

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | 4:00pm December 18, 2024 (Virtual Zoom Meeting)

Board Members Present: Chairman Kurt L. Schmoke, Trustee Ms. Tanya Terrell, Trustee Mr. John C. Weiss, Trustee Dr. Roger Ward, Trustee Ms. MacKenzie Garvin, and Trustee Ms. Lelia Parker

Also Present: President Debra L. McCurdy

Board Members Absent: Trustee Ms. Lenor Blum

- I. Chairman Schmoke called the meeting to order at 4:05pm on December 18, 2024.
- II. The Chairman asked for a typo correction (the “A” had been inadvertently left off of AFSCME) and the Consent Agenda, which did not include comments from either AFSCME or the Faculty Senate, was unanimously approved upon a motion by Trustee Dr. Ward, seconded by Trustee Weiss.
- III. The Trustees were shown the following procurements ranging from \$25,000 to \$99,999 for informational purposes only since they fall under the \$100,000 threshold:

Access Codes (Jones & Bartlett Learning)	\$61,825.68
Access Codes (EC – Council of Academia)	\$40,829.55
Donor Gifts (Forest Incentives, Inc.)	\$43,041.57
STEM Programs (Let’s Go Boys & Girls, Inc.)	\$27,000.00

The Trustees were asked to approve a procurement exceeding \$100,000, as follows:

- a. Carpet Replacement & Installation \$150,000.00
 - Mohawk, Inc.
 - Centennial Contractors Group LLC
 - Milliken Floorcovering

It was explained by VP Michael Thomas that the carpet replacement and installation entails replacing the carpet on the several floors of the main administration building; the carpet is twenty plus years old. When EVS comes in to clean there is often an odor from the moisture after cleaning. Installation will take place mostly while staff are on break and will be completed by mid-January 2025.

Chairman Schmoke noted that the Finance Committee recommended approval. Upon a motion by Trustee Terrell, seconded by Trustee Ward, all members of the Board voted in favor.

The Trustees were informed by Anna Lansaw, Director of Procurement, about the following procurements, which are exempt from BOT approval because they are for curricular materials:

b. Access Codes (Pearson Education Inc.)	\$256,118.03
c. Access Codes (Vital Sources)	\$117,181.15
d. Access Codes (McGraw-Hill Education Inc.)	\$223,171.65
e. Access Codes (Cengage Learning Inc.)	\$174,215.42
f. Textbooks (MBS Direct)	\$172,250.72

Chairman Schmoke asked how the shift to access codes (vs. physical textbooks) impact the cost to students. Dr. McCurdy replied that it was probably less expensive but that the real cost savings would come with the the partnership with the bookstore vendor (Barnes and Noble) and the implementation of the First Day Complete.

- IV. Richard Walsh, Senior Analyst, provided a Financial Monthly Performance Snapshot Report for Appropriation Year 2025 that he had earlier provided to the Finance Committee.

Revenue Fund	Budget AY25	Monthly Budget AY25 YTD	AY25 Actuals	AY24 Actuals	Net Change
General (Unrestricted)	64,898,547	31,143,382	\$ 33,684,046	33,597,669	86,377
Restricted	21,610,084	8,925,233	\$ 12,474,155	10,424,879	2,049,276
Total Revenue AY25	86,508,631	40,068,615	46,158,201	44,022,548	2,135,653

Year-over-Year (YoY) Expense Comparison

Expense Fund	Budget AY25	Monthly Budget AY25 YTD	AY25 Actuals	AY24 Actuals	Net Change
General (Unrestricted)	64,898,547	31,143,382	\$ 20,159,377	20,506,638	-347,261
Restricted	21,610,084	8,925,233	\$ 7,424,616	9,985,447	-2,560,831
Total Expenses	86,508,631	40,068,615	27,583,994	30,492,085	-2,908,091

Total Revenue by Appropriated Fund

Budget AY25	Monthly Budget AY25 YTD	AY25 Actuals	AY24 Actuals	Net Change
0	0	18,574,207	13,530,463	5,043,744

Year-over-Year (YoY) Revenue Comparison

Revenue Sources	Budget AY25	Monthly Budget AY25 YTD	AY25 Actuals	AY24 Actuals	Net Change
Unrestricted Revenues	65,088,071	31,143,382	33,684,046	33,597,669	86,376
Board of Estimates - Unrestricted	600,000	250,000	0	600,000	-600,000
Bookstore Revenue	935,232	389,680	750,912	526,260	224,652
Consolidated Fees	1,050,559	437,733	479,760	511,833	-32,073
Credit Tuition	9,251,716	3,854,882	4,749,320	4,221,502	527,818
Facilities Capital Fees	109,971	45,821	50,259	49,742	517
Investment Income	514,604	214,418	923,436	819,899	103,537
Local Contract	189,524	78,968	189,524	0	189,524
Non-Credit Fee Revenue	420,610	175,254	747,490	269,636	477,854
Non-Credit Tuition	750,000	312,500	591,156	326,960	264,196
Other Fee Revenue	0	0	15,439	4,763	10,676
Other Revenue	0	0	-24,418	3,246	-27,664
Parking and Transportation	34,719	14,466	5,010	5,874	-864
Real Estate Lease Income	1,569,908	654,128	531,702	838,576	-306,874
Registration Fee	299,995	124,998	158,730	108,836	49,894
State Appropriation	48,280,224	24,140,112	24,140,112	24,912,357	-772,245
Technology Fees	700,000	291,667	319,840	315,714	4,126
Tower Rental Income	131,092	54,622	35,616	65,519	-29,903
Transcripts	39,084	16,285	14,815	14,380	435
Vending Machine Commission	0	0	5,343	2,573	2,771
WBJC Asset Agreement	210,833	87,847	0	0	0
Restricted Revenues	21,420,560	8,925,233	12,474,155	10,424,879	2,049,276
Deferred Maintenance	0	0	0	2,091,702	-2,091,702
COVID Relief	0	0	0	0	0
Federal Grants	14,266,708	5,944,462	7,150,616	5,005,822	2,144,794
Indirect Cost - Other	117,800	49,083	0	0	0
Other Restricted Revenue	0	0	42,497	4,180	38,317
Private Gifts, Grants & Contracts	495,167	206,320	0	0	0
RYP - Artworks	0	0	0	3,500	0
State and Local Grants	4,874,323	2,030,968	2,201,545	2,389,827	-188,281
Student Activities	0	0	25	0	25
WBJC	1,666,562	694,401	3,079,471	929,848	2,149,623
Total Revenue AY25	86,508,631	40,068,615	46,158,201	44,022,549	2,135,652

Net Surplus

**Monthly Financial Performance Snapshot Report
Appropriation Year 2025
as of December 2024**

Description	Object	AY25 YTD	AY24 YTD	Net Change	Percentage Change
Labor: PIN Salaries	01	12,581,279	12,349,741	231,537	1.9%
Labor: Contractual Employees	02	3,616,020	3,078,248	537,772	17.5%
Communications	03	13,469	33,859	-20,390	-60.2%
Travel	04	122,982	100,567	22,415	22.3%
Utilities	06	617,891	623,773	-5,882	-0.9%
Motor Vehicle	07	38,020	74,642	-36,622	-49.1%
Contractual Services	08	2,166,879	2,119,193	47,686	2.3%
Supplies	09	2,515,563	1,783,565	731,999	41.0%
Replacement Equipment	10	22,362	904,019	-881,658	-97.5%
New Equipment	11	74,601	602,387	-527,786	-87.6%
Scholarships and Fellowships	12	5,246,494	6,637,384	-1,390,890	-21.0%
Fixed Expenses	13	567,424	1,169,989	-602,566	-51.5%
Deferred Maintenance	14	1,009	1,014,717	-1,013,708	-99.9%
Total Expenses AY25		27,583,994	30,492,085	-2,908,091	-9.5%

Current Expenses by Division

Division	Budget	AY25 YTD	AY24 YTD	Net Change	Percentage Change
Academic Affairs	21,410,964	6,832,939	7,594,640	-761,701	-10.0%
Administration & Finance	17,400,053	6,708,150	6,779,011	-70,861	-1.0%
Advancement & Strategic Partners	1,512,726	370,861	323,422	47,439	14.7%
College Wide	5,705,541	243,597	2,805,776	-2,562,178	-91.3%
Information Technology	4,800,389	1,924,432	1,346,808	577,624	42.9%
Institutional Research & Strategic Priorities	878,455	308,622	317,848	-9,226	-2.9%
President's Office (Executive)	1,443,433	464,510	439,100	25,410	5.8%
Student Affairs	18,635,851	7,478,975	8,283,110	-804,135	-9.7%
WBJC	2,075,968	477,445	403,592	73,853	18.3%
WDCED	12,645,251	2,774,463	2,198,777	575,685	26.2%
Total Expenditures	86,508,631	27,583,994	30,492,085	-2,908,091	-9.5%

Walsh explained that differences between now and the amounts shown at this time last year are largely attributable to timing. He did note, however, that the College's expenditures did increase as a result of our engagement with Ellucian Advisory Services.

- V. Eileen Waitsman, Controller, provided a 2023 Audit Summary that included audits of the College, WBJC, and the completed Community College-4 (CC-4). It is an audit requirement by MHEC to report the financial and enrollment statistics.

She noted that the auditors had issued unqualified opinions for all three which is "as good as it



BCCC WBJC 6.30.23



BCCC_Audited



BCCC_Final

gets." The reports are attached here:

Audited Financial Statement: CC4_6.30.23.pdf

- VI. Donna Thomas, IVP of Student Affairs, provided an enrollment update. She presented the following data:

The Fall 2024 headcount was 4,375, which is 11.1% above the Fall 2023 headcount (3,939).

Similarly, the estimated eligible credit FTEs for Fall 2024 are 920, which is an increase over the 891 Fall 2023 eligible credit FTEs.

Dual enrollment increased from 234 students in Fall 2023 to 367 students in Fall 2024.

Winter enrollment increased from 402 for winter 2024 to 646 for Winter 2025 as of December 14, 2024.

- VII. The Trustees received an ERP Update from Mr. Ishwor Aryal, Director of Enterprise Applications. Mr. Aryal told the Board that the ERP maintained a green status and noted that the College is working with Ellucian Advisory Services in the areas of Student Services, Recruitment, Financial Aid, Student Accounting, Finance, Human Resources, and Information Technology.
- VIII. VP Michael Thomas presented the organization chart for WDCE and the functional areas: Adult Basic Education (ABE); English Language Services (ESL); Workforce Training and highlighted some of the other functions. Chairman Schmoke asked about employer partners and Mr. Thomas gave examples – Amazon and Johns Hopkins. Trustee Terrell asked about a program and partnership with a bio-tech entity and the credits. Mr. Thomas provided information that showed the number of students enrolled and the classes offered through WDCE, which includes workforce training (made up of the following):
- Certified Nursing Assistant
 - Certified Medicine Aide
 - Certified Medicine Aide Update
 - Community Health Worker
 - Venipuncture
 - Pharmacy Technician
 - Emergency Medical Technician
 - Emergency Medical Responder
 - Patient Care Technician
 - Commercial Driver's License (B)
 - Warehouse and Logistics
 - Diesel Technician
 - Construction Core
 - Childcare
 - Court reporting
 - Pre-Cybersecurity/A+
 - Network+
 - Security +
 - Administrative Support Services
 - Customer Service

English Language Services, made up of:

- Community ESL
- Refugee Assistance Program (RAP)
- Service to Older Refugees (SOR)
- USCIS (Citizenship)
- Refugee Youth Project
- English Language Instruction – Academic Credit

and Adult Basic Education, comprised of

- GED prep classes for adults who are 18+ years of age.
- Assisting students with earning their Maryland high school diploma by preparing them to take four GED exams: Reasoning through Language Arts

(RLA), Mathematical Reasoning (Math), Social Studies, and Science.

A total of 3,547 students participated in continuing education classes in FY 2024, a 30.9% increase over the prior fiscal year. Of that number, 1,192 students enrolled in courses leading to certification/licensure – an increase of 47.3% over the prior year.

Students in English classes for speakers of other languages totaled 1,691 in FY 2024 (25% over the FY 2023 total).

Trustee Garvin suggested it would be helpful for the Trustees to receive some disaggregated data that also includes job placement and credentialing.

Trustee Schmoke asked about the impact of COVID on the workforce division and Mr. Thomas replied that COVID had a huge impact and the division is still recovering from the enrollment and some of the partnerships.

In response to a question from Trustee Terrell asking how the Trustees can be helpful, Mr. Thomas stated that the College sorely needs advocates. Trustee Terrell agreed that employers need to know that the College is available to train their workforce. Trustee Schmoke commented that the Trustees need to spread the message that BCCC “is back.”

Dr. McCurdy commented that Zeke Cohen will be visiting the College early in 2025 to strengthen Baltimore City’s partnership with BCCC.

Dr. McCurdy suggested that an update about workforce courses and programs would be more regular.

IX. Dr. McCurdy gave the President’s Report. She began by noting that the College had just received word that its business program had been re-accredited by the Accreditation Council for Business Schools and Programs, and she thanked Mr. Quintin Davis and Dr. Bob Iweha, Ms. Aundrea Wheeler, and Ms. Eileen Hawkins.

Dr. McCurdy then focused on the reaccreditation site visit and evaluation of the Middle States Commission on Higher Education. She was assisted by Ms. Becky Burrell, VP Institutional Effectiveness, Research and Planning.

Dr. McCurdy discussed each of the 7 reaccreditation standards. The Middle States Commission on Higher Education accreditation team had three options at its disposal by way of feedback and evaluation: Requirements, Recommendations and Collegial Advice. They gave the College no Requirements and recommended that the College be re-accredited without any required changes.

They indicated two Recommendations as follows:

The College should provide further evidence of a completed annual independent audit confirming financial viability with evidence of follow-up on any cited concerns for FY 2023 and 2020-2022.

And

To build upon BCCC’s culture of Academic and Student Affairs assessment, the team suggests that the College create a similar schedule of governance and administrative assessment activities and institutional outcomes, including college-wide discussion of assessment findings and use of results. This could

include the use of campus climate surveys, 360 evaluations, and other assessment tools to inform the decision-making process.

Dr. McCurdy noted that the recommendation concerning the Colleges' 2023 Institutional Audit had already been completed and released to the State. She stated that the Collegial Advice offered by the visiting accreditation team was advice regarding efforts that the College already planned to put into effect; they did not offer suggestions which the College had not already begun to implement or plan on carrying out. The team offered the following Collegial Advice:

- Continue to refine the mission statement to better reflect current practices in preparation for the next Strategic Plan (2024-2029).
- Continue to strengthen the focus on increasing enrollment and retention and on expanding collaboration with area high school students through dual enrollment and creation of online degree programs.
- Continue to strengthen the student transfer process to four-year colleges and universities.
- Consider improving or expanding upon collaboration with Workforce Development and Continuing Education to increase enrollment at the college.
- Include an implementation timeline with all new plans, such as the Website Development Plan.
- Streamline how the faculty evaluation process is presented and ensure that the written processes are put into practice consistently.
- Formalize the approval process for third-party providers.
- Review the Curriculum Guide, last revised in 2015.
- Standardize the onboarding experience of new faculty through the development of an official mentor program. Document and distribute to faculty the process for accessing professional development funds.
- Involve faculty in planning for the Center for Teaching, Learning, and Innovation through focus groups and surveys.
- Implement faculty/staff celebrations for years of service, excellence in teaching, excellence in academic advising, and excellence in assessment of student learning.
- Adopt assessment practices used for credit programs for workforce offerings; and review the website to ensure up-to-date information and forms.
- Increase the number of counselors in Student Wellness programs.
- Implement college-wide discussion of assessment findings and use them in a systematic way to better inform decision making and planning.
- Follow its own advice to model non-academic assessment on their academic assessment framework. Consider developing a formal succession plan.
- Establish a clear timeline for the completion of all outdated plans mentioned within the Self-Study, with completion of the Strategic Plan being a priority.
- Develop multi-year financial planning tied to the Strategic and Enrollment plans to ensure fiscal sustainability and resource allocation
- Openly communicate the reasons for the audit delay with the Board of Trustees and establish a clear plan to expedite the audit process, ensuring accuracy and compliance with accounting standards.
- Develop internal mechanisms for cross-training and succession planning to ease any difficulties due to staff turnover.
- Building upon BCCC's culture of Academic and Student Affairs assessment, the College should create a similar schedule of governance and administrative assessment activities and institutional outcomes, including college-wide discussion of

assessment findings and use of results. This could include the use of campus climate surveys, 360 evaluations, and other assessment tools to inform the decision-making process.

The College will not undergo a reaccreditation site-visit by Middle States again until 2031-32. Dr. McCurdy commented that “the work is ongoing and continues” however because the College has to meet the requirements for many accrediting bodies. Chairman Schmoke commented that it is “all good news.”

X. Chairman Schmoke read the following closing statement:

The open session meeting of the Board of Trustees has concluded. Pursuant to the General Provisions Article, Sections 3-305(b) (1), (7), (8), and (9), the meeting will move into closed session so that the Board can:

- Discuss the employment, onboarding, separation, compensation and discipline of specific College employees;
- Consult with counsel to obtain legal advice;
- Discuss strategy, merits, and legal advice regarding pending litigation and administrative complaints involving the College; and
- Discuss matters related to collective bargaining.

Upon a Motion for Adjournment made by Trustee Weiss and seconded by Trustee Garvin, the Board voted unanimously at 6:04 PM to adjourn and reconvene in closed session.

Attendees/Participants

Kurt Schmoke, Esq. - Chair
MacKenzie Garvin, Esq.
Lelia Parker, Esq.
Tanya Terrell
Dr. Roger Ward, Esq.
J.C. Weiss
Debra L. McCurdy - President
Gussener Augustus
Eric Benjamin
Becky Burrell
Lyllis M. Green
Maria E. Rodriguez, Esq.
Donna Thomas
Michael D. Thomas
Ishwor Aryal
Nicole Carter
Anna Lansaw
Richard Walsh
Eileen Waitsman

BCCC Faculty/Staff Attendees

Da'Nyjae Anderson
Dawna Attig
Michael Berends
Stanley Cavouras
Christina Carter
Jamie Cofield
Rasheedah Evans
Patricia Fisher
D. Fitzgerald Smith
Saleemah Franklin
Phil Gatling Jr.
Noah Grant
Marshall Goodwin
Wendy Harris
Eileen F. Hawkins
Dr. Denise Holland

William Johnson

Keenan Jones
Chris Jordan
Brett King
Nena Kutniewski
Dee Mooring
Dr. Bryan Miller
Ashley Peck
Alesa Robinson
Shawnette Shearin
Theresa Tunstall
Wanda Walker
Aundrea Wheeler
Cynthia Wilson

Non-BCCC Attendees

Kristin McFarlane