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BOARD OF TRUSTEES  
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | September 18, 2019

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

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**Board Members Present:** Kurt L. Schmoke, Esq. (Chair); Dr. Rachel Pfeifer; Mr. Jason Perkins-Cohen; Mr. John D. Lewis (via conference call); Mr. J.C. Weiss, III; Lelia F. Parker, Esq.; Ms. Leonor T. Blum.

**Board Members Absent:**  
Mr. Peter Nachtwey

**Chair Schmoke brought the meeting to order at 4:00 p.m.**

**I. APPROVAL OF THE AGENDA**

Chair Schmoke requested a motion to approve the September 18, 2019 agenda. Dr. Rachel Pfeifer motioned for approval of the agenda and was seconded by Trustee J. C. Weiss, III.

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

- A. Approval of the June 19, 2019 Minutes**
- B. Student Government Association, (Mr. Yusuf Olamide, President)**
- C. AFSCME Local # 1870 at BCCC (Ms. Charlene Gray, President)**

Chair Schmoke requested a motion to approve the Board Actions / Consent Agenda. Trustee J. C. Weiss, III motioned for approval of the Board Actions / Consent Agenda, and it was seconded by Dr. Rachel Pfeifer.

**III. ITEMS REMOVED FROM THE AGENDA**

There were no items removed from the agenda.

**IV. NEW BUSINESS**

**A. Introductions**

Dr. McCurdy introduced and gave a brief bio about the newly appointed Trustees, (Lelia F. Parker, Esq. and Ms. Leonor T. Blum) to the Baltimore City Community College Board.

**Lelia Parker, Esq.**, is a member of the Litigation Department in the law firm of Saul Ewing Arnstein & Lehr. She maintains a general litigation practice and handles a variety of matters involving complex commercial disputes. Before joining Saul Ewing Arnstein & Lehr, Lelia was a

law clerk for Judge Clayton Greene Jr. of the Court of Appeals of Maryland. Lelia was a judicial intern for Judge Greene as well while she was earning her J.D. at the University of Baltimore School of Law. She was also a summer associate with the Firm.

**Ms. Leonor T. Blum** is a former student at Wellesley College in Massachusetts and is a native of Argentina. She works with the bilingual community and is considered a native of Baltimore as well. She is also among the 10 semi-finalists for the 2019 "Homecoming Hero Awards." Presented by the nonprofit Baltimore Homecoming Inc., the awards pay tribute to communal and nonprofit leaders, activists, artists and innovators making an impact. Five winners will be announced on October 14.

Trustee Weiss shared that Ms. Blum is now a finalist in the Homecoming Hero Awards.

## **B. Realignment Report Update**

Dr. McCurdy reported that a substantive report was submitted to the Board at the June 18, 2019 meeting, in which the realignment tasks were expanded. The September report is a continuation of Cabinet areas realignment work. The report will be submitted with attachments to the State as a part of the Legislative follow-up to meet the October 1 submission date.

Dr. McCurdy stated that we are moving forward with enrollment strategies, marketing, and discussions about new programs.

Each Cabinet member will continue to provide monthly updates to the Board and move into quarterly updates. Realignment Task will reshape the institution and the culture so that there is continuity to indicate that we are changing our operations.

## **V. COLLEGE POLICIES**

Ms. Michelle Williams presented the **Smoke-Free Environment Policy and Procedure** to the Board for approval.

Ms. Williams explained that this is not a new policy but a revision of a policy that was approved in 2008. Ms. Williams stated faculty, staff, and students have discussed the need to have a tobacco-free campus. The policy change began with Ms. Angela Donn, Health and Wellness Counselor, who teamed with the Truth Initiative program and received a \$20,000 grant in 2017. With the assistance of two student leaders, Mr. Josh Arinze and Ms. Tamia Brown, a task force, and surveys were created that resulted in over ninety percent support from faculty, staff, and students. Josh and Tamia were also able to hold smoking cessation classes for anyone that needed extra support.

Ms. Williams was given the lead on the initiative and with the assistance from Cabinet members and the Assistant Attorney General the policy and procedures were reviewed. From August 29 to September 6, 2019 it was sent to the BCCC Community, Faculty Senate, Union, staff and faculty for review and feedback. Ms. Williams met with the Faculty Senate on September 6, 2019 to review and incorporate edits for presentation to the Board for approval.

Chair Schmoke asked if this policy would include vaping as it would not have been included in the 2008 version. Ms. Williams stated that vaping and all forms of smoking apparatus would be included. Chair Schmoke also inquired if the Assistant Attorney General was in support of this policy and procedures, and Ms. Williams responded that she was.

Dr. McCurdy assured the Board that this policy and procedure was thoroughly reviewed at the Attorney General's office before submission to the Board.

Ms. Williams stated that policy violations would be managed by the Public Safety Department.

Chair Schmoke inquired if this report would be published throughout the campus. Ms. Williams responded that the implementation date is January 1, 2020, which will allow time for the marketing the policy and procedures to faculty, students, and staff who may need assistance with smoking cessation.

Chair Schmoke requested a motion to approve the Smoke-Free Environment Policy and Procedure. Trustee Jason Perkins-Cohen motioned for approval of the Smoke-Free Environment Policy and Procedure and was seconded by Dr. Rachel Pfeifer.

## VI. PRESENTATIONS

### A. College Branding

Ms. Dawn Kirstaetter, VP of Advancement and Strategic Partnerships, presented a PowerPoint presentation of the various old and proposed branding items, e.g. seals, logos, and mascots.

As part of Realignment Task eight, "to develop and market a brand for BCCC," we began a process of brand repositioning and brand unification which involved refreshing publications, updating signage, campus beautification, and working with a local Public Relations firm, The Hatcher Group.

The Hatcher Group reviewed our publications, social media, ads, websites, conducted research and reached out to over 4,000 people. As a result, they came up with some preliminary brand pillars which informed some of their work.

**Seals** – The College was founded as Baltimore Junior College and remained such then changed to Community College of Baltimore, then in 1992 became a State Agency with a final name change to Baltimore City Community College. We have been exploring numerous options, with the seal, and have narrowed down to two favorites.

**Logos** - Our current logo has smokestacks; however, it is not our official logo. We are in the process of designing a new BCCC logo and working with The Hatcher Group. Over eighty logo designs have been reviewed. Currently, we are testing the final five logos with students and the next group will be faculty and staff.

**Mascot** - The services of an illustrator are needed to assist with refreshing the mascot. We have replaced the signage in front South Pavilion on Liberty Heights Avenue.

The next steps will include finalizing the seal, logo, and mascot to present to the Board for approval.

Dr. Pfiefer asked what the expected outcomes were from making this shift and if there will be tracking to show people are engaging.

VP Kirstaetter responded that the expected outcome is to change the image of BCCC, and work with Cabinet members and Student Affairs, as a new enrollment management plan is developed.

Chair Schmoke asked if we have the authority to change the Latin on the logo. VP Kirstaetter responded that this is being researched with the assistance of the General Counsel. Dr. McCurdy added that when final branding is completed, the Board might be interested in seeing the number of other colleges that have used aspects of the state flag.

Current Seal



Recommended Seal



Current Logo



Recommended Logos



Student ID



Mascot



## B. Mayor’s Scholars Program (MSP)

Dr. Debora Johnson-Ross presented updates to the MSP, via a PowerPoint presentation.

Chair Schmoke requested that background of the MSP be given for the benefit of the new Trustees.

Dr. Johnson-Ross reported that the MSP is in the second year. The vision of the MSP was initially an anti-violence strategy, making sure that students have a place to go when they graduate high school. This is also part of the College Promise initiative by providing a last-dollar scholarship for students to attend Community Colleges. The MSP at BCCC provides one-hundred and fifty percent of student funding for a two-year program over three years. As most of our students require developmental courses before matriculating to college-level courses, this means that students are financially covered for three years for completion of an associate degree.

To update from the last Board meeting, we have been working with Academic Affairs and Student Affairs to integrate MSP with regular college functions. We have also strengthened our relationships with the Mayor’s Office as well as increasing collaborations with Baltimore City Public Schools. We have increased the enrollment goal from 250 students which doubled from the first year. We also have had scholars highlighted in the Charm TV documentary, ***Making College Possible: The Mayor’s Scholars Program.***

Summer Bridge enrollment update shows a comparison between Cohort 1 and Cohort 2.

	<u>Cohort 2</u>	<u>Cohort 1</u>
Registered	429	387
YouthWorks	250	304
ESL	40	40
CASA Scholarship	38	34
Workforce	4	n/a

This was the first year that a Workforce component was included in the Summer Bridge, but we will be working with Workforce to increase this number.

Trustee Jason Perkins-Cohen inquired if the scholar profile was from the general college population. Dr. Johnson-Ross responded that it was about the same; it was not significantly different. Trustee Perkins-Cohen asked if the college normally had about two times as many females. Dr. Johnson-Ross responded, yes.

Trustee Jason Perkins-Cohen stated that it appeared that students from the 2018 Cohort one are not returning and asked the following questions:

- I. What is being done for returning students from Cohort one to ensure their completion.
- II. What is being done for those that are starting this year.
- III. What is being done to get the 170 Cohort one students back.

Dr. Johnson-Ross responded to the above inquires by stating:

We are working with our academic support services, having embedded tutors in classes where students are struggling especially in Math. We know that there were attendance issues, so we are having them meet with their coaches more frequently. We are apprising students about the textbook scholarships. We are attempting to address barriers; however, there are reasons that students do not want to reveal. We are reviewing the Cohort 1 students who were placed on academic warning and trying to address the barriers that prevented them from returning. We are working with faculty to get assignments and to track attendance.

Trustee Jason Perkins-Cohen's also inquired if the MSP was about promotion and funding or is it a different intervention. Are we doing something special for the ones that are coming in the door? Dr. Johnson-Ross responded that we would like to demonstrate that our interventions make a difference.

Chair Schmoke stated that additional updates would be welcomed, and City Hall would be interested in this information.

## VII. PRESIDENT'S REPORT

- A. Dr. McCurdy stated that the President's Report included the Cabinet Reports as well. Dr. McCurdy noted that with the two new Trustees, and several administrators, we are well on the road to beginning to see the new leadership emerge at BCCC.

The following are new members on the Cabinet;

- Maria Rodriguez has been appointed as General Counsel and began on September 3. Ms. Rodriguez comes to us from the Venable LLP in Baltimore, where she was a commercial and labor litigator.
- Dr. Stanley Singleton has been appointed as Vice President of Student Affairs and began on September 9. Dr. Singleton comes to us from South University in Columbia, South Carolina where he served as Dean and the Chief Student Affairs Officer.
- Mr. Stephan Byam has been appointed as Chief Information Officer (CIO) and began on September 16. Mr. Byam comes to us from LeMoyne-Owen College in Tennessee where he served as the Vice President of Information Technology and CIO.
- Ms. Laurie Farrell also started as the Director of Communications in the Advancement area.

The meetings and activities between the Office of the President with State elected and appointed officials and Business and Corporate Stakeholders are making a difference. The college continues to re-establish itself in both the business and corporate community at the State level. I have also met with many of the State Secretaries. Overall it's about making a difference when it is time to talk about the college initiatives and the changes that need to happen with the State, Mayor's Office, and Baltimore City Public Schools Systems (BCPSS).

Working with Trustee Pfeifer has been a pleasure as we look for new avenues to establish stronger relationships and partnerships with BCPSS. P-Tech and Dual Enrollment are untapped sources.

I have met with many of the Presidents of four-year colleges and universities as well as two-year colleges about new opportunities and partnerships, where we can build. I have met across areas at the college hosting divisional conversations to talk about visions, expectations, changes, growth, a general appreciation, and respect for this institution and how we are going to reestablish ourselves as an educational leader in this community. To date, I have had insightful conversations with over two-hundred individuals across the institution, with follow-up requested.

## **B. ENROLLMENT REPORT**

Dean Sylvia Rochester reported the enrollment Ms. Rochester reported that as of September 18, 2019, enrollment is up by ten percent, headcount is 4684, and FTE's are up by eight percent. What has been done differently this semester is the reach out to students communicating via automated email and personal phone calls.

Dr. McCurdy added that it is not just the personal phone calls; it is more of the realignment and restructuring of the college resources. Many of our students have high needs, and instead of pushing the student out the door, it is a matter of looking at the kinds of resources the College can offer.

Dean Rochester reported that we implemented attendance rosters and asked the faculty to apprise us of who were attending classes. Some of the barriers were financial where the student had not paid for their classes or made payment arrangements.

Trustee Pfeifer thanked Dean Rochester for the implementation of the attendance roster.

## **C. PERFORMANCE ACCOUNTABILITY REPORT (PAR)**

VP Becky Burrell presented, via a PowerPoint presentation, the Performance Accountability Report (PAR) for Board approval.

VP Burrell reported that the PAR is a MHEC required document that has been provided and submitted by the College since 1996. This information is lead out of the Office of Institutional Research to provide data about what is occurring across the institution.

The State of Maryland has a plan that outlines its strategies for post-secondary education. There are three goals that pertain to access, success, and innovation; the approval for the Board allows us to submit this document to MHEC by October 1, 2019.

The BCCC enrollment, in fall of 2011 was close to the 7,000 students then there was a sharp decline in our headcount. At that time there was an elimination of some academic programs, as well as other external factors, including changes in Federal Financial Aid. Before these changes to the Federal Financial Aid, students could repeat, developmental education courses, but the

new requirements limited the number of times. Enrollment is now trending upward as a result of strategies we are implementing.

We are working toward developing our institutional enrollment management plan, which will be led by the President and the VP of Student Affairs along with the Cabinet. One of strategies to increase enrollment is online enrollment. Although we are declining in online credit courses we are increasing on non-credit and continuing education. This is a trend as you look at the MHEC data; community colleges are trending upward in online courses.

Chair Schmoke inquired if this would be for any program. VP Burrell responded that has not been defined as of yet; however, we have the framework for the strategic plan.

Chair Schmoke asked if there were any online courses at Rhodes that showed real strength that may be attractive here. VP Burrell responded that a lot of the business programs were offered online, and some health programs were shifting to online offering. Dr. McCurdy added that they had full programs online as well, which made a big difference. Faculty were very creative, for example, concrete management, and with relationships with other institutions where Rhodes was the host institution. The health consortium proposed at the institution was to be a center for excellence in innovation that would attract students from other institutions. Our drive was to initiate certificate and degree programs online and not just the liberal arts courses.

Chair Schmoke asked if the BCCC faculty were involved in the online strategy. VP Burrell responded that this conversation with faculty has not taken place; however, this is the framework to begin to look at the data. We are looking to bring in consultants to begin to the strategic planning conversations.

Another strategy we are looking at is dual enrollment. The dual enrollment framework at Rhodes was very effective. We had sixty-eight high schools, with a 2,500 student headcount attending the dual enrollment program. We are looking at our enrollment; we are looking at great opportunities and working with Trustee Pfeifer and individuals in the city schools. Four out of the sixteen community colleges offered dual enrollment programs in 2016-2017, and today all sixteen community colleges provide dual enrollment programs.

Dr. McCurdy added that funding for dual enrollment is going to be a significant challenge and will require conversations with the Board and the State to see what latitude we have. At other institutions, dual enrollment was very significant, and we worked out funding models that made sense for the high school and the institution. Dual enrollment was the pipeline to getting students into higher education. We offered no developmental courses through dual enrollment; they were all transfer or pathway programs. I think the model would work effectively at BCCC.

VP Burrell reported that in the Fall of 2018 we had two-hundred and thirty enrolled in the dual enrollment program, and as of fall 2019 we have one-hundred and thirty; however, the dual enrollment twelve-week sections are not represented in this headcount as they begin on September 26, 2019.

Trustee Pfeifer inquired how spring enrollment is captured. VP Burrell responded that we do not capture the spring enrollment on this side; however, we do have that information by semester as far back as 2014. We also have the success rates by course and institution.

Trustee Perkins-Cohen asked if there was a target percentage determined for dual enrollment. VP Burrell responded that there have been conversations with regard to the PAR, year four of five. As Dr. McCurdy has come on board and will set a new target, more conversations will be had. The framework for the strategic plan will encompass strategies for online, workforce, dual enrollment, and other enrollment strategies.

Another untapped population that we have not discussed but will be looking into is homeschoolers. Looking at the trends in community college persistence rates for college-ready students and developmental students that completed, we are at eighty percent. With regard to developmental completers after four years we are trending up.

Chair Schmoke asked if this report would be submitted to MHEC and if MHEC would come back after a year for follow-up. VP Burrell responded that MHEC does not require a follow-up; however, through reports to the state should MHEC have any inquiries they would contact us.

Chair Schmoke asked for a motion for approval of the report, which was motioned by Trustee Weiss, III and seconded by Trustee Perkins-Cohen.

Chair Schmoke stated that Trustee Blum is interested in increasing the Hispanic enrollment. Dr. McCurdy responded that this would be a cross-college effort where strategies would be developed to recruit this population as well as the other populations, where she has begun discussions with Dr. Singleton.

Dr. McCurdy reported that all active searches are being reviewed and receiving good responses and we are looking forward to filling them as soon as possible.

## **CLOSING COMMENTS**

### **MOTION FOR ADJOURNMENT**

Chair Schmoke made a motion under the provision of the State's Open Meetings Law to adjourn the meeting to reconvene into a closed session at 5:20 p.m., which was motioned by Trustee Pfeifer and seconded by Trustee Weiss.

## **IX. NEXT MEETING: *Wednesday, October 16, 2019.***