literacy	7	1	8	1
Computer Literacy Retest	1	0	1	0
Distance Learning Exams	2	0	2	0
ParaPro Assessment	16	2	18	0
TEAS BCCC STUDENTS ONLY	9	2	11	1
	345	45	390	143

Admissions Applications Summary

Winter 2020	Spring 2020	Summer I 2019	Summer II 2020	Grand Total
398	1055	49	16	1518

Recruitment Events for November

Event	Sponsoring Organization	Location	Leads
Campus Tour	The Choice Program (UMBC)	BCCC	4
Information Session	Green Street Academy	Green Street Academy	17
Information Session	Bay Brook Elementary/Middle School	Bay Brook Elementary/Middle School	60
Group Testing	Coppin Academy	BCCC	15
Information Session	Vivien T. Thomas Medical Arts Academy	Vivien T. Thomas Medical Arts Academy	18
Information Session	Baltimore City Juvenile Justice Center	Baltimore City Juvenile Justice Center	70
Information Session	Western High School	Western High School	13
Information Session	City Neighbors High School	City Neighbors high School	12
FASFA Night	NACA Freedom HS	NACA Freedom HS	2
Campus Tour	Prospective Students	BCCC	4
College Fair	Latino Providers Network	CCBC (Dundalk)	39
College Fair	Commordore John Rogers Elementary/ Middle School	Commordore John Rogers Elementary/ Middle School	100
ADN/BSN Enrollment EXPO	BCCC	BCCC	3
Information Session	National Academy Foundation	National Academy Foundation	14
Application Day	Excel Academy HS	Excel Academy HS	15
Information Session	Achievement HS	Achievement HS	5
On site Admissions Day	Connexions Middle/high School	Connexions Middle/high School	30
How to Pay for college Seminar Elijah Cummings	MICA	MICA	1
Information Session	Edmondson-Westside HS	Edmondson-Westside HS	5
Campus Tour	Children's Guild of Baltimore	BCCC	5
Information Session	Carver High School	Carver High School	1
Campus Tour	Renaissance Academy Visit	BCCC	25

Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 18, 2019

Ms. Eileen Waitsman, Controller, Administration & Finance

Bursar's Office

- Worked with Student Affairs and Academic Affairs on the Purge/No Pay/Never attend process. This will substantially help our students and create more student friendly processes for billing. It will help BCCC retain more students. This process is pending approval.
- Worked with Student Affairs on the invoicing procedures and under \$30 balances. This will allow BCCC to write these off in the future and will substantially help our students to move forward and impact retention in a positive manner. This process is pending approval.
- Worked with the Financial Aid Office to resolve the Financial Aid Award variances, posted the awards onto the student's accounts, and refund checks were issued for the Fall 2019 semester.
- Worked with the P-TECH Coordinator to resolve the reports needed for the State of Maryland.
- Served approximately 963 students

Bookstore

- Served 3,687 students/employees with sales of \$19,787. Given a retirement, a search will be initiated for a new Bookstore Director. Discussion will also take place with regard to the options and opportunities to outsource the Bookstore operation; this will take substantive analysis to determine if this is the best course of action. As well, inventory control and textbook management is under review for appropriate audit and process changes.

Procurement

- Working on updating the solicitation for Heartland, Class Act, Regent, and ERP.
- Working with Ricoh to obtain a complete listing of the leases of the copiers throughout the College.
- Plan are in process to update the Procurement information on the College website.
- Plans are underway to update the terms and conditions on any Procurement documents that go outside the College.
- Work is in process to develop the communication to the College on the 'How to Procure Items' at various levels of spending.

Controller Office and General Accounting

- Work is being finalized on the Maryland Higher Education Commission Community College (MHEC CC-4) audit
- Work is taking place with the Grants Office to refine and improve the Grants reconciliation process
- A working relationship with the Foundation Accountant has been developed to refine and improve the Grants reconciliation process
- Work is underway to support the Dean regarding the Bookstore who has temporary oversight for the operations
- Processed 162 journal entries (1,042 lines).

Grants Office

- Working with Grants Development lead by the President's Office to establish the charge, direction, and expectations of institutional grants across the College
- Working with General Accounting and the Foundation Accountant to refine and improve the Grants reconciliation process

Accounts Payable

- Processed 256 invoices.
- Work is continuing with various departments on current and outstanding invoices.
- With winter break approaching, the focus is on processing the authorized payments.

Budget Office

- Working with various departments on their spending
- Assisting various areas with their approval paths in FMIS.
- Responding to directive from the President to work on operations that impact various cost analysis including Utilities

Human Resources/Payroll

The department's primary function during the month include the recruitment of key leadership employees for open positions as well as other professional/skilled service positions. Work included the completion of Benefits Open Enrollment; processing payroll for PIN/Contractual employees, and preparing for renewals of recommended contract employees.

Highlights for November include the following:

- Served approximately 180 people HR/Payroll office
- Submitted Affirmative Action Berkshire FINAL Report FY19 EEO
- PIN turnover for November is 0.27%; this is down compared to 4.01 % for October, and 0.78% the month before
- Facilitated Benefits Open Enrollment period October 10th through November 14th
- Completed 9 Professional Development workshops
- Processed procedures with USM for online Tuition Remission beginning Fall 2020
- Processed 3 Contractual Conversions into PIN positions
- Completed 772 payroll entries to meet November payroll
- Completed monthly ACA (Affordable Care Act) report
- Facilitated transition of new leave system
- Completed 1 Workers Compensation Hearings
- Completed 2 Unemployment Hearings

Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 18, 2019

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

The WDCED provides ongoing enrollment in ABE, ELS and workforce training classes. More than 525 students were registered for continuing education classes in the month of November. Also in this month, 68 workforce students completed their training program and were issued a certificate of completion. The following specific activities were conducted by the WDCED in November 2019.

- On November 9th, three (3) instructors from the English Language Services Department attended the **Maryland TESOL Conference** in Prince George's County. Staff focused on sessions regarding curriculum standards, instructional strategies, and advancing digital literacy across ESL classes.
- In partnership with the **Maryland Office of Refugee Assistance (MORA)**, six (6) English Language Services staff, including two new AmeriCorps volunteers, participated in professional development for Citizenship classes. MORA staff provided training on Citizenship grant requirements, data collection, and best practices for student support and referral services.
- On November 7th and 21st, information sessions regarding the **Industrial Maintenance Mechanic (IMM) Apprenticeship** program were provided for the Maryland Department of General Services (DGS) and Johns Hopkins Hospital. There is increasing need for maintenance technicians and stationary engineers throughout Maryland. The BCCC IMM Apprenticeship program will be accepting a second cohort of apprentices in February 2020. This program has the capacity to train up to 24 apprentices per year.
- The Adult Basic Education (ABE) program is expanding partnerships to include **Safe Streets of Baltimore**. Safe Streets is an evidence-based violence prevention and interruption program that works to reduce shootings and homicides, operated by Catholic Charities in collaboration with the Baltimore City Department of Health. With four (4) new classes, this program is estimated to enroll 60 students.
- On November 22nd, the Adult Basic Education (ABE) Department hosted the second **Quarterly Partnership Meeting** at the BCCC Harbor Campus. More than 15 community-based organizations promote and host ABE classes so students have greater access to college programs.
- On November 11th, the Center for Urban Families (CFUF), in partnership with the BCCC was awarded the Kresge Foundation BOOST grant for \$495,000. The proposal titled: **Center for Urban Families and Baltimore City Community College: Access and Opportunity for Baltimore Families** provides human services and workforce training for participants over a three-year grant period, with additional support for a five-year period. This is a comprehensive initiative to address the needs of underserved Baltimore City residents, using a whole-family approach that leads to positive outcomes for children, family-sustaining wages, and the mobility to move out of poverty. Using the career pathways approach, workforce training programs aligned to certificate and degree programs are provided by the college. More than 100 students will be served as they receive human services support, workforce training, employment services, and degrees in high-demand fields of study.

- In November, two new cohorts of students started the *Diesel Mechanic* and the *Diesel Technician* programs. These are designed to provide both entry-level and advanced training in transportation.
- A new workforce development program for *Customer Service* training began in November. This program is designed for entry-level positions in sales and service and provides a launching point for careers in the Hospitality and Tourism industry.
- Director Business Development Services continues to expand contract training opportunities, including classes in **Warehouse Logistics for ESL students** in partnership with the IRC.
- On November 25th, the college was highlighted as a partner with **Baltimore State's Attorney's Office** to provide training programs and educational opportunities for Exonorees.

Environment Services and Facilities

- On-track for completion of winter snow and ice emergency preparation, including equipment servicing and staging for use. Fall maintenance of exterior grounds included removal of 4.5 tons of leaves from campus.
- Facilities personnel have received training on all updated procurement and purchasing processes and policies. The correct process is now in effect with oversight provided at the senior level. All open purchase orders have been closed. Under new procedures, all vendors to report and sign in with the facilities admin office. Vendors must produce a copy of a current work order or contact, which will be verified by staff and the appropriate BCCC technician assigned to escort and ensure the work is completed satisfactory.
- On-going completion of facilities repair orders including; elevators, temperature control systems, and electrical services. On-going interior maintenance and cleaning including daily schedules and preparation for projects to be completed over Winter Break.
- The development of the **College Facilities Master Plan** is proceeding in consultation with Department of General Services (DGS) and several engineering firms including, Noelker and Hull Associates, Inc., AMT Engineers and Weigand Engineering. Phase One of the Master Plan process is complete. This included engineering visits and inspections. This process also included a comprehensive review of campus needs as well as future projections (condition and use data). The data-gather stage was completed in November. This information will be compared against the college's strategic plan to identify priorities for capital programs, which may include infrastructure priorities as well as facility improvements or changes. A prioritized set of recommendations will be developed, tighter with projected costs, for the development of BCCC facilities in Liberty Heights and downtown. The updated BCCC Facilities Master Plan will be forwarded for review by January 2020.

Public Safety and Security

- Public Safety and Information Technology (IT) personnel are working with Stanley Security Company to upgrade campus security cameras and the swipe key access system. Public Safety personnel are following college procedures for procuring and monitoring the work of vendors.

On-going issuing student and staff Identification Badges (ID) and parking permits for new and returning students and staff (Liberty and Harbor Campus locations).

Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 18, 2019

Mr. Stephan Byam, Chief Information Officer

Personnel

Director of Enterprise Applications

ITS is still undergoing the recruitment process for the Director of Enterprise Applications, however BCCC is currently in the process of negotiations with a finalist and is planning on extending an offer before the end of the school year.

Manager of Infrastructure

ITS is still reviewing qualified candidates for the IT infrastructure, Systems and Telecommunications Manager.

Technology

Enterprise Resource Planning (ERP) Project

ITS has been making significant progress with the ERP Project (details provided in the Realignment Report).

The core ERP team consisting of the President, CIO, VP for Institutional Effectiveness, Research and Planning, Project Manager, Chief Procurement Officer and the General Counsel have been meeting weekly with Maryland's Department of IT (DoIT). The team is pursuing a Software-as-a-Service solution for the College which is closely aligned to the "hosted" solution that was initially explored; however, provides the College a much more rapid adoption as well as inherently addresses some of the College's infrastructure needs (E.g. Disaster Recovery).

The project work that has been completed, to date, has elevated the project from a 'heightened-risk' status of "Red," to a lower level of "Yellow" as defined by the Maryland's Department of IT's Project Management Office. The College is expecting an overall "Green" status by December 2019 and has set a target of June 2020 for the selection of the new ERP solution (Signed contract).

Infrastructure

ITS is in the planning stages of the project to replace the datacenter switches that provides connectivity to the campus' server and networking resources. Currently the schedules are being developed with a proposed date of December 19, 2019. (Scheduling is still underway for the Wi-Fi augmentation project.)

Process

Spring Readiness

"Spring Readiness" is underway and consists of "refreshing" 32 student labs that are comprised of 551 computers on the main campus. Additionally, the media services team will be assessing and refreshing learning technology and media, including projectors and audio equipment, for use for the new semester.

Policies

The Office of the CIO is preparing a Cyber Security Policy as well as a Data Classification Policy to be presented to the Board for approval for the January 2020 Board Meeting. The lack of these two policies were noted by auditors.

Cyber Security Policy: The purpose of the Cyber Security Policy is to provide the construct for the maintenance, confidentiality, integrity, and availability of the College's system resources and data.

Data Classification Policy: The purpose of the Data Classification Policy is to provide a construct for the categorizing of data in a way that conveys the sensitivity of information, such as data that must be safeguarded for confidentiality, integrity, and availability.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 18, 2019

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

Data integrity is a priority for the College. The Vice President for Institutional Effectiveness, Research & Planning is working with the Vice President for Student Affairs and the Vice President for Workforce Development and Continuing Education on assessing the “cleanliness” of student data to ensure the accuracy, completeness and reliability of the data for internal and external reporting. Some remediation has occurred in the Student Affairs and Workforce areas. Documented operational procedures have been updated and are being developed to standardize operations to promote quality control. This work is also necessary as the College is preparing to import data from the legacy HP system to the new Enterprise Resource Planning (ERP) system.

Office of Institutional Research

The Office of Institutional Research (OIR) oversaw the successful submission of several Maryland Higher Education Commission (MHEC) reports including the:

- Credit Hours of Enrollment (S-6) for credit and non-credit Full Time enrollment for the fall semester;
- Enrollment Information System (EIS) Data Files Summer/Fall; and
- Financial Aid Information System Annual Data File (FAIS).

OIR is actively working with Human Resources to prepare the Employee Data System Annual Data File due to MHEC December 15.

The Maryland Association of Community Colleges (MACC) is collecting student enrollment and outcome data, revenues and expenditures, physical facilities and personnel data for the 2020 MACC Databook. The first submission of data from the College is due December 19. The [2019 MACC Databook is available online](#) and published annually.

OIR and the Mayor’s Scholars Program are completing the Program’s annual report for Cohorts 1 and 2. The report will include:

- the MSP Model compared to the Maryland Community College Promise Scholarship & national models;
- credit and non-credit enrollment by demographic, high schools, developmental need, & economic status;
- student performance by grades, semester to semester persistence, retention, on track to graduate (w/ some disaggregation);
- Program intervention (coaching, advising, early alert) impact analysis; and
- Program sustainability.

The final draft of the annual report will be completed by December 19, 2019 for internal and external stakeholder feedback. A public document is scheduled for January 31, 2020.

Office of Grant Development

President McCurdy called the All Grants Meeting on November 21, 2019 to reset and realign the grants agenda for the College. Vice President Burrell introduced the Grant Manual (revised draft) and Grants Life Cycle Process to executive leadership, Deans/Assoc. Deans, directors/coordinators and grant Principal Investigators/Program Directors. Eileen Waitsman, Controller, presented the grant budget expenditure summary for FY20. The second All Grants meeting will be held in January 2020 during institutional professional development days.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 18, 2019

Ms. Dawn Kirstaetter, Vice President for Advancement & Strategic Partnerships

Community Events Held on Campus

- ABC Board Retreat (November 2, 2019)
- Kick the Habit Event (November 12, 2019)
- BCCC STEM Symposium (November 13, 2019)
- BCCC Town Hall Meeting with Dr. McCurdy and Chairman Schmoke (November 15, 2019)
- Senator Hayes' Community Association Forum (November 16, 2019)

News Releases

- News Release: Nov. 27 – “BCCC Going 100 Percent Tobacco Free in New Year”
- News Release: Nov. 26 – “BCCC Part of New National Biotechnology Center Funded by \$7.5 Million NSF Grant”
- News Release: Nov. 18 – “BCCC Board of Trustees to Meet Nov. 20”
- Media Advisory: Nov. 12 – “BCCC to Host 8th Annual STEM Symposium”
- News Release: Nov. 6 – “BCCC Celebrates Bold New Partnership with Bowie State University”

BCCC in the News

- Daily Record, Nov. 29- “Baltimore Without Borders” (Article about establishing a high profile event called Baltimore Without Borders to celebrate immigrants)
- [Baltimore Sun, Nov. 24](#) – “David J. Johnson Jr.” (Obituary article for BCCC retiree; former director of job placement, assistant director of co-operative education, director of noncredit courses)
- [WBAL TV 11 News at Noon, Nov. 15](#) – “Year Up Baltimore links young talent to workforce” (Article and short video clip about Year Up program; mentions students in program are enrolled at BCCC; includes interview w/ student)
- Baltimore Sun, Nov. 15 – “Critics challenge Schmoke plan to create city university system”
<https://www.baltimoresun.com/education/bs-md-schmoke-proposal-20191115-2tnaow7zz5ffrefo435v3wsamy-story.html>
- [Baltimore Sun, Nov. 14](#) – “A grassroots solution to inequitable higher education in Baltimore” (Op-Ed co-written by a BCCC alumnus and former BCCC adjunct faculty member)
- [Center Maryland](#), shared Baltimore Sun Op-Ed from Nov. 14 – “EDITORIAL: A grassroots solution to inequitable higher education in Baltimore”
- [The Daily Record, Nov. 12](#) – “Yolanda Ogbolu named chair of UMSON’s PPEP Department” (BCCC alumna named chair of University of Maryland School of Nursing Partnerships, Professional Education & Practice Department); also published on Nov. 5
- [Baltimore Sun, Nov. 9](#) – “Perman has a mission: Open doors to more; Chancellor wants to give students access to college” (Article announcing Dr. Jay Perman as new University of Maryland, Baltimore chancellor; references Chair Schmoke proposal to bring University of Baltimore, Baltimore City Community College and Coppin State University together)

Social Media

- **Facebook** – BCCC’s Facebook page ended the month of November with a nominal bump from October in number of page likes/fans – 5,278 to 5,307 (up 29 or .55 percent increase). A Nov. 18 post from the “Thankful video” series featuring a graduate of BCCC’s Lab Animal Science program received the most reactions: 171 engagements, 63 reactions, 33 comments, 3 shares and 72 message clicks. Since Aug. 1, the number of page likes/fans has gone up by 2.1 percent (from 5,156).

November totals: 72,314 impressions, 3,371 engagements and 31 net page likes.

- **Instagram** – BCCC’s Instagram account shows more noticeable gains, with a 6.1 net increase in number of followers from this time last month (683 to 725). Number of impressions from October to November saw a big jump with a 43.2 percent increase (24,336 to 34,851), while the number of engagements went up 11.8 percent from 1,292 to 1,445 over the same period. Posts with the highest engagement included international education week activities, BSU articulation agreement, and tobacco free kickoff event. Since Aug. 1, Instagram followers have gone up 31.6 percent (551 to 725)

November totals: 34,851 impressions, 1,445 engagements, 42 new followers.

- **Twitter** -- BCCC’s Twitter followers were at 1,527 Nov. 30, a 1.9 percent increase from last month. Number of engagements increased by 10.1 percent, while organic impressions went up by 16 percent. Best performing tweets included a Nov. 2 tweet promoting early registration, BSU articulation agreement, the 7th annual Biotech Symposium and “Thankful videos.” Since Aug. 1, Twitter followers have increased 4.7 percent to 1,527 followers.

November totals: 38,800 organic impressions, 765 engagements and 25.42 organic impressions per follower. 105 tweets were sent for the month.

Ad Buys Planning for Winter/Spring 2020

- Pre-registration period was promoted via social media, web and Campus posting
- Facebook, Mall, Bus and Metro station ads are being run for Spring Enrollment, Accelerated II Session

BCCC Email Signature Standardization

- Developed several email signature templates for review/approval by President

New Publications

- The College’s Viewbook is being finalized.

New Logo

- Comprehensive survey results along with recommendations submitted to President and Cabinet
- President approved ASP redesigning logo

Promotional Items

Total Distribution for November:

- Materials: 590
- Promotional Items: 550

Website Analytics – October 22— November 22 (Ongoing)

- Where are Users Coming From? (See chart)

- 36% users from organic searches from GOOGLE, YAHOO and BING search engines.
- 26% is referral traffic from users being redirected from the OKTA server, Maryland.gov website, Regent education, and edu-apps.org.
- 43% is direct traffic, when users type the URL directly, use a bookmarked webpage or through an unrecognized source.
- 0.42% referrals from social media
- An overall 839 increase in number of total number of users to the website.
- Referral traffic saw a slight decrease from 27% to 26%. This is attributed to the fact that overall users (new and returning) to the website has remained almost the same from last month.

Source / Medium ?	Acquisition
	Users ? ↓
	64,148 % of Total: 100.00% (64,148)
1. google / organic	28,878 (37.04%)
2. (direct) / (none)	27,550 (35.33%)
3. bccc.instructure.com / referral	11,980 (15.36%)
4. bccc.okta.com / referral	2,711 (3.48%)
5. bing / organic	1,385 (1.78%)
6. accounts.google.com / referral	1,199 (1.54%)
7. bccc.catalog.acalog.com / referral	646 (0.83%)
8. yahoo / organic	608 (0.78%)
9. bccc.askadmissions.net / referral	509 (0.65%)
10. bcccsnapprod.regenteducation.net / referral	452 (0.58%)

Foundation Giving

Corporations	\$12,000
Foundations	\$ 500.00
Individuals	\$ 866.00
Grand Total	\$13,366.00

Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 18, 2019

Dr. Debora Johnson-Ross, Director of the Mayor's Scholars Program

Student Support

Average student interactions for the month of November were 11 per day per team member, representing a decrease from an average of 15.8 in October. The decrease is explained by the extended time needed to help students register resulting in longer sessions and the holidays. In addition to outreach to students who needed extra support for academic issues, the advising campaigns for the month were pre-registration for the Spring, FAFSA renewals and time management coaching.

Outreach

I attended the Baltimore Educational Scholarship Trust's (BEST) First Generation Affinity Group presentation which featured a presentation by Baltimore City Public Schools' Office of College and Career Readiness on the topic of "Individual Student Plans: How Teachers, Counselors, and Partners can Help Students Stay on Track."

Along with VP Thomas (WDCED) and Dr. Singleton (Student Affairs), I met with Mr. Ernest Dorsey and his YouthWorks team to begin planning and implementation of the Private Sector Program for continuing MSP students. Students may apply to the Private Sector Program which offers a five (5) week Summer internship-like experience, after students complete the Job Readiness Academy. Students will learn how to dress professionally, understand workplace expectations and gain real-world experience related to their career pathways. Applications open on January 2, 2020 and close March 1, 2020. MSP staff will support YouthWorks outreach efforts and host informational events on BCCC's campus.

Institutional Integration

Two MSP team members accompanied Admissions staff members to training for the new Maryland State Financial Aid Application (MSFAA) hosted by our partner, [CASA](#). Students who are not eligible for federal financial aid can apply for state assistance by completing the MSFAA. Many undocumented students should complete the MSFAA process.

We continue to work closely with Student Affairs and Academic Affairs to identify areas for greater integration. Particular areas under consideration for MSP students are better leveraging of tutoring resources, collaborating to provide financial aid support and integration of advising support.

Reports

The Enrollment and Mayor's Scholars Program Update was submitted to the Joint Chairs as a requirement of Realignment Task #3. (This was due on or before December 1 to the Joint Commission).

An evaluative report of the Mayor's Scholars Programs first year is in progress, funded in part by the Abell Foundation.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, December 18, 2019

Ms. Lyllis Green, Chief Internal Auditor

Internal Audits, Reviews and Investigations

Internal Audit activity focused on confidential investigations (whistleblower, fraud allegations, student/parent/staff issues, adequacy of administrative oversight and internal controls). In addition to the routine testing and follow-up reviews of external audit findings, activities included collaboration of efforts between the Offices of the Attorney General’s Criminal Investigation Division, the Assistant Attorney General assigned to the College along with the College’s General Counsel, VP Student Affairs, Chief Information Officer and several staff members within the five major divisions of the College.

External Audits

The Investigative Auditor of the State’s Criminal Investigation Division held a meeting to discuss the additional types of evidence he is seeking. All information requested was delivered. During the meeting it was disclosed that due to his retirement on November 27, the College’s case is being forwarded to another investigator. The investigation is ongoing and College staff are cooperating with the Investigative Auditor.

There is an impending Legislative Audit to occur any time after July 1, 2019 in compliance with their 3-year review procedure. The College’s last Legislative Audit covered the period October 2013 – November 2016, which was included in the OLA report issued November 2017.

Listed below are the College’s November 2017 OLA report findings and their status as of November 30, 2019:

Finding	Recommendation	Response	Status @ 11/30/2019
1. facilities planning and operations	a. use existing Statewide contracts..., when available; b. discontinue the practice of artificially dividing purchases to circumvent State procurement regulations..., c. comply with State procurement regulations for competitive procurement, including the use of written contracts and the publication of solicitations and awards on <i>eMaryland Marketplace</i> and (repeat); d. ensure that vendor invoices contain sufficient details to determine the propriety and reasonableness of the services performed and amounts billed; e. conduct thorough reviews of vendor invoices... investigate and resolve any discrepancies, and recover any amounts that are determined to be improperly billed; and consult with the Office of the Attorney General – Criminal Division..., and refer any other questionable activity to the Office of the Attorney General – Criminal Division and advise the Governor’s Chief Legal Counsel.	Note: This column will be populated with the current status and developments at the entry date of the audit.	Partially implemented; completion pending hiring of Directors for Facilities, the complete implementation of procurement recommendations and consistent reviews of vendor invoices
2. corporate purchase cards,	a. prohibit cardholders from sharing their cards with other employees; and b. ensure that proper documentation, such as itemized vendor invoices, is obtained to support all CPC transactions (repeat).		Implemented before auditors’ arrival with ongoing periodic reviews

3. payroll	...ensure that salary increases and incentives are appropriately justified, in accordance with the terms of employment contracts, and approved by the Board of Trustees, as required.	The college did not concur with the finding and continues to follow the prescribed practice.
4.affiliated foundation,	...establish a comprehensive agreement with its foundation that establishes formal goals and outcomes for the foundation and identifies the related BCCC funding to be provided. In addition, the foundation agreement should identify any planned steps or actions to enhance fundraising and/or reduce non-scholarship costs.	Implemented
information systems (2), 5. Sensitive Personally identifiable information	<ul style="list-style-type: none"> a. perform a complete inventory of its systems and identify all sensitive PII, b. determine if it is necessary to retain this PII and delete all unnecessary PII, c. determine if all necessary PII is properly protected by encryption or other substantial mitigating controls, ... d. update its databases and systems with encryption capability and then encrypt all sensitive PII not otherwise properly protected or employ other substantial mitigating controls to protect this data (repeat). 	Partially implemented Partially implemented In progress In progress
6. Malware protection for BCCC computers was not sufficient	<ul style="list-style-type: none"> a. ensure, on an ongoing basis, that all active computers have current signature files, and up-to-date malware protection software installed, and operational; b. limit the assignment of administrative rights on workstations to specific system/network administrators and those users specifically allowed such rights, ...being justified, approved, documented, and regularly reviewed to determine whether they are still needed (repeat); ... c. ensure that all workstations are kept up-to-date for critical security related updates for commonly vulnerable applications (repeat). 	Partially implemented Ongoing reviews and began in October. In-progress. Expected completion before spring 2020 session.
cash receipts,	<ul style="list-style-type: none"> a. restrictively endorse checks immediately upon receipt, and b. ensure that receipts are deposited timely. 	Implemented
equipment	<ul style="list-style-type: none"> a. ensure that the equipment records are complete and accurate; b. investigate the aforementioned missing equipment and take appropriate corrective action; c. conduct documented physical inventories of sensitive and non-sensitive equipment, as required, and reconcile the results to the detail inventory records; and d. refrain from purchasing equipment that is not needed for immediate use. 	Implemented Implemented Pending procurement of inventory service or tools to perform inhouse. Implemented

Office Changes

An employment offer was made and declined for the Staff Auditor/EEO & ADA Coordinator. The second-choice candidate accepted a position at another organization so the search is being reopened.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, December 18, 2019

Dr. Debra L. McCurdy, President

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.”

Dr. Liesl Jones, Vice President for Academic Affairs

Based on enrollment data and employment outlook, begin to sunset low and under enrolled programs.

The Program Review and Evaluation (PREC) calendar, schedule, and timeline for completion has been supplied to all Program Coordinators. Both degree and certificate programs are evaluated through the College’s Program Review and Evaluation Committee’s (PREC) process. BCCC is now in Cycle 3 (fall 2019-spring 2020) of the program review process. The following programs are scheduled for review: Accounting, Biotechnology, Business Administration, Business, Computer Information System, Computer Aided Drafting and Design, and Construction Supervision. Cycles 4 and 5 of the five-year cycle (Academic years fall 2020-spring 2021, and fall 2021-spring 2022), will be utilized to determine which programs are more vulnerable to sunset.

Additionally, the College has implemented a new structured survey request process. This college-wide process is used to ensure consistency and accuracy of data shared and submitted on behalf of the college. The process ensures that all request are appropriately vetted and approved. The process is designed to protect the institution, students and survey participants. Specifically, the PREC process uses surveys to collect data from faculty, staff, students and advisory board members. The process requires that faculty and administrators have appropriate oversight and review or data and data request.

Currently, the College is reviewing in-demand jobs/career pathways for all educational levels, including transfer to university, associate degree to workforce, and Lower Division Certificate (LDC) to workforce. As a result of the review, a pathway map for all educational levels was created.

Focus resources on expanding the enrollment in high demand programs such as Health Professions and transfer programs.

Dual enrollment programs have become a focal point for increasing enrollment at BCCC. Specifically, BCCC’s P-Tech programs are growing and expanding to include New Era transportation logistics with Port Covington as the business partner.

In addition, CADD and Construction Supervision grant proposals were submitted in partnership with BCPSS for CTE Innovation grants.

In the summer of 2019, we partnered with NASCO, Dependable Construction, and Charm City Medical Center Owner to recruit 22 construction sub-contractors into our Introduction to Construction class. The partners wanted two classes (Introduction to Construction (CON 101) and Blueprint Reading CON 107; however, we were only able to offer Introduction (CON 101). Upon successful completion of the summer course, we recruited four of the completers into Blueprint Reading in Fall 2019. We are currently in discussion with the employers (sponsors) for the re-enrollment of the remaining cohort members into our courses once the Charm City Construction project starts in Spring 2020. The partners are very excited to work with us on this project.



The Cyber Warrior Diversity Program (CWDP), established through Senate Bill 615, is in its second year of implementation at BCCC. Bowie State University (BSU), Coppin State University (CSU), Morgan State University (MSU), and the University Of Maryland Eastern Shore (UMES) are also partners in this effort to train students in computer networking and cybersecurity, including training to achieve specified CompTIA (Computing Technology Industry Association) certifications. The bill/law took effect July 1, 2018. Students complete classes and receive additional support for earning the following certifications:

- CompTIA A+ Certification Prep
- CompTIA Network+ Cert. Prep
- CompTIA Security Cert. Prep

The Cyber Warrior Program Fall 2019 Annual Report was submitted on December 2, 2019. The program’s first cohort of Cyber Warrior students enrolled in February 2019 and continued through the start of Fall 2019.

Cyber Warrior Program @ BCCC: Program Goals and Tracking					
	Program/Event Enrollment	Course/Event Completion	Certification Earned	Employment/Average Wage	Retention (6 mo.)
Pre-Cyber Course	50	40	32	32	30
Pre-Cyber Course	25	21	16	16	15
Pre-Cyber	25	21	16	16	15
Competitive Event	100	80	n/a	64	60

The Cyber Warrior Program at BCCC has completed the first year of programming with more than 30 students taking advantage of additional classes for Computing Technology Industry Association (CompTIA) Certifications (A+, Net+ and Security+). Students participate in evening courses designed to prepare them for the CompTIA exams. Cyber Warrior students also participate in career development and cybersecurity activities designed to transition them to employment in this fast-growing field of study.

Physical Therapist Assistant (PTA) faculty partnered with Western High School to expose their students to the PTA labs at BCCC. Western High School students toured PTA clinical labs and observed current PTA students performing clinical skills. In addition, Western High School students were given information on how to prepare for a career in PTA and/or other Health Professions programs at BCCC.

New program proposals for consideration in spring 2020 include Digital Marketing Certificate (Industry Partner – Facebook) and Radiology Technology, AAS (Industry Partner - University of MD Medical System).

The Digital Marketing Certificate program timeline has been revised to reflect a launch in Fall 2020. This collaborative effort with the industry partner is still under review within the institution. The initial charge was to offer a stackable certificate within an existing Business Marketing program. However, the college is exploring other options (i.e. an Associate Degree and stackable certificate). The interest in the opportunity is increasing and will align the programs offerings with the current demand in the workforce.

Review lower division certificate (LDC) offerings to ensure they are aligned with employer needs.

As a result of reviewing the lower division certificates in the program review cycle, BCCC proposed new procedures for the advisory board composition and its membership.

Emergency Medical Services is in negotiation with the Chief of the Baltimore City Fire Department to train selected ex-offenders as Emergency Medical Technicians



Better align BCCC's credit and non-credit pathways in employment growth areas.

BCCC has completed alignment of all academic and workforce programs through the redesigned Career Pathways.

BCCC has partnered with the Mobile Workforce Center team from Mayor's Office of Employment and Development to promote health professions employment opportunities directly to eligible students at the center.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, December 18, 2019

Dr. Debra L. McCurdy, President

Realignment Task #2

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

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

Expanding business and community partnerships to offer training programs aligned to needs and economic opportunities in Baltimore

The Workforce Development and Continuing Education (WDCED) Division continues to expand programming and contract training with employers and partners, including:

- Renewal of Johns Hopkins Hospital and University of Maryland Medical System contracts for multiple health programs;
- Renewal of contracting with Goodwill for three (3) new cohorts for Pharmacy Technician; and
- Contracting with the International Rescue Committee (IRC) for additional Transition to English Classes for Manufacturing workers; and

Developing new training programs aligned to good jobs and career opportunities in Baltimore

- Advanced (Level 2) Diesel Technician/Mechanic - November 20 19;
- New Commercial Driver's License (CDL-A) - January 2020;



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, December 18, 2019

Dr. Debra L. McCurdy, President

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.”

Dr. Liesl Jones, Vice President for Academic Affairs

Redesign of BCCC’s developmental education model.

The Developmental Reading/English Educational Model has been reduced from a three-level sequence of course offerings to a two-level sequence. This pilot model has reduced the number of developmental courses students need to matriculate to credit-bearing courses.

In addition, the Developmental Math level has been reduced from a three-level sequence of course offerings to a two-level sequence. Modular courses have implemented using ALEKS Artificial Intelligence software to provide additional tutoring and student assessment. Another advantage of ALEKS is one-on-one instruction, 24/7, from virtually any web-based computer for a fraction of the cost of a human tutor.

BCCC offers Promise Academy (PA) as another resource for developmental education. PA provides support to the general population of students who test into the first level of developmental education and those returning students who have exhausted Federal Financial Aid funding (more than two unsuccessful attempts of developmental courses). The support is in MAT 86 and RENG 91. Each PA student remains with the Promise Academy until the completion of all developmental courses.

Through the Near Completer (NC) initiative at Baltimore City Community College increased its efforts to help students with degree/certificate attainment with pointed outreach to students near completion, students who left the college within the past five-years, earned 45 credits or more, but did not earn a degree or certificate. Current activities include outreach phone calls and emails as well as regularly scheduled “Near Completer Days” where students meet with academic advisors, receive degree audits, complete or recertify FAFSA applications, obtain campus resource information, and work directly with staff dedicated to usher these students through the re-enrollment process on to graduation. The efforts to re-engage near completers has yielded 74 students returning to the college for summer and/or fall semester.

Accelerate developmental education learning. The accelerated developmental model allows for two courses to be completed in one semester.

BCCC introduced its first Accelerated Learning Program (ALP) courses for the Mayor’s Scholars Program (MSP) in spring of 2019. The ALP piloted courses offering ENG 101 and RENG 92 for students who placed in RENG 92 based on the ACCUPLACER exam. These courses had 24 students. Of the 24 students, 22 passed and 2 failed. The two students who failed the course met with their MSP advisors and enrolled into another section of ALP for fall 2019. Because of the pilot’s success, BCCC is offering six (6) ALP courses for fall 2019 that are enrolled to capacity. More ALP courses are being offered for spring 2020 for both MSP and traditional students.

The EHVPA department met with the Year Up Director, Mr. Morgan, on October 25, 2019 to discuss the implementation of ALP into the Year Up program.

- **Rationale:** In the beginning of the fall 2019 semester, Year Up registered at least 15 to 20 students into a RENG. 92 course. Unfortunately, the majority of the students were placed into RENG. 91 based on their



ACCUPLACER scores. Therefore, the EHVPA department had to create an accelerated one course for RENG. 91 and an accelerated two course for RENG. 92. It is Year Up's design to ensure that all of their students have completed English 101 before or during the spring semesters. However, due their mandatory internships and their ACCUPLACER scores most of the students cannot commit to their internships without successfully passing their English 101 requirements. Therefore, the EHVPA department and the Year Up staff have collaborated on a spring 2020 schedule that will allow students who are placed in RENG. 91 to concurrently take RENG. 91 and 92 during the same session (A1, A2, 12, or 16-week) with the same instructor. If a student is placed in RENG. 92, the student can also take the ALP RENG. 92/ENG. 101 during the same session (A1, A2, 12, or 16 week). This approach will guarantee that all Year Up students can take and pass English 101 before their mandatory internship.

Academic Affairs, Student Affairs, and BCPSS are collaborating and strengthening an existing MOU in order to provide an alternative pathway to credit-level courses in both English and Math. BCPSS student who are in the 11th grade and taking the transitional course will be administered the final exam for BCCC's RENG 92 (higher level development writing course of a two-tier sequence) and/or MAT 92 (higher level development math course of a two-tier sequence). Upon passing with a 70% or better, the students will be allowed to enroll in the next credit-level course (s): ENG 101 (College Composition) and/or MAT 107 (Elementary Statistics).

Quality Matter (QM)

BCCC launched its first Quality Matters (QM) initiative to submit eleven courses for a Quality Matters review. Quality Matters is a global faculty centered, peer review process designed to certify the quality of online and blended courses. Quality Matters reviews courses to ensure that courses are well designed and presented providing quality instruction.

QM use several assessments and rubrics to measure course quality. Official Course Reviews can culminate in a course being QM-Certified when it meets standards at an 85% level. The data obtained from course reviews can ultimately inform the review and certification of quality for entire programs. To date, BCCC has successfully certified 3 out of the 11 potential submissions. 2019 certified courses include: (1) Integrated Pre-and Introductory Algebra, Courses Certified: 2019-11-13, (2) Introduction to Business, Course Certified: 2019-08-12, and (3) Pre-Calculus I, Courses Certified: 2019-07-01

Implementing Open Education Resources (OER)

To date, the latest estimate for total student money saved via Z-Courses is \$2,289,300. This includes Spring 2017 through Fall 2019.

In the Fall 2019 semester, the College offered 183 Z-Course sections. Course offerings included: Biology 101 and 102, Biotechnology, Introduction to Business, Developmental Reading and Math, English 101 and 102, Introduction to Literature, Health and Life Fitness, Humanities, Laboratory Communication Skills, Laboratory Math, Laboratory and Sterilization and Management, Modern Elementary Statistics, Pre-Calculus I and II, Principles to Management, College Orientation, Psychology, Sociology, and Speech Communication.

For Spring 2020, there are currently 106 Z-Course sections scheduled, with a potential student savings at \$158,700 - \$376,350.

In June 2019, 15 faculties participated in the OER Institute. This year seven BCCC faculty members received OER mini-grants from Kirwan Center as part of their Maryland Open Source Textbook Initiative.

Exploring the creation of an OER degree pathway in General Studies

Develop a plan to complete the remaining courses needed for a General Education OER degree.



BCCC is in the process of completing this with support from its membership in the Achieving the Dream (ATD) network of school. OER is a major ATD initiative and can provide support in resources to complete this subtask. In addition, BCCC is an active participant in the University System of Maryland's William E. Kirwan Center for Academic Innovation. Through the Center's Maryland Open Source Textbook (MOST) initiatives, several BCCC faculties received mini-grants to develop and offer OER courses and took part in MOST summit and regional conferences. BCCC will target the remaining courses needed for an OER General Studies degree during the fall 2019 and spring 2019 semesters.

Become an Achieving The Dream (ATD) network institution

BCCC has created the necessary framework and teams to make ATD an institutional priority. The Student Success Center has increased the use of AdvisorTrac student advising software for more intrusive student advising. BCCC is linking AdvisorTrac with the College's student information system to maintain accurate and up-to-date contact, demographic, and enrollment data. AdvisorTrac was chosen because it provides the most powerful management and tracking solutions for advising, counseling, and other student support services centers at colleges and universities.

The ATD team met on August 15, 2019 to discuss priorities of the ATD 2018 -2019 Assessment Report. The three priorities include: Proactive Advising, Awareness & Communication, and Consistent & Effective Use of Strong Instructional Technology.

The team also reviewed the 2019 -2020 Priorities & Goals which consisted of the following: 2019 -2020 ATD Goal Assessment/Development, BCCC 2018 – 2020 Strategic Plan Alignment, and BCCC Realignment Tasks Alignment.

Mayor's Scholars Program (MSP)

The Mayor's Scholars Program allows eligible new high school graduates who are residents of Baltimore City to attend Baltimore City Community College tuition-free through a last-dollar scholarship. This partnership between BCCC, Baltimore City Public Schools and Baltimore City Mayor's office is an exciting opportunity that makes college and job training programs affordable and helps students move toward a rewarding career and financial security.

Through this scholarship program graduates from Baltimore City public high schools who are also residents of Baltimore City can attend BCCC tuition-free to earn their associate's degree or complete a Workforce Development Program.

The Mayor's Scholars Summer Bridge Boot camp for English offered 20 MSPE courses and 2 ESL courses in July of 2019. This was the second year of the Mayor's Scholars Summer Bridge Boot camp. During this boot camp for Reading and Writing, the students practiced elements of writing and grammar in addition to reading strategies that would be prepare them for the Next Generational ACCUPLACER. The benefit of the boot camp is the early preparation for college as well as for placement into possible ALP courses.

Increase the number of dual enrollment students

BCCC will utilize the resources of the University System of Maryland's B-Power initiative to support dual enrollment. Additionally, it will become a part of the University of Baltimore's collaboration with Baltimore City Public School System. In order to have a more visible presence throughout Baltimore City, the College will create more robust marketing materials about BCCC's dual enrollment opportunities.

The College has launched the third P-Tech school, New Era Academy, with a concentration in Transportation.



Through the various Baltimore City Community College and Baltimore City Public Schools agreements, the college is seeking to gain presence in the 24 Baltimore City Public Schools in Fall of 2019. BCCC has the following dual enrollment agreements with Baltimore City Public Schools:

- College and Career Services at Renaissance Academy High School
- School readiness services at Judy Center at Liberty Rec & Tech
- Career and Technology Education Center (Pending)
- Stand for Youth
- B-Power in collaboration with the University of Baltimore and BCCC
- P-Tech at New Era Academy
- P-Tech at Dunbar High School
- P-Tech at Carver

Edmondson Westside Biomedical Courses Maryland State Department of Education's CTE Innovations grant (\$41,602) initiative supported the jumpstart of the dual enrollment program by Baltimore City Community College (BCCC) at Edmondson-Westside High School (EWHS). Utilizing the dual enrollment pathway, Baltimore City Community College initiated a pipeline for its high need partner school Edmondson Westside High School to establish Biotech certificates. This pipeline will serve several purposes for the dual enrolled students towards completion of Biotech certificate and/or Lab Animal Science certificates concurrently with high school graduation. With the help of the CTE Innovations grant, the first batch of BCCC Dual enrollment students at Edmondson Westside High School are completing 10 credits as per schedule this Fall 2019. The grant (>90% spent) supported the first 7 credits of course work (Spring and Summer 2019) by supporting faculty and tutoring costs, printing material for coursework, advertising material, school field trips for career and college exploration and presenting results at a conference.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, December 18, 2019

Dr. Debra L. McCurdy, President

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.”

Dr. Liesl Jones, Vice President for Academic Affairs

Increase partnerships with BCPSS high schools and institutions of higher education and develop more articulation agreements to help students seamlessly transfer from associate degree.

The College has multiple articulation agreements and MOUs with Baltimore City Public Schools, Private High Schools, Four-Year Institutions, Training Institutions and Employment Agencies.

BCCC articulation agreements and MOUs have been reviewed for currency and relevancy. On December 15, 2018, MHEC distributed to all colleges and universities operating in Maryland an articulation agreement template. The purpose was to help aid and maximize student transfer opportunities within Maryland. BCCC is using the MHEC template to update all agreements. To date BCCC has implemented the new process with four articulation agreements (Bowie State University, Coppin State University, Notre Dame University of Maryland and Goucher College).

BCCC signed an Articulation with Bowie State University that included a formal signing ceremony on November 5, 2019. The event hosted by BCCC was led by the Presidents of both Bowie State University (BSU) and Baltimore City Community College (BCCC). In attendance were the College Presidents, administrators, faculty, staff and students from BSU and BCCC. The agreement will support the seamless transfer of twelve academic programs, Honors Program, Reverse Transfer and Financial Aid Commuter Scholarships.

BCCC is seeking new MOUs through dual enrollment agreements with Baltimore City Public High Schools and industry partners. A pilot project for dually enrolled students at Edmondson Westside High School was completed (08/31/2019). CTE Innovations Grant awarded by Maryland State Department of Education (MSDE) of \$41,602.00 was successfully used towards establishing Biotechnology Lab & Lab Animal Science certificate at Edmondson Westside High School.

The CTE Innovations grant supported the jumpstart of dual enrollment program at Edmondson-Westside High School. Utilizing the dual enrollment pathway, BCCC initiated a pipeline for its high need partner school Edmondson Westside High School to establish Biotech certificates. This pipeline will serve several purposes for the dual enrolled students towards completion of the Biotech certificate and/or Lab Animal Science certificates concurrently with high school graduation. With the help of the CTE Innovations grant the first batch of BCCC Dual enrollment students at Edmondson Westside High School are completing 10 credits as per schedule this Fall 2019. The grant (>90% spent) supported the first seven (7) credits of course work (Spring and Summer 2019) by supporting faculty and tutoring costs, printing material for coursework, advertising material, school field trips for career and college exploration and presenting the results at a conference (below).

BCCC and BCPS-Renaissance Academy are in the implementation phase of outlining the dual enrollment MOU for the Spring semester of 2020. Under this agreement the College courses will be held at Renaissance High School and facilitated by College faculty. The proposed courses include developmental reading and math. Also,



the proposal is designed to create a hybrid schedule for Phlebotomy, Certified Nursing Assistant and the Special Education.

Baltimore City Community College's Respiratory Therapy (AAS degree program) to Towson State University's Bachelors of Technical and Professional Studies degree in Allied Health.

BCCC and Year Up are currently in the final stages of finalizing the renewal MOU. Year Up's Professional Training Corps (PTC) in Baltimore launched in 2010 on the campus of Baltimore City Community College. Year Up's PTC offers an intensive, one-year program for college students, ages 18-24, combining professional coaching, hands-on skill development, and internships at some of America's top companies. As college students, our young adults have access to the library, tutoring resources, and other services offered by the college, in addition to the services offered by Year Up. As students work toward completing a degree at Baltimore City Community College, Year Up PTC provides them with professional development and work experience, preparing graduates to launch a meaningful career.

The College maintains a schedule of pending articulation agreements. To date, BCCC is in the last stages of finalizing articulation agreements with Coppin State University, Morgan State University and Salem University. Coppin State University Articulation Agreement will articulate the Associate of Applied Science in Business to The Bachelor of Science in Business. Morgan State University has various programs: Electrical Engineering, Psychology, Social Work, and Actuarial Science. The Morgan State University ASCEND Program MOU is to promote a mutually beneficial relationship and to diversify the Biomedical Research workforce. Lastly, Salem University articulates online degree programs.

Guiding policies and procedures for all future articulation agreements and MOUs have been drafted for President's Cabinet review.

ADN to BSN Enrollment Expo-2019 – Twelve partnering academic institutions , as well as, a number of our employment partners (Johns Hopkins Department of Adolescent Health & St. Vincent De Paul) set up tables in the Main Building to share articulation and employment information to BCCC nursing students. Approximately 30 students were in attendance.

American Public University MOU submitted documents to form an articulation agreement with BCCC. Documents have been given to the articulation coordinator at BCCC for authorizing signatures. EHVPA has partnered with Arts Every Day and Baltimore City Public Schools to serve on the Baltimore Fine Arts Plan Advisory Committee. This cross-sector committee of Baltimore's thought leaders will advise on the implementation of the Baltimore City Fine Arts Plan and Goals, offer feedback, and identify opportunities for increasing public awareness and support of the arts in Baltimore City Schools. Ultimately, this partnership will lead to dual enrollment, pathways to art teacher certification, and other recruitment opportunities.

The College continues to develop MOUs with BCPSS as it relates to P-TECH (Pathways in Technology Early College High schools). The most recent addition is New Era Academy High School (Cherry Hill) with emphasis on Transportation and Chain Supply Management. This program will allow participating students an opportunity to graduate with two credentials at the end of high school – a high school diploma as well as the Associate's degree.

Partnering with Baltimore City Schools to support career information and exploration activities

The WDCED has partnered with the Mayor's Office, City Schools and the Baltimore City Police Department to work with students interested in careers in law enforcement and security. The college is also working with BCPS high school Homeland Security students to transition into the Baltimore City Police Cadet Apprenticeship program at BCCC. Currently, six (6) Baltimore City Police Cadets are enrolled in BCCC Criminal Justice classes as part of the Cadet Apprenticeship.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, December 18, 2019

Dr. Debra L. McCurdy, President

Realignment Task #5

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

Ms. Eileen Waitsman, Controller

Dr. Stanley Singleton, Vice President for Student Affairs

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

The President has assembled all of the College outreach areas to assess current recruitment efforts and to initiate a comprehensive Enrollment Management Plan. The Enrollment Management Plan will be led by Cabinet and include faculty representation.

Realignment Task #5

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

Ms. Eileen Waitsman, Controller

Dr. Stanley Singleton, Vice President for Student Affairs

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

The identified strategies and topics also serve as a precursor to the institution’s forthcoming work on the Enrollment Management Plan.

By comparison to Fall of 2018, several efforts led BCCC to an increase in enrollment of seven percent (7%). As of November of 2019, the student head count was 4,776 compared to 4,452 the previous year. At this same reporting period, 1,264 credit FTEs were generated from eligible Maryland residents, compared to 1,201 in Fall 2018. The following pages detail processes that were integrated to positively impact enrollment at BCCC. Additionally, BCCC has selected the following initiatives with subpopulations that are specifically aimed at increasing FTEs at the institution. Targeted subpopulations of focus have been identified as, but not limited to:

- Currently enrolled students/Retention;
- Dual Enrollment;
- Near Completers and Complete College Baltimore;
- Veteran and Military Students;
- International Students;
- Year Up;
- Workforce Development and Continuing Education;
- Latinx;
- Promise Academy;
- GTW Scholars;

Initiative: Currently Enrolled Students

In the Summer of 2019, BCCC adopted a more aggressive student engagement strategy that led to an increase of FTEs. The aggressive efforts asserted between May and December 2019 across the College led to positive impacts demonstrated during the fall semester. Some of the tactical applications of engaging students included:

- Sending monthly email reminders to students registered for summer to register for fall (while still enrolled);
- Regular reminders to students from the Student Accounting office about any bill balances and possible payment, options, etc.;
- Weekly email blasts to students from Registration and Records to remind students about enrollment for the various terms (16 week, 12 week, 8 week);
- Having faculty identify students who were not attending classes during the first week of class and having faculty and staff reach out to students to attend (1400+ students) *see attendance verification flow chart*;
- Personal phone calls made to students during the second week of classes (400+ students) to encourage them to speak with staff in the Student Accounting office about bill resolutions and payment options. This effort allowed BCCC to retain approximately 70% of this group of students;
- Regular outreach from advisors in the Student Success Center to engage students in setting up appointments and monitoring matriculation with students in the advisors’ caseload;
- Advisors in the Student Success Center reached out to students to discuss mid-semester grades, referral of campus and off campus resources, and to begin scheduling students for early/priority registration;
- Outreach from student success advisors for students who may benefit from adding an 8 week course (due to the fast-paced nature of the course, students who needed more skill building in math were not advised to enroll in the accelerated developmental math courses).

Strategy	Strategic implementation	Primary Department	Supplemental Departmental Support	Outcome
Increase engagement of 1 st year students	PRE 100 classroom Outreach engaging 1 st Year	Student Success	PRE 100 Coordinator	All first year student enroll in PRE 100
Increase touchpoints	Advising Management Schedule advising appointment with caseload at three times a semester to track student progress	Student Success	Academic advisors Student Accounting Student Success Center	The assignment of caseload and utilization of caseload model for first year and academic probation students have increased the touch-points of activities of Advisors and students. _
Communication Plan	Included email communications to students on	Student Success	Registration and Records	Amount of student appointments with

	academic warning and academic dismissal		Student Accounting ITS	advisors in the student success center increased and students were able to better cultivate a relationship with their academic advisors
Eliminate automatic drop for non payment	Rather than automatically dropping students who had not paid their balance by the first day of class, BCCC engaged these students to provide them with potential solutions to resolve their bills	Student Accounting	Division of Academic Affairs Division of Student Affairs	More than 1,100 students were able to remain enrolled based upon the outreach by the staff and faculty from BCCC

Initiative: Dual enrollment**

Maryland’s College and Career Act of 2013 recognized the potential of dual enrollment opportunities and called for expansion of dual enrollment in the state. Through the partnerships with local school systems, BCCC has been able to provide assistance to students in 9th -12th grade enrolled in a Maryland public or private high schools, or in a home schooling programs. The dual enrollment program is designed to give high school students an opportunity to dually enroll at BCCC giving them a head start at the College. Its’ purpose is to give students a measure a confidence by demonstrating that they are capable of doing college-level work. Students who are dual enrolled earn credits towards both a high school diplomas and college graduation requisites. The Dual Enrollment Program enables students to take college level courses and earn college credits while they are still enrolled in high school. Students who meet the Early Enrollment Scholarship requirements may qualify for up to \$1,000 per academic year toward the cost of tuition, fees and books.

Additionally, in the Spring of 2019 BCCC met with representatives from Baltimore City Public Schools (BCPSS) to begin the dialogue about testing for students and overall college readiness. In the fall of 2019, BCCC and BCPSS agreed to partner for the testing of students who were in need of taking the transitional course for college readiness. The institutions have aligned the curriculums of both BCPSS’ transition course with BCCC’s RENG 92 and Math 86 courses. This partnership has resulted in students taking the RENG 92 and Math 86 examinations. Students who receive a passing score of 70 percent or higher, as graded by City Schools personnel, will be eligible to take Math 107 at BCCC. Students who receive a passing score of 70 or higher, will be eligible to take English 101 at BCCC. This testing initiative is set to begin in the Spring of 2020 (*see English and Math Testing Partnership with BCPSS chart*).

***see high school recruitment activities chart*

Strategy	Strategic implementation	Primary Department	Supplemental Departmental Support	Outcome
Course Offering Review	BCCC expanded the dual enrollment/ dual credit opportunities for students with the help of BCPSS academic departments.	Academic departments	Admissions	40+ course offerings with a dozen meeting specific high school graduation requirements
Off Site Dual Enrollment	Prior to the 2017-2018 academic year, BCCC provided off site dual enrollment courses to non-BCPSS high schools. As of the 2018-2019 academic year, BCCC offered dual enrollment courses at 8 high schools or off-campus locations. This expansion into the high schools was largely supported by new agreements for dual enrollment	Admissions , Workforce Development, Academic Affairs	Academic Affairs Division of Student Affairs	Off campus dual enrollment at: Paul Dunbar (P-TECH) Caver Voc-Tech (P-TECH) Forest Park (STEM Core) Digital Harbor (STEM Core) Edmondson Westside- (Biotech Lab Animal Certificate) Vivien T. Thomas Bais Yaakov School for Girls (Non-BCPSS) Talmudical Academy (Non-BCPSS)

Marketing	Updated the BCCC website, created a dual enrollment brochure, advertised dual enrollment at local event and college fairs	Marketing, Admissions	Division of Student Affairs	Further exposure
Agreements and Partnerships	Worked with University of Baltimore to recruit students for dual enrollment from their program. Signed the B-More Power agreement, providing access to funding to support dual enrollment. Established Biotech grant to fund initiatives related to dual enrollment students pursuing the biotech lab animal science degree. Established STEM Core program at two high schools	Academic Operations	Division of Academic Affairs Division of Student Affairs	Additional dual enrollment opportunities within the high school (see above)

Initiative: Near Completers and Complete College Baltimore

BCCC has a large number of students who have successfully completed 75% of the work toward their degree or certificate, but have left the institution without completion. The near completers initiative emphasizes the need to re-engage, re-enroll and graduate students by providing financial assistance, customized student support, and dedicated staff to incentivize their return and increase the degree/certificate attainment rates for the college and the state of Maryland. Students returning as near completers benefit from having one point of contact and other support systems in place to help facilitate the re-enrollment process on through to graduation. The institution benefits from improved enrollment and graduation rates as well as an increased alumni base. Securing external funding will further extend the benefits that can be offered to this population. Degree Audits are done to determine the outstanding courses needed for degree/certificate completion by the Registration and Records Office. Beginning in the fall of 2019, these students have been coded in the school’s student information system so they can be tracked and supported as they matriculate. As a result of the coding we have been able to track the re-enrollment progress of these students. There have been 72 students who have returned to BCCC.

Complete College Baltimore (CCB) is an accelerated study program, launched in the spring of 2014, designed to attract and prepare students who seek to enroll in accelerated study. Students selected for CCB must be eligible for Financial Aid/Pell or able to consistently pay for fulltime enrollment and are able to take college-level credit courses or are at least beyond the lowest level of developmental study: RENG 91, MAT 91 or both. CCB students are expected to transition to a four-year college or university to pursue a bachelor’s degree or higher.

Key program features include: (a) supportive online learning community through Canvas; (b) dedicated advisors and faculty members; (c) career and employment support; (d) access to accelerated 8-week courses; (e) free use of textbooks; (f) guaranteed 2-year connected schedule; (g) ability to earn 30+ credits in a year; (h) monthly bus passes; (i) support transferring to a 4year university; (j) tuition waivers for eligible students, and (k) embedded tutoring.

Strategy	Strategic implementation	Primary Department	Supplemental Departmental Support	Outcome
Reach out to students (via Hobsons communication) to encourage them to reenroll to BCCC to complete their course of study	Registrar’s office sends electronic communications to students (email). Students are encouraged to come in and speak with an academic advisor. Students are also informed about the Reverse transfer option.	Registration and Records	Student Success Center CCB	Enrollment increase; graduation number increase (Reverse Transfer)
Reverse Transfer	Students who have attended another institution are informed about the Reverse transfer option.	Registrar’s Office	Student Success Center Associate Deans CCB	Enrollment increase; graduation number increase
Identify students who have not been	The group of students have been divided into two categories; a)	The Office of Admissions	Registration and Records	Pending

continuously enrolled, remain in good academic standing, and maintain no billing obligations	those who have not been enrolled for more than 365 days; and b) those who were enrolled 364 days or less	and The Student Success Center	The Office of Financial Aid CCB The Office of Student Accounting	
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Initiative: Latinx* recruitment**

Latinx college students are the fastest growing population in the United States. However, when compared to other ethnicities, educational attainment for this group falls short. BCCC, like many other institutions in the country has to create focused efforts to target this special population to support degree attainment and to further educational opportunities. Latinx students may include, but is not limited to: Hispanic population, students disclosing/self-reporting that they are members of the Latinx population, qualifying for DACA, members of communities that identify as Spanish speaking, Dream Act, ESOL, needing English Language services.

**Terminology: The term “Hispanic” is a broad term which refers to individuals of Spanish-speaking descent, while “Latino/a” (or the more gender-neutral term “Latinx”) refers to United States residents of who can trace their ancestry to Latin America. The federal government uses the terms Hispanic and Latino interchangeably in the census. While many students prefer the term Latinx, in the Higher Education Act, which defines Hispanic-Serving Institutions, the term Hispanic is used. To be inclusive in our terminology, both terms may be used.*

***see high school recruitment activities chart*

Strategy	Strategic implementation	Primary Department	Supplemental Departmental Support	Outcome
Targeted High school recruitment	BCCC hosted informational sessions, orientations, and application days specifically at high schools that had high concentrations of ESOL, undocumented, or native Spanish speaking students	Admissions	Student Life and Engagement, MSP, Marketing	Increased enrollment of Latinx students from high school, particularly in the MSP program
Community Partnerships	BCCC joined the Latino Providers Network and created relationships with several other organizations who work closely with the Latinx community	Admissions, Workforce Development	Financial Aid Student Affairs Academic Affairs	Organizations have been able to provide support and resources not available at the college such as tax assistance, legal counsel, etc.
On Campus Engagement	The students of BCCC established a student club named “Latinx Uni2” giving students a voice in the student experience on campus. The club has held cultural events, social justice forums, and participated in civic discourse around DACA and immigration policies. The club also established a scholarship to help	Student Life and Engagement	Division of Student Affairs	Established scholarship with the BCCC foundation

	provide additional financial support for enrolled Latinx students			
Marketing and Promotion	BCCC used media outlets and print materials to promote the Mayor's Scholars program to the Spanish speaking community	Marketing Mayor's Scholar's Program	Admissions Division of Student Affairs Division of Advancement and Strategic Partnerships	

Initiative: Veterans and Military

BCCC supports veterans, service members, and military families by offering educational opportunities for them to continuously enhance their existing skillsets. This subpopulation of students includes active duty, National Guard, Reservists, Veterans (prior military service), Dependents spouses or children and survivors. BCCC supports veterans and military personnel enrolled at the institution with a dedicated Veteran certifying official on campus, one-on-one assistance, counseling services through Student Support and Wellness, dedicated priority registration for this group and more. Currently, the campus engages the local military community through working with the Veterans’ Administration Treatment Court, military recruiters, Maryland Center for Veterans education and Training (MCVET), and other entities that support men and women who have served this country.

Strategy	Strategic implementation	Primary Department	Supplemental Departmental Support	Outcome
Implementation of Priority Registration	October 2018, Maryland State mandated a priority registration period for military and veteran students (HB 1074). BCCC identified the first two days of the early registration period to offer personalized one on one advisement for all students utilizing VA benefits.	Admissions	Registration and Records Student Success Center Division of Academic Affairs Division of Student Affairs	Veterans can register for classes as soon as registration opens for the next semester.
Establishment of Veterans Students Area	As mandated, BCCC established a veteran’s student area on the Liberty campus.	Admissions	Student Life and Engagement Division of Student Affairs	Military-only study area, computer workstation and computer.

Initiative: International Students

BCCC serves a population of over 4,700 students, a portion of whom are studying in the United States on an F-1 student visa. More than 85 countries are represented at BCCC among students, faculty and staff. The College assesses the needs of international students, providing thorough information on immigration regulations and procedures to advise international students effectively, orient students to the policies and expectations of the institution, its culture, and the U.S. educational system. On an annual basis, BCCC sponsors workshops on travel, graduation and transfer, employment, and New international student orientation. In the Fall of 2019 The College established membership in the Maryland International Education Consortium to increase The College’s international presence and to better maximize the resources of partnering with the consortium. This membership helps to increase the institution’s exposure to international communities. Through the Office of Student Life and Engagement, BCCC also engages this subpopulation of students by hosting weekly club meetings and co-sponsoring cultural activities for students.

Strategy	Strategic implementation	Primary Department	Supplemental Departmental Support	Outcome
New International Student Orientation	International student advisers welcome new international students, and introduce them to staff from various BCCC offices, particularly Student Affairs & Public Safety.	Admissions	Bursar’s Office Public Safety Health & Wellness Student Success Center ESL Title IX & Judicial Affairs Office of Student Life & Engagement	New international students are guided through F-1 visa regulations, BCCC culture, enrollment strategies, coping mechanisms for culture shock.
Online engagement	International student advisers post a range of announcements to a Canvas course they created, “Office of International Student Services,” to alert students to certain campus events, immigration and class registration deadlines, scholarships and internship opportunities, workshops offered for F-1 students in particular, or BCCC students in general.	Admissions	Division of Academic Affairs Division of Student Affairs	Ongoing engagement of F-1 students in programming catered to them, retention initiatives, and F-1 regulation reminders beyond the initial international student orientation.
On Campus Engagement	The International Student Club hosts a variety of events and activities on campus. Each year BCCC participates in International Education Week to	Admissions	Student Life and Engagement.	Surveys show consistently greater appreciation for international diversity at BCCC.

	broaden awareness of international diversity at BCCC.			
On Campus Engagement	The International Student Club hosts a variety of events and activities on campus. BCCC has held three symposia entitled “Home is Home” an event designed to engage the BCCC community in a dialogue about cultural differences across the African Diaspora	Admissions	Student Life and Engagement	Each symposium has been well-attended by students, staff, and faculty, who consistently report greater appreciation of the diversity at BCCC.

Initiative: Baltimore City Community helps Year Up Baltimore with completing the Admissions, Advising, and Financial Aid processes.

Year Up’s Professional Training Corps (PTC) in Baltimore launched in 2010 at BCCC. Year Up’s PTC offers an intensive, one-year program for college students, ages 18-24, combining professional coaching, hands-on skill development, and internships at some of America’s top companies. As college students, participants in Year Up have access to the library, tutoring resources, and other services offered by the college, in addition to the services offered by Year Up. As students work toward completing a degree at BCCC, Year Up PTC provides them with professional development and work experience, preparing graduates to launch a meaningful career. Requirements to participate in Year Up include: being a high school graduate or GED recipient, of low to moderate income, US citizen, permanent resident, or have employment authorization. On a regular basis, the program hosts events such as monthly mentor orientation to additionally support students as they grow educationally and professionally.

Strategy	Strategic implementation	Primary Department	Supplemental Departmental Support	Outcome
Targeted High School recruitment	BCCC provides information about the Year Up program during informational sessions and at College Fairs.	Year Up	Division of Student Affairs	**see recruitment activities schedule
English Language Instruction	DACA, Employment Authorization	ESOL	Admissions, Advising	Continue enrollment after finishing program
Identification of funding	Last dollar funding through Year Up Grant	Year Up	Admissions, Advising, Financial Aid	Continued enrollment after finishing program
Recruit graduating Year Up students	Academic Fairs	Admissions	Division of Academic Affairs Division of Student Affairs Year Up	

Initiative: Workforce Development and Continuing Education

The BCCC Adult Basic Education (ABE) Department housed within the Workforce Development and Continuing Education Division (WDCE) is a leader in helping adults achieve functional literacy and important life skills, and is the largest provider of literacy services in Baltimore City. By combining modern teaching technologies and a committed and innovative professional staff, the department has achieved notable success in helping adults learn. Courses are either affordable or at no cost and can be customized for businesses, government agencies, nonprofits, schools, churches, and community organizations either onsite, or at the downtown Harbor Campus, Liberty Campus, or Reisterstown Plaza Center. The Adult Basic Education Department offers six course levels from basic literacy to GED® test preparation, as well as alternative diploma options programs.

Strategy	Strategic implementation	Primary Department	Supplemental Departmental Support	Outcome
Adult Basic Education/GED® Test Preparation	ABE/GED® Test Prep classes provide classroom instruction in basic reading, writing, and math, as well as basic life skills. Courses are offered to adults on campus and at more than 30 sites throughout Baltimore City.	Workforce Development	Adult Basic Education Division of Academic Affairs Division of Student Affairs	To assist and support local residents in earning their GED

Initiative: Promise Academy

The expansion of the Promise Academy will gradually ensure wrap-around services and academic support services that are coordinated with the students’ needs. It will additionally provide innovative professional development opportunities to faculty and staff that are inclusive relevant pedagogy that meets student academic and demographic needs. We will seek continual relationship throughout the College with academic programs such as the Center for Academic Achievement, PBI Formula Grant, PBI 4A, and Complete College Baltimore. In realizing the goals of the Academic Master Plan, it is vital that Promise Academy carry on its communication and collaborations with other College departments; for instance, First Year Advisement, Financial Aid, Admissions, the Athletic Department, Business and Continuing Education as well as Office for Institutional Research.

Students who enter BCCC at the lowest level (MAT 86 and RENG 91) face various challenges that are academic, social, or personal in nature. There are an abundance of reasons students come to BCCC with challenges that may include lapse in matriculation, changing career path, learning disabilities, living situations, and a lack of initial support and encouragement as they move toward graduation. For these reasons a subpopulation of BCCC students may be considered “at-risk” (in terms of completion). At-risk college students are in need of mentoring (“intrusive advisement”) throughout their developmental track in college. The reluctance of such students to seek mentors, tutoring and/or other college resources delays this population as they attempt to graduate from BCCC. Wraparound will address multiple matriculation domains including academic, social, financial, and personal. It is the Promise Academy’s intent to address these challenges by offering wrap-around services to students as well as professional development in the area of developmental education; subsequently, creating both a student learning community and a professional learning community in developmental education.

The Promise Academy serves as a comprehensive learning community which provides students with the necessary tools for success in their first level developmental coursework. It offers various support services central to student achievement paving a pathway for continuous matriculation and college completion.

Strategy	Strategic implementation	Primary Department	Supplemental Departmental Support	Outcome
Early identification of students in developmental courses	Students are referred to program based on their success in MSP boot camp (MAT 86 and RENG 91)	Promise Academy	Assessment and Testing Mayor’s Scholar’s Program	Retention of students to matriculate to college level courses
Conduct mid semester interviews	Monitor progress in first level developmental coursework	Promise Academy	Academic Operations and Services	Further support students as they to move forward in their educational journey

Initiative: Granville T. Woods Scholars Program

Participants in the Granville T. Woods Scholars program receive a full scholarship to pay for tuition, fees, textbooks. A state-of-the-art notebook computer will be loaned to scholars to keep during their participation in the program. Upon completion of the program, the computer are awarded to graduates. During the summer months, scholars participate study abroad activities and participate in research internships. Applicants must have earned a least a 3.0 cumulative

One of the greatest assets of this program are the alumni (GTW Scholars who have graduated from BCCC and local high schools) often serve as stellar examples to students currently in the program. Many alumni transfer to various four-year institutions and represent a multitude of degree programs. On a regular basis, scholars in the program have the opportunity to participate in events such as alumni game night and the GTW induction ceremony. In addition to the recognition of being a GTW Scholar, the participants meet on a weekly basis as members of the club. The student club, bearing the same name, serves as a peer resource group for positive support and interaction. The Student organization is advised by the Director of the Student Success Center.

Strategy	Strategic implementation	Primary Department	Supplemental Departmental Support	Outcome
Increase Enrollment of GTW and BCCC students	GTW Sponsored Events Targeted High School recruitment	Student Success	Admissions Division of Student Affairs	Complete Associates degree and Transfer to a 4-year college or university to pursue at minimum a bachelor’s degree.
Internal recruitment	Identify BCPS student who apply and meet the criteria	Student Success	Financial Aid Division of Academic Affairs Division of Student Affairs	Many advisors, faculty, and staff are able to refer students to the program and to encourage them to apply
Community Partnership	Internship opportunities	Student Success	Marketing Division of Academic Affairs	Many students have participated in summer internships with The Washington Center
Study Abroad	Offer students the chance to take courses at another institution abroad. The courses are coupled with cultural activities.	Student Success	Academic Affairs	On an annual basis, students from BCCC participate in Study Abroad experiences (during the summer months)



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, December 18, 2019

Dr. Debra L. McCurdy, President

Realignment Task #6

“Engage in a comprehensive review of all positions, faculty, and staff at BCCC.”

Ms. Michelle Williams, Executive Director for Human Resources

The College has begun to take a comprehensive approach to the recommendations from the Edbridge June 2018 report to dramatically improve and realign the departments for efficiency and to meet the needs of the students. In the 1st phase of this process we reviewed our Contractual staff and determined to tightly coordinate departments with an abundance of duplicate positions, which resulted in 31 contractual positions ending June 28, 2019 not be renewed. The next phase of the realignment will look at composing an effective college team by ensuring vacant positions are justified and approved by Dr. McCurdy before replacing and reviewing the most critical institutional areas and the needs. Leadership at all levels will be reviewed to ensure team members have the appropriate skills, knowledge and abilities to perform their jobs.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, December 18, 2019

Dr. Debra L. McCurdy, President

Realignment Task #7

“Establish strong relationships with key stakeholders.”

Ms. Dawn Kirstaetter, Vice President for Advancement & Strategic Partnerships

BCCC is actively seeking new partnership opportunities that allow for an increase in revenue, visibility and student enrollment. The College has continued to strengthen and expand relationships with the Mayor of Baltimore City, Mayor’s Office of Employment Development, Baltimore City Public Schools System, State agencies, higher education institutions in Baltimore City, private employers and business and community organizations. Through events, meetings, presence on work groups and aggressive attention paid to external relationships, the College has:

- a. Continued to foster a strong relationship with the Mayor’s Office including the new administration.
- b. Led apprenticeships with the Department of Transportation and Department of Public Works.
- c. Implemented Industrial Maintenance Mechanic Apprenticeship program with a focus on the energy sector in partnership with DLLR and local businesses.
- d. Continued to partnership with CVS.
- e. Increased the number of students served in the Mayor’s Scholars Program.
- f. Continued partnership with Innovation Village & Conscious Venture business incubator on campus.
- g. Hosted job events for MOED and Department of Social Services on campus
- h. Worked closely with Year Up to expand program offerings and increase number of students served.
- i. Continued partnership with Johns Hopkins.
- j. Continued partnership with Facebook
- k. Signed articulation agreement with Bowie State University
- l. Continued partnership agreement with the Fire Department and a training program for Police Department cadets.
- m. Created a MSP support document for local university presidents.
- n. Reestablished relationship with BB&T and M&T Bank.

The College’s partnership with City Schools continues to expand. We are focused on the following areas:

- **Improved Counselor Referral Pipeline**
Increased branding materials on dual enrollment and presented to counselors at in-service.
- **Digital Literacy**
In partnership with City Schools and the University of Baltimore, we will participate in the Talent Ready initiative over the next four years to increase the number of students in demand-driven IT pathways that begin in high school & continue through postsecondary. This initiative will develop an employer signaling system, allowing education leaders to use regional labor market data to inform the design & scale of career pathways that begin in K-12 & continue through postsecondary
- **Health Sciences**



BCCC is in its 4th year of implementing the PTECH early college model in partnership with City Schools at 3 separate High Schools. Each school has defined career programs of study leading to associate degrees at BCCC. Nearly 300 students are engaged in college classes while attending high school as they work towards earning an associate degree in healthcare, computer science or transportation, distribution and logistics. This model includes strong business partnerships working with the college and school district ensuring alignment to industry standards and in demand career opportunities in Baltimore.

- **Dual Enrollment**

In an effort to increase the number of dually enrolled students, we will explore the feasibility of offering BCCC courses at 30 City high schools. The goal is to serve 900 students annually by offering 3 classes in each school.

- **Assessment**

A new Accuplacer/ placement testing agreement is being drafted.

The WDCED has partnered with the Center for Urban Families (CFUF), to implement the Kresge Foundation BOOST grant. This three-year, \$495,000 grant is titled: *Center for Urban Families and Baltimore City Community College: Access and Opportunity for Baltimore Families*. This is a comprehensive initiative to address the needs of underserved Baltimore City residents, using a whole-family approach that leads to positive outcomes for children, family-sustaining wages, and the mobility to move out of poverty. Using the career pathways approach, workforce training programs aligned to certificate and degree programs are provided by the college. More than 100 students will be served as they receive human services support, workforce training, employment services, and degrees in high-demand fields of study. The college serves as the sole training and education provider as students work toward career advancement and economic self-sufficiency.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, December 18, 2019

Dr. Debra L. McCurdy, President

Realignment Task #8

“Develop and market a brand for BCCC.”

Ms. Dawn Kirstaetter, Vice President for Advancement & Strategic Partnerships

Logo Redesign

- BCCC worked with the Hatcher Group to redesign the College’s logo and seal as well as a refresh of the Panther mascot. Over the past 4-6 months, various focus groups were held and over 3000 stakeholders were surveyed to determine perception about the College and BCCC’s logo and collateral materials. We have received pillars of messaging along with possible themes as well as finalized 4 logos. Logos were tested with students, however, none were selected by leadership. The BCCC design team is creating new options to be revealed in January.

Graphic Design

- All existing collateral material has been reviewed and refreshed including MSP brochures, departmental program cards with a major emphasis on Workforce Development materials.
- The Viewbook is being created and will be ready in January.
- The wayfinding sign project has continued through the Main Campus and plans are underway to brand the cafeteria, game room and lounge.

Promotional Items

- New promotional materials were ordered to enhance recruitment and information sessions and to promote the BCCC brand. Items included pull up banners, step and repeat wall, branded pop sockets, pens, phone wallets, lanyards, panther cards, notebooks, drawstring bags, plastic bags, t-shirts and flash drive sticks.

Social Media

- The Digital Media Coordinator has been focused on increasing the College’s presence on social media. This has resulted in increased followers and activity with our social media accounts.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, December 18, 2019

Dr. Debra L. McCurdy, President

Realignment Task #9

“Address the information technology (IT) and infrastructure needs of BCCC, including whether oversight by the Department of Information Technology is advisable.”

Mr. Stephan Byam, Chief Information Officer

Core Business Systems:

Enterprise Resource Planning

Background: The College needs to replace its legacy business and student systems with a modern, integrated Enterprise Resource Planning (ERP) system. To date, the College has published two Request for Proposals (RFP) for an ERP system through the State of Maryland’s eMaryland Marketplace. Unfortunately, neither RFP processes yielded a product selection or an executed contract.

Current State: As a result of the setbacks in the past the project assumed a ‘heightened-risk’ status of “Red” from Maryland’s Department of Information Technology (DoIT). However, the College, under the leadership and guidance of the core ERP team consisting of President McCurdy, the CIO, the VP for Institutional Effectiveness, Research and Planning, the ITS Project Manager, Chief Procurement Officer and the General Counsel, has been making significant progress with the ERP Project. The project team was assembled in October 2019 and has been meeting weekly with the DoIT Oversight Project Manager (OPM) and due to the work the team has completed thus far, received a lower level of risk, “Yellow.”

The College is now pursuing a Software-as-a-Service (SaaS) solution which is closely aligned to the “hosted” solution that was initially explored. A SaaS solution will provide the College a much more rapid adoption and addresses some of the College’s infrastructure needs (E.g. Disaster Recovery). The following are some of the major milestones for the project as they pertain to the SaaS implementation:

- Revise the College’s Functional Requirements for the ERP
- Procurement
 - Confirm Intergovernmental Cooperative Purchasing Agreement (ICPA) as a procurement vehicle
 - Market Research: Conduct Research on Peer Institutions for their ERP solutions
 - Revise Request for Proposal (in the event ICPA is not an option)

While the College continues to explore the ICPA as a vehicle for procurement, the team is concurrently revising the last submitted RFP if it is discovered that ICPA is not a feasible option. The revised RFP is slated to be submitted to DoIT on December 17, 2019 for their review and approval.

The College is expecting an overall “Green” project status by January 2020 and has set a target of June 2020 for the selection of the new ERP solution (signed contract).

Financial Aid Management

The Financial Aid Management System (Regent Award) is in operation, however, the system is still being targeted for replacement with the new ERP system implementation. The Offices of Information Technology, Procurement, Student Affairs and the Core ERP Team will work to identify the appropriate transition points to



ensure that the College does not incur unnecessary, additional, costs for overlapping support and licensing for both systems.

Infrastructure:

Network

ITS is in the planning stages of the project to replace the datacenter switches that provides connectivity to the campus' server and networking resources. Currently the schedules are being developed with a proposed date of December 19, 2019. (Scheduling is still underway for the Wi-Fi augmentation project.)



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, December 18, 2019

Dr. Debra L. McCurdy, President

Realignment Task #10

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

President McCurdy

Currently, the requirements for Realignment Task #10 are under discussion with the Department of General Services (DGS) and the Office of the Assistant Attorney General for the State of Maryland. Meetings are ongoing to review options and opportunities for the sale and lease of some properties. DGS will be available for further discussion during the December 18, 2019 meeting of the Board of Trustees.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, December 18, 2019

Dr. Debra L. McCurdy, 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.”

President McCurdy

BCCC prepared State legislation to give the College independent procurement authority, similar to all other public colleges in Maryland. The legislation was introduced in January 2019 during the General Assembly session. Although it did not pass the Senate Education, Health & Environmental Affairs Committee it led to discussions between the Department of General Services and BCCC that offer opportunities to give the College a higher level of procurement authority.

A follow up meeting was held in early April 2019 at which DGS offered to work with BCCC to delegate a higher level of procurement authority for a range of goods and service subject to training and adherence to new policies that DGS will be implementing as of October 1, 2019. This delegation of authority will allow BCCC greater flexibility and control over its procurements, especially for goods and services that it requires specifically as a higher education institution. DGS has also offered BCCC the option of requesting higher levels of delegated authority for specific procurements on a case-by-case basis.

Work under Task #11 will continue with a reconstituted workgroup and a broader focus to examine other barriers to efficient and effective operations, including barriers that can be addressed through administrative action or collaboration with other agencies, as ultimately occurred on the question of procurement authority.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, December 18, 2019

Dr. Debra L. McCurdy, President

Realignment Task #12

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

President McCurdy & Cabinet

The comprehensive work for Realignment Task #12 will begin in January 2020 as the College now has a full complement of Cabinet onboard. Outreach to several facilitative firms will be conducted in January as we begin work to realign the existing framework of the Strategic Plan.

Enrollment Report

Dr. Stanley D. Singleton

Vice President of Student Affairs – Student Affairs Division

Winter 2020 Session

Classes begin: January 2, 2020

Last day of classes/Final Exam Period: January 19

The below information reflects enrollment/registration activity for **Winter 2020** as of December 8, 2019.

- 34 credit students are currently enrolled compared to 35 (-3%) in Winter 2019 (Figure 1).
- 2.1 credit FTEs are generated from eligible Maryland residents, compared to 2.2 (-3%) in Fall 2018 (Figure 2).
- For Winter 2019, BCCC reported 46 as the final headcount to the Maryland Higher Education Commission (MHEC) (via the Enrollment Information System file in April), 2.83 eligible FTEs and 0.03 as the final ineligible FTEs to MHEC in August 2019 to MHEC (via the CC-2 and CC-3 submissions).

Figure 1.

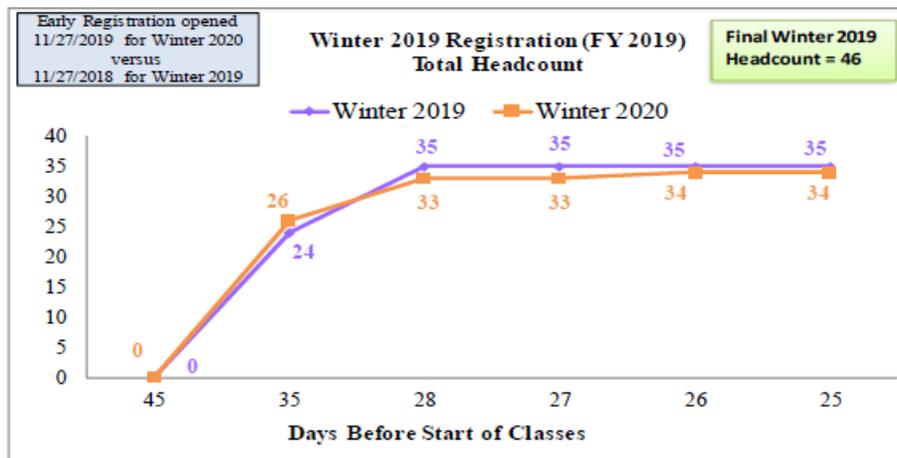
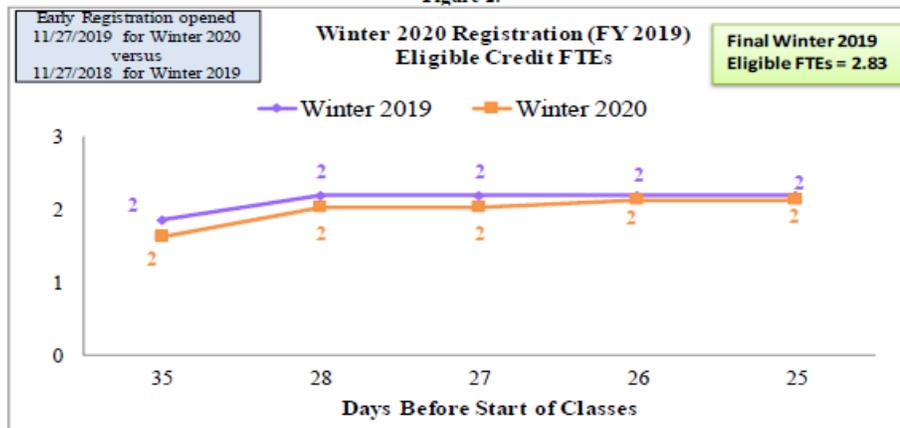


Figure 2.



Winter 2020 Session

Classes begin: January 21, 2020 (16-week period)

Last day of classes: January May 10, 2020

Accelerated 1 (8 week): January 21, 2020-March 15, 2020

12-week: February 17, 2020-May 10, 2020

Accelerated II: (8 week) March 16, 2020-May 17

The below information reflects enrollment/registration activity for **Spring 2020** as of December 8, 2019.

- 1,740 credit students are currently enrolled compared to 1,117 (+56%) in Spring 2019 (Figure 4).
- 522 credit FTEs are generated from eligible Maryland residents, compared to 324 (+61%) in Spring 2019 (Figure 5).
- 64 ineligible credit FTEs were noted in Spring 2020 compared to 39 in Spring 2019 (Figure 6).
- For Spring 2019, BCCC reported 4,023 as the final headcount to the Maryland Higher Education Commission (MHEC) (via the Enrollment Information System file in April), 1,053.17 as the final eligible FTEs and 129.73 as the final ineligible FTEs to MHEC in August 2019 (via the CC-2 and CC-3 submissions).

Figure 4.

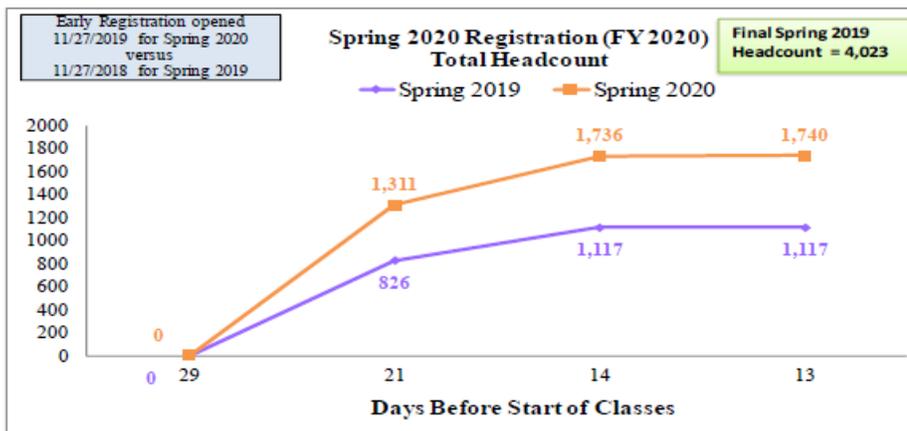


Figure 5.

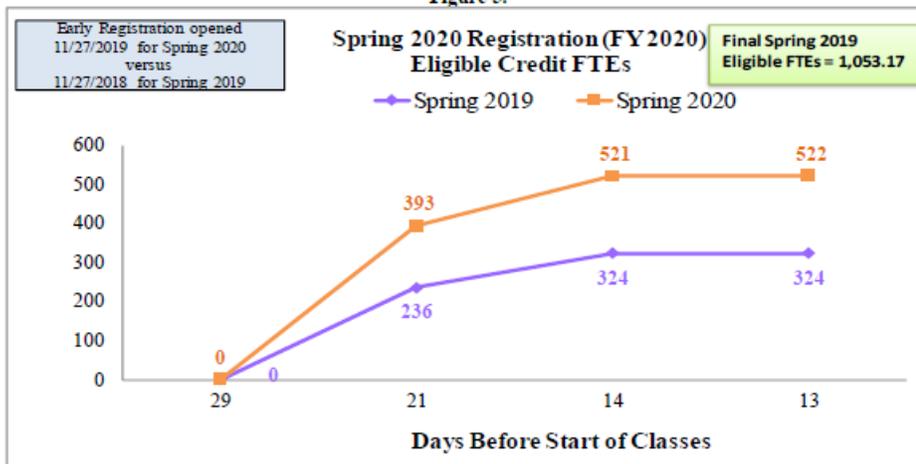
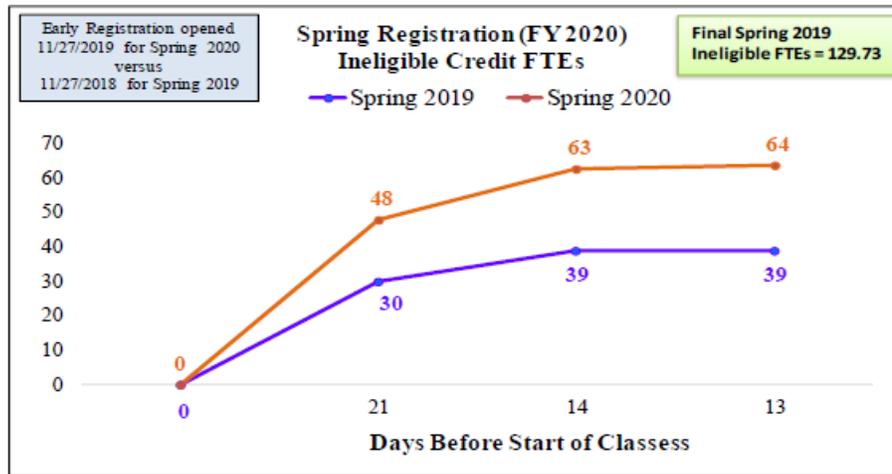


Figure 6.



Enrollment Report

During the Fall of 2018, BCCC witnessed an increase in enrollment of seven percent (7%). The student head count was 4,776 compared to 4,452 the previous year. At this same reporting period, 1,264 credit FTEs were generated from eligible Maryland residents, compared to 1,201 in Fall 2018.

On November 20, 2019, under the direction of Dr. McCurdy, the college brought together all departments who participate in outreach initiatives; this included Workforce Development, P-Teach, The Mayor's Scholars Program, Year Up, The Office of Admissions, Complete College Baltimore/Near Completers, Veterans and Military, and International Students. This is the first of many similar meetings to not only focus efforts, but to maximize and strengthen BCCC's institutional outreach.

BCCC has identified initiatives with subpopulations that are specifically aimed at increasing FTEs at the institution. Targeted subpopulations of focus have been identified as, but not limited to:

- Currently enrolled students/Retention;
- Dual Enrollment;
- Near Completers and Complete College Baltimore;
- Veteran and Military Students;
- International Students;
- Year Up;
- Workforce Development and Continuing Education;
- Latinx;
- Promise Academy;
- GTW Scholars.

Strategies that have been identified as advantageous in supporting students and strengthening enrollment are:

- Increased touchpoints with students and advisors in the Student Success Center (i.e. increased classroom visitation, intrusive outreach for advisement, daily reporting on caseload outreach);
- A more focused communication plan with currently enrolled students and outreach (i.e. electronic, telephonic, and in person communication) from Records and Registration and Student Success Center;
- Focused efforts on assisting students who may have stopped out (near completers) and assistance/support with degree completion;
- Increased partnerships within the LatinX community through targeted high school recruitment, partnering with the Latino Providers Network, the establishment of the club Latinx Un2 on campus, etc.

The identified strategies and topics also serve as a precursor to the institution's forthcoming work on the Strategic Enrollment Management Plan.



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TAB 11 | Active Search Listing
