

Joint Chairmen's Report on Enrollment & the Mayor's Scholars Program: 2023
Report Required by Maryland Education Code § 16-505.2

The Maryland Education Code, § 16-505.2, entitled "Report on progress in implementing duties and responsibilities of Board of Trustees" requires the Baltimore City Community College Board of Trustees to "report to the Governor and, in accordance with § 2-1257 of the State Government Article, to the Senate Education, Energy, and the Environment Committee and the House Appropriations Committee of the General Assembly regarding its progress in implementing the duties and responsibilities listed under § 16-505(c) of this subtitle." Section 16-505(c) of the Education Article is known as the realignment.

The Chairmen of the Senate Budget and Taxation Committee and House Appropriations Committee requests Baltimore City Community College submit a report to the budget committees on both BCCC's enrollment trends and the Mayor's Scholars Program (MSP). The report shall include updated information on MSP from the 2021-2022 and 2022-2023 academic years and provide the following information on MSP: (1) the number of applications received for the first, second, third, fourth, and fifth cohort; the number of students who enrolled each semester; and the number of first-year students who enrolled in the second, third, and fourth year (where applicable); (2) the number of students who participated in the Summer Bridge program for the first, second, third, fourth, and fifth cohort; (3) the number of students in the first, second, third, and fourth cohort who have successfully completed at least 15 credits each semester or a total of 30 credits in their first academic year; and (4) the amount of financial aid provided to scholars in year one, two, three, and four by cohort, including the total amount each year and the average student award.

Baltimore City Community College
Final Version
December 1, 2023

Charge

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both BCCC's enrollment trends and the Mayor's Scholars Program (MSP). The report shall include updated information on MSP from the 2021-2022 and 2022-2023 academic years and provide the following information on MSP: (1) the number of applications received for the first, second, third, fourth, and fifth cohort; the number of students who enrolled each semester; and the number of first-year students who enrolled in the second, third, and fourth year (where applicable); (2) the number of students who participated in the Summer Bridge program for the first, second, third, fourth, and fifth cohort; (3) the number of students in the first, second, third, and fourth cohort who have successfully completed at least 15 credits each semester or a total of 30 credits in their first academic year; and (4) the amount of financial aid provided to scholars in year one, two, three, and four by cohort, including the total amount each year and the average student award.

Introduction

This 2023 Joint Chairman's Report (JCR) provides updates on Baltimore City Community College's (BCCC) enrollment trends and the Mayor's Scholar's Program (MSP) from the 2021-2022 and 2022-2023 academic years. As detailed in this report the College is on track to increasing its enrollment. For Fall 2023 the College projects an increase in its credit enrollment by more than 11 percent, 3,940 students, as compared to Fall 2022 (2021-2022) (3,538 students).

The College is developing a Strategic Enrollment Plan that will detail recruitment efforts over the next few years. Currently the College has increased its outreach efforts and strengthened partnerships with high schools and the community. As detailed in this report, the College remains committed to the State's mandate of realigning the strategies and operations of the College to better serve its students, employees, and community.

Implementation of a New ERP System - The College established a partnership with Ellucian in 2020 to replace its legacy business and student systems with a more modern, integrated Enterprise Resource Planning (ERP) system (Banner). The College's reliance on the 30- year-old legacy system limited the effectiveness of the College's operations across its infrastructure. There was little to no synergy and communication between the student information, financial aid, and finance systems, which negatively impacted the College's ability to integrate processes. Over the last two years, the College has worked to implement all core Banner modules.

Though the College has successfully moved to a new ERP system, the transitioning from a 30-year-old legacy system to a new ERP is a complex endeavor that impacts the entire institutions. One of the areas that has been challenging has been the data conversion process. There is still significant work to transition the old legacy data, and address issues with the shift to the new system. Institutional reports are much more difficult to generate because of additional validation that needs to be performed across both the new and legacy ERP systems. The College has made strides in identifying and resolving data issues stemming from the move to a new ERP, but comparable to other higher education institutions that make a similar transition, the cleanup and reconciliation efforts take a considerable amount of time.

Recruitment, Enrollment & Retention

The College is prioritizing critical vacancies. In the College's 2022 Report, it referenced the critical vacancies that existed: Director of Admissions (which was reclassified to Dean of Enrollment Management), Coordinator of Veteran Affairs, and two Recruiter positions. In 2023 the College filled the Dean of Enrollment Management and the Coordinator of Veteran Affairs positions. The College also filled three recruiter positions, but due to recent transitions the College is again actively advertising and interviewing for three recruiter positions. The College will further strengthen its enrollment services with an additional Director of Admissions position.

Process Improvement

The College utilizes the Ellucian Customer Relationship Management (CRM) Recruit System to review and process admission applications. CRM was implemented Fall 2022, and the College is implementing all features within the system to streamline the application review process. Admissions staff use CRM Recruit to review admission applications, supplemental information, and send direct communications to applicants. Students use the system to upload supplemental documents creating faster processing and eliminating the need for students to turn in documentation in person, by mail, or email.

A communication plan for applications was implemented in CRM Recruit. An applicant that does not complete their application will receive an email directing them back to their application, to review and submit. Prior to CRM Recruit admitted students did not receive a notification providing them with their BCCC email account. The automated process provides admitted applicants with an email that includes their BCCC Student ID, username, instructions on how to create their password, and access the myBCCC Panther Portal. **See Appendix III.**

Moreover, the College is planning to implement the Manage Events and Text Messaging features in CRM Recruit in Spring 2024. The Manage Events feature allows the Admissions Office to create recruitment events for external stakeholders and register online. Once registered, Admissions can track recipients from each event to see if they apply, are admitted, and enroll. The Text Messaging feature will further enhance the College's communication with prospective students. Full implementation of the Degree Works module of Banner will further automate and streamline the advising process for staff and students, particularly in the Student Success Center.

Outreach and Recruitment Efforts

In 2023, the College is actively working to re-engage with high school, middle, and elementary schools, churches, non-profit organizations, senior citizens, and other community partners. The staff have attended more than 125 recruitment events.

A new Dean of Enrollment Management started at the College in August 2023 and began working with the Admissions recruiters to finalize recruitment territories and strategies. Recruitment territories have been split into three zones. Recruiters are responsible for Baltimore City Public High Schools, private high schools, and community partners within their assigned zones. **See Appendix III for a current map of the College's recruitment territories in Baltimore City.**

Zone A: Frankford/Northwest Baltimore, Highlands, Belair-Edison, Nottingham, Orangeville Industrial Area/East Baltimore, Inner City, Upper Fells Point, Graceland Park/Southwest Baltimore, Dundalk, Seton Hill/Central Baltimore, Federal Hill, Halethorpe, Brooklyn, Curtis Bay

Zone B: Belair-Edison, Bellona-Gittings/North Baltimore, Cheswolde/Northwest Baltimore, Hamilton, Idlewylde, Pikesville, Waverly, Wyndhurst/North Baltimore, Northeast Baltimore

Zone C: Gwynn Oak, Walbrook/Southwest Baltimore, Irvington/Southwest, Catonsville, Hampden, Druid Heights, Carrolton Ridge/South Baltimore

Moreover, the College has expanded its recruitment territory to include Baltimore City Middle Schools and Baltimore County Public High Schools, as well as conduct recruitment events in other counties (i.e., Anne Arundel, Carroll County, Howard County, etc.) within the State. This expansion aligns with the recent change in the eligibility requirements for the Mayor's Scholars Program (MSP) and allows any recent Maryland high school graduate to be eligible to participate. In the past, MSP was specific to only Baltimore City Residents. This major change will increase enrollment at the College.

Veterans & Military Students

A Coordinator for Veterans Affairs provides direct support to the College's veterans and military-affiliated students and ensures the College meets the federal and state requirements to continue certifying eligibility. The College coordinates recruitment efforts with the Maryland Center for Veterans Education and Training (MCVET) in-area support service agencies such as the Maryland Department of Veterans Affairs (VA), Baltimore VA Regional Office, VA Medical Center, VA Maryland Health Care, Veterans Assistance Program, and the Veterans Resource Center.

The enrollment for veterans and military students has been consistent over the last four years. To increase enrollment, the College engages with Veteran and military affiliated students through the Virtual Help Desk, virtual appointments, and in person. The College enhanced external partnerships by re-engaging with both Aberdeen Proving Grounds and Fort Meade military bases with direct recruitment efforts with the Education Centers on the base. The Coordinator attended several external events (i.e., VA Job Fairs, Veteran Affiliated & Military Affiliated community events, etc.) to promote the College and increase enrollment. In the Fall the College participated in Baltimore City's annual Veterans Day Parade to engage with the public and veterans.

Fall Credit Enrollment					
Veterans, Active Military, and Military Families	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Veterans and Military	124	65	78	68	62
Total Fall Credit Headcount	4,523	4,909	4,181	3,864	3,538
Source: BCCC fall Enrollment Information System files prepared for the Maryland Higher Education Commission. Office of Institutional Research - January 2023					

LatinX Students

Increasing recruitment and enrollment of LatinX students remains an important goal for the College. During Fall 2023, the Maryland State Department of Education reported 3,509 students of Hispanic/Latino race attend a Baltimore City Public High School increasing LatinX prospects.

As the College develops its next enrollment and strategic plan, there is an opportunity to increase the enrollment of the LatinX community. Through intentional and direct engagement with the LatinX community, the College will grow and maximize enrollments in both dual enrollment and recent high school graduates.

The College projects an increase of 23% in the enrollment of credit students self-reporting as LatinX (and any other ethnicity) in fall 2023 from fall 2022.

Fall Credit Enrollment					
LatinX/LatinX Multi-Race	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
LatinX/LatinX & Any Other Race	190	241	203	165	189
Total Fall Credit Headcount	4,523	4,909	4,181	3,864	3,538
Percentage of LatinX/LatinX & Any Other Race	4.2%	4.9%	4.9	4.3%	5.3%
Source: BCCC fall Enrollment Information System files prepared for the Maryland Higher Education Commission. Office of Institutional Research - January 2023					

The Office of Student Life and Engagement develops programs to create an environment where LatinX students feel more welcome. BCCC continues to partner with local agencies including the Latino Providers Network, Cumbre Educative para-Padres, We Are CASA, and Adelante Latina.

Additionally, the College continues to produce recruitment publications in Spanish. The College's marketing materials for MSP, Dual Enrollment, and Workforce Development and Continuing Education continue to be provided in both English and Spanish. **See Appendix I.**

International Students

The College participates in the State-wide recruitment and outreach efforts through the Maryland International Education Consortium-Study Maryland (MIEC). In Fall 2023, BCCC projected an enrollment of 100 international students.

The International Student Services staff continue to offer enhanced tools to retain International Students. For example, virtual appointments are scheduled using a variety of remote communication systems including Zoom, Microsoft Teams, and other platforms that make communication with International Students an easy and efficient process. Staff continue to engage with students electronically, as well as through the International Student Organization. The International Student Organization meets weekly on Wednesdays and creates a designated space for international students to gather on campus and develop student activities to remain engaged with the campus community. International Student Services holds workshops specific to student employment, graduation, travel, and culture.

In 2023, the International Student Services staff completed the certification process for the English Second Language (ESL) Program as a full-time academic program with the Federal Student and Exchange Visitor (SEVIS) system. With the approval of this full-time ESL program, the College can expand the recruiting of International Students who already have advanced English proficiency. The College will begin

communication efforts with students already enrolled at the college that indicated their first language is not English to refer them for the ESL program.

The College finalized the processes and procedures to make it easier for International Students to be employed as student workers on campus. Allowing international students to work on campus will have a positive impact on retention rates, as this is another means to earn income while at the College, since these students are generally ineligible for federal financial aid.

Moving forward, International Student Services staff will identify ways to increase enrollment, such as hosting a virtual open house and increasing its social media presence to further engage with students.

Dual Enrollment

The College works to strengthen its relationship with Baltimore City Public Schools and increase enrollment to a minimum of 700 students, under the Maryland Blueprint for Higher Education.

To increase participation in the Dual Enrollment Program, the College will:

1. Streamline the application process.
2. Revise the existing dual enrollment webpage on the College's website to provide clear and concise information to our external stakeholders.
3. Establish regularly scheduled meetings with Baltimore City Public Schools to engage student interest by conducting direct recruitment at the high schools. Establish regularly scheduled planning meetings with Baltimore City High School principals to identify the needs for their students and keep principals informed of the course offerings at the college for the Fall, Spring, and Summer terms.
4. Engage with 8th graders to discuss program requirements in preparation for high school.
5. Explore the opportunity to offer placement testing at applicable Baltimore City Public High Schools in advance of the term, to assess if the student meets the college readiness standards, to take college courses as a dually enrolled student.

The table below provides enrollment trends of dual-enrolled students.

Fall Credit Enrollment					
Dual-Enrolled High School Students	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Dual Enrolled High School Students (Including P-TECH)	172	245	442	481	436
Total Fall Credit Headcount	4,523	4,909	4,181	3,864	3,538
Percentage of Dual Enrolled High School Students (Including P-TECH)	3.8%	4.9%	10.5%	12.4%	12.3%
Source: BCCC fall Enrollment Information System files prepared for the Maryland Higher Education Commission. Office of Institutional Research - January 2023					

Pathways In Technology Early College High Schools (P-Tech)

The Pathways in Technology Early College High School (P-TECH) Program is offered in three (3) Baltimore City public high schools: Paul Laurence Dunbar High School, Carver Vocational-Technical High School, and Digital Harbor High School. It allows students to graduate with a high school diploma

and an associate degree at no cost to the student. P-TECH is a partnership between the Baltimore City Public School System (BCPSS), BCCC, and other business partners. Students focus on a specific Career Pathway leading to an associate degree and employment in that career field. Career Pathways include Healthcare, Information Technology (IT), and Transportation Distribution Logistics (TDL). P-TECH students receive one-on-one mentoring, workplace visits, skills instruction, and priority consideration for job openings with P-TECH business partners.

In the College's graduating Class of 2023, 14 P-TECH students received their associate degrees in one of the following programs of study: Computer Information Systems, Cyber Security Assurance, General Arts and Science Transfer: Science AOC, and Respiratory Care. BCCC anticipates 17 P-TECH students will earn their associate degree in 2024.

In partnership with BCPSS, the College has taken several steps to support student success and increase enrollment in P-TECH through strategies implemented in each of the three schools. P-TECH works closely with Carver Vocational-Technical High School, Digital Harbor High School, and Paul Laurence Dunbar High School to ensure that each P-TECH student is in fact "college ready" and understands the expectations and requirements of being in the P-TECH program. The College currently has over 200 P-TECH students enrolled in courses, with an increase in enrollment anticipated for the Spring 2024 semester.

Below details the P-TECH Health Pathway Bridge and Student Workshops and Information Sessions:

1. Non-credit Health Pathways Bridge course assists students with educational development before entering the Healthcare Pathways. The course utilizes classroom and lab instruction and interactive projects, problem-based learning, and clinical experiences to prepare students for the health professions courses.
2. Student Workshops and Information Session: BCCC's P-TECH Liaison provides students with Pathway Program information from Program Coordinators and School Deans. The liaison works collaboratively with the Student Support and Wellness Services Center along with Tutoring Services to provide students with academic, social, and emotional support.

By expanding the Career Pathway options and supporting student progress, the College increased student opportunities for degree attainment and transition to employment in their chosen career fields. With the assistance of Student Support and Wellness Services along with Tutoring Services to provide students with academic, social, and emotional support, the College has increased retention.

Trio Student Support Services Program

TRIO Student Support Services Program (TRIO SSS), funded by the U.S. Department of Education, is designed to empower 230 students who are first-generation, low-income, or have a disability to reach their full potential in college and beyond. TRIO SSS aims to increase the retention, graduation, and transfer rates of eligible students who need academic support. According to preliminary fiscal year 2022-23 data, TRIO SSS is on pace to exceed objectives for enrollment, persistence, good academic standing, degree attainment, and graduation and transfer.

In 2022, TRIO SSS provided services to support retention and academic success for 214 participants. Services included academic advising, monitoring students' progress, transfer assistance, advocacy, and referrals to College departments such as Student Support and Wellness Services, Academic Achievement Center, Financial Aid, and Disability Support Services. A total of 91 new participants joined the program, which is a 15% increase from FY 2019-20 (81) and a 27% increase from FY 2020-21 (73).

Program services include the following: Academic advising, academic tutoring, financial aid information and assistance, financial and economic literacy resources, peer mentoring and leadership development, a laptop loan program, and referrals to campus resources. Furthermore, the program was recently authorized to award SSS Grant Aid to eligible Federal Pell Grant recipients. Grant Aid was made possible through funds from the U.S. Department of Education. Thus, SSS was awarded \$13,000 in the spring 2023 semester and \$26,000 in fall 2023. The institutionally supported Book Award Scholarship provides \$26,000 for eligible students.

TRIO SSS offers a variety of virtual and on-campus workshops focused on non-cognitive and academic skill building and creating a sense of community. In 2023, SSS participants participated in various virtual and in-person workshops and activities designed to improve academic, social, and personal development. Topics covered included financial literacy, academic skill building, career and decision-making, college resources, and cultural awareness. Also, StudentLingo was implemented and offers online access to a carefully curated selection of self-paced and live workshops.

SSS hosts a vast number of concerted efforts to increase program visibility and recruitment by increasing campus collaborations and targeted outreach through social media advertisements, emails, virtual and in-person open house sessions, and classroom presentations. As a result, the program is at its capacity for 2023, having received 167 applications to date, a 34% increase from last year. **See Appendix IV for more details.**

Trio Upward Bound Math & Science

The Upward Bound Math and Science (UBMS) program provides bi-monthly instructional sessions on Saturdays to select Baltimore City Public High School students. In 2023, UBMS participants experienced in-classroom instruction in Mathematics, English, and Biotechnology labs taught by BCCC professors that exposed students to hands-on activities such as DNA extraction. Also, the UBMS Coordinator and Director positions were filled in 2023.

In 2023, UBMS students and parents received financial literacy counseling from a counselor with the Maryland Educational Opportunity Center. Students participated in programs, such as the City-Wide STEM conference at the New Psalmist Baptist Church that exposed them to activities, workshops, and speakers in the STEM field.

During Summer 2023, a Summer Enrichment Program was held at Towson University and BCCC. The college residential summer experience focused on individual instruction focused on learning styles, student interests, and ability levels, infusion of STEM standards of practice, counseling to assist individual student adjustment, goal development, increased self-esteem, and academic achievement. At the end of the summer experience, students were afforded the opportunity to win scholarships up to \$400 provided by the BITHGROUP.

UBMS student recruitment efforts remain ongoing. UBMS visited target schools to continue recruitment efforts and follow up on student application submissions. UBMS established new connections with several high schools and scheduled follow-up visits. UBMS visited the following high schools: *Baltimore Polytechnic Institute, Edmondson-Westside High School, Cherry Hill High School, Academy for College and Career Exploration, National Academy Foundation, Digital Harbor, Patterson High School, Frederick Douglas High School, and Forest Park High School.* **See Appendix IV for more details.**

Workforce Development Training Programs

The College's Workforce Development department, housed in the Workforce Development and Continuing Education (WDCE) division, offers 17 training programs designed to meet industry requirements while advancing student opportunities for employment and career advancement. More than 1,000 students enroll in Workforce Training options each year. Upon completion, students can earn industry certification and/or licensure related to their career interests. Career Services are provided to assist completers transition into employment and/or advanced study.

In 2023, to increase access in workforce training programs, the College expanded funding options for eligible students through a series of grants and scholarships. Over the past few years, BCCC received grant funding to support Baltimore City residents through Baltimore City Department of Social Services (BCDSS). The College supported more than 675 students in workforce training each year. Through Supplemental Nutrition Assistance Program (SNAP) Employment and Training (SNAP E&T), BCCC provided training and career services for over 100 participants each year. Funding is expected to increase in the upcoming fiscal year, providing the opportunity for more Baltimore City residents to access training programs for little to no out-of-pocket cost.

Workforce training and certification programs are provided in various industries including Healthcare, Transportation, Logistics, Information Technology, Childcare, Construction, and Hospitality. Each training program partners with companies, institutions, local agencies, and non-profit organizations to support students and provide career pathways.

Enhancing the alignment of non-credit to credit programs and articulation of credits in specific Career Pathways is an ongoing priority. This is demonstrated under the BCCC/Baltimore Police Department (BPD) Articulation Agreement, graduates of the Baltimore Police Academy can earn up to 39 credits toward the completion of their associate degree in criminal justice.

Adult Basic Education & English Language Services

The College is the leading provider of Adult Basic Education (ABE) and Literacy services as well as English as a Second Language (ESL) classes in Baltimore City, serving more than 1,000 students a year. Through Maryland Department of Labor (LABOR) grant funding, classes and materials are free to students and support adult learners in obtaining high school diplomas and transitioning to further education and workforce training.

The College offers five levels of instruction for ABE and six for ESL (Literacy to Advanced) and classes are offered year-round starting each month. After a hiatus due to the COVID-19 pandemic, the ABE department reengaged the Maryland Department of Corrections to reinstate GED classes in their facilities. After many site visits, meetings, and dialogue, BCCC successfully ran GED classes in the spring of 2023. While the pandemic forced the College to pivot from 100% in-person ABE and ESL classes to 100% virtual classes, it is important to note that traditional barriers for these populations (childcare and transportation) were essentially eliminated. With that in mind, the ABE and ESL departments offer

learning opportunities via a myriad of modalities. However, new barriers came to the forefront, namely technology and the College's resources to provide quality virtual and hybrid programming to adult learners. To that end, the following steps were taken towards digital equity and quality programming for all:

1. A laptop loaner program issues laptops to any student in need for use during their enrollment at BCCC if they are in good standing with the College.
2. Expanded online tools and instructional resources are available at no cost to students and instructors, including AZTEC educational software, Nearpod, GED Ready, Khan Academy, and News ELA.
3. Virtual and face-to-face testing/advising and student support services are provided to ensure access to classes and transition into advanced level classes and workforce training options.
4. Graduates of the ABE/GED program (GED recipients) are encouraged to continue their academic careers at BCCC through an annual GED Scholarship program.

Furthermore, Workforce Development and Continuing Education works with Academic and Student Affairs to have a representative table at the June GED graduation, providing recent Maryland High School Diploma recipients the chance to dialogue with experts about next steps in their educational journey.

The English Language Services receives grant funding for three (3) different programs that specifically support refugee and asylee clients through the Maryland Office for Refugees and Asylees (MORA). Maryland is an important resettlement area for newly arrived refugees and asylees, and BCCC is in a unique position to provide quality educational programming to these new residents of Baltimore City. The College oversees the following programs:

1. ESOL (English to Speakers of Other languages), which serves over 700 students annually.
2. SOR (Services to Older Refugees) which aims to serve at least 35 clients at least 60 years and older per year.
3. The Refugee School Impact Grant (RSIG), which provides out of school time funding to at least 400 youth from birth to age 24 on an annual basis. BCCC runs afterschool programs at four (4) Baltimore City schools. This program model is known as Refugee Youth project (RYP), which was founded over 20 years ago. In the last two years, funding has tripled, which demonstrates to funders the positive impact RYP has had on refugee youth in Baltimore.

See Appendix II for more details.

Mayor's Scholars Program

The Mayor's Scholars Program (MSP) was established in 2018, in collaboration with Baltimore City Public Schools and the Baltimore City Mayor's Office. MSP is the College's premiere program and supports degree and certificate attainment for recent high school graduates. Additional collaboration and support with MSP continue with the YouthWorks Program, Baltimore City's Mayor's Office of Employment Development (MOED), and CASA de Maryland.

MSP serves as a "last-dollar" scholarship and requires all participants to apply for federal financial aid. Stipends are provided through YouthWorks, to MSP students to attend the BCCC/MSP Summer Bridge program. CASA de Maryland continues to partner with the College to provide support for students participating in the Summer Bridge Program who are not eligible for employment in the United States and, therefore, not eligible for the stipends provided by YouthWorks.

MSP has expanded the eligibility criteria to include all Maryland Residents. This change will result in additional students attending the College. The requirements for the program are listed below:

Program Criteria

1. Recent high school graduates who reside in Maryland.
2. Public, private, home-schooled or GED completers.
3. Students not eligible to complete the FAFSA must complete the Maryland State Financial Aid Application (MSFAA) for consideration.
4. Textbooks provided to participants.
5. The last dollar scholarship funds up to 150% of a student's selected program length.
6. Applicants must complete the Free Application for Federal Student Aid (FAFSA) to establish their level of financial need and, therefore, the amount of scholarship eligibility.

Changes in Program Criteria

There were no changes to the program criteria for the 2021-2022 and 2022-2023 academic years. However, beginning with the Summer 2023 term the eligibility criteria expanded to include all Maryland residents.

MSP Programmatic Model

In addition to financial support, MSP has four primary goals:

1. Support academic momentum.
2. Provide integration and belonging.
3. Provide timely and relevant student support services.
4. Use data and technology to make data-informed decisions, monitor student progress and communicate with students.

The Summer Bridge Program helps to prepare students for college-level coursework and the enrollment process. Academic support is provided by embedded tutors into the summer MSP classes. Individual and group advising sessions were conducted by the MSP staff throughout the summer and fall semesters. Additionally, MSP staff conducted student success seminars and workshops during the summer and fall semesters.

MSP Summer Bridge Program

The College uses multiple measures for assessing college-level readiness in math and reading/English, rather than solely the Accuplacer for placement into Summer Bridge courses. The use of multiple measures allows more students to be placed in college-level courses. Students are given the option of enrolling in two college-level courses including Computer Literacy 100, Speech 101, and Preparation for Academic Achievement (PRE) 100.

Summer Bridge Orientation sessions are available three times before the start of the summer program. The orientation session is comprised of MSP Cohorts and Format of Engagements, Tutoring, E-Learning, Library, Advising, Academic Expectations, Financial Aid, Testing Center, TRIO Program, Student Life, Athletics, Disability Support Services, Mental Health Services, Title IX, and Student Conduct. MSP students are required to attend a series of workshops throughout the summer program, such as: College Survival & Wellness, Advising 100, Drug & Alcohol Awareness, Learning Styles, TRIO Support from Start to Finish and Writing Tutor. During the final two weeks of the summer program MSP staff prioritized advising for all students. At the end of the summer program, MSP celebrated the student's success with a closing ceremony. Each student who completed the requirements for the Mayor's Scholars Summer Bridge Program received a certificate of completion at the closing ceremony.

MSP Improvements

Staffing

The College filled all vacant positions and is actively engaging with campus partners to continue promoting the Program. The College will employ summer staffing to support Summer Bridge participants.

Partnerships

MSP expanded its recruitment territory to include Baltimore County Public High Schools and neighboring counties such as Carroll County and Anne Arundel County. MSP plans to further expand outreach to other neighboring counties such as Harford County, given that the program is available to all Maryland Residents. Baltimore City Middle Schools to engage with prospective students prior to high school to develop a pathway to college.

Fall Credit Enrollment					
Mayor's Scholars Program Students	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022*
Mayor's Scholars Program Enrollment (All Cohorts)	312	524	466	403	346
Total Fall Credit Headcount	4,523	4,909	4,181	3,864	3,538
Source: BCCC fall Enrollment Information System files prepared for the Maryland Higher Education Commission. * Fall 2022 is based on current information in the new Student Information System implemented in Summer 2022. Office of Institutional Research					

MSP Applications

To increase prospects all recent high school graduate applications were coded as potential MSP applicants. Beginning with Cohort V BCCC eliminated the requirement for applicants participate in the Summer Bridge Program. It is anticipated that this change will have positive impact on future enrollments.

The average enrollment in MSP Cohorts I, II, III, and IV exceeded the original goal of enrolling 250 students per cohort. However, for Cohort V there was a decline of 43.3 percent (182 students) due to vacancies and transitional staffing. Below is a table that displays the MSP Application and Enrollment by cohort.

MSP Applications and Enrollment by Cohort

		Applications	Summer Bridge Headcount	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023
Cohort I	2018-2019	1050	387	306	250	150	113	80	53	35	25	4	14
Cohort II	2019-2020	810	429			375	263	148	104	80	57	15	20
Cohort III	2020-2021	858	384					238	158	104	73	22	23
Cohort IV	2021-2022	1160	321							185	107	25	52
Cohort V	2022-2023	1836	182									112	72

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* Please note, the number of applications increased due to spam and the ERP implementation. A process to correct is in place.

MSP Credit Hour Accumulation

To better meet the needs of MSP students, BCCC continues to monitor persistence rates for each cohort and evaluate the effectiveness of the wrap-around support services provided throughout the three-year period of enrollment support services. Support services include expanded and embedded tutoring services, free laptops, free textbooks, and free breakfast and lunches throughout Summer Bridge. The tables below reflects the credit accumulations by cohort. Former dual enrollment students continue to be a critical recruitment target for the MSP program. It is important to note that some students enter the Summer Bridge having already earned college credits.

MSP Credit Hour Accumulation

MSF Credit Hour Accumulation												
Cohort I: 2018	Summer Bridge 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	
	285	281	226	142	112	80	53	35	25	12	19	
0	NA	42	12	4	1	0	0	0	0	0	0	
1-14	216	226	152	40	18	6	3	2	2	1	2	
15-29	0	13	58	65	37	20	5	7	1	0	4	
30-44	0	0	4	28	39	18	12	8	6	1	6	
45+	0	0	0	5	17	36	33	18	16	10	7	
	Cohort II: 2019	Summer Bridge 2019		Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	
		328		375	63	148	104	80	57	34	30	
	0	NA		89	30	5	0	3	1	0	0	
	1-14	236		275	174	68	23	17	7	7	4	
	15-29	0		11	53	41	33	12	6	4	2	
	30-44	0		0	6	29	26	20	10	7	10	
	45+	0		0	0	5	22	28	33	16	14	
		Cohort III: 2020			Summer Bridge 2020		Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023
					384		238	158	104	73	53	33
		0			NA		65	16	9	4	0	0
	1-14			129		137	75	26	10	8	2	
	15-29			0		34	49	34	14	14	7	
	30-44			1		2	16	21	21	7	7	
	45+			0		0	2	14	24	24	17	

Cohort IV: 2021	Summer Bridge 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023
	321	185	11	86	77
0	NA	57	0	0	0
1-14	120	95	7	14	10
15-29	3	32	3	23	19
30-44	0	1	1	20	16
45+	0	0	2	29	32

Cohort V: 2022	Summer Bridge 2022	Fall 2022	Spring 2023
	182	133	89
0	NA	0	0
1-14	125	46	17
15-29	1	65	48
30-44	0	19	20
45+	1	3	4

MSP Financial Aid Awards

Since 2018 the College has disbursed over \$5 million in financial aid to MSP students. This aid included Federal and State grants, College work-study, and other aid. Since the College's MSP program is a "last dollar" program, completing the Federal Application for Student Financial Aid (FASFA) continues to be an entrance requirement for the program. The MSP Financial Aid Awards tables below provide more details.

MSP Financial Aid Awards by Year

Cohort I: 2018	Year 1: 2018-2019	Year 2: 2019 - 2020	Year 3: 2020-2021	Year 4: 2021-2022	Year 5: 2022-2023
Total Aid Disbursed	\$855,104.13	\$365,100.24	\$167,818.18	\$51,444.00	\$17,678
Average Award	\$935.56	\$1,193.14	\$769.81	\$1,008.71	\$570.25

Cohort II: 2019	Year 1: 2019-2020	Year 2: 2020-2021	Year 3: 2021-2022	Year 4: 2022-2023
Total Aid Disbursed	\$1,220,467.77	\$357,913.63	\$213,167.40	\$94,924.50

Average Award	\$1,141.69	\$786.62	\$1,152.26	\$1,483.19
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Cohort III: 2020	Year 1: 2020-2021	Year 2: 2021-2022	Year 3: 2022-2023
Total Aid Disbursed	\$596,528.11	\$245,590.00	\$103,360
Average Award	\$592.97	\$940.96	\$1,201.86

Cohort IV: 2021	Year 1: 2021-2022	Year 2: 2022-2023
Total Aid Disbursed	\$424,606.63	\$222,037.20
Average Award	\$1,129.27	\$1,370.69

Cohort V: 2022	Year 1: 2022-2023
Total Aid Disbursed	\$395,361.50
Average Award	\$1,780.90

MSP Recruitment Strategies

The College continues to look for successful recruitment strategies for the MSP program. MSP continues to engage with campus partners to actively recruit students for the program. In 2023, MSP has attended over 100 events. This number will increase significantly as the college expands its territory.

Enrollment Targets – In 2023, BCCC set three MSP Recruitment Targets:

Target 1: For 2024-2025 - Increase participation of 400 new students for the summer bridge program.

Target 2: 2024-2025 Increase participation of 1000 students for the entire academic calendar year.

Target 3: Continue to work closely with Baltimore City High Schools to increase engagement opportunities for the College to meet with students to assist in completing the application process.

Continuous Communication – The College's Admission and Recruitment Team developed a communication plan for all eligible MSP students and parents. The enhanced communication management

tools provided by Banner's CRM Recruit make tracking students through the enrollment process easier and more efficient.

Student/Parents MSP Information Sessions – The College developed several on-campus MSP Information Sessions that occurred throughout the Spring 2023 Semester in both English and Spanish.

MSP High School Counselor Professional Development Events – The College hosted several high school counselor professional development events, both virtual and in-person. BCCC will engage with high schools to establish regular visits to assist students in completing the admissions application.

MSP Summer Bridge Invitations - All graduating BCCC Dual Enrollment students and parents will receive invitations to attend the MSP Information Sessions.

High School Visits – The College will expand its High School Recruiter zones beyond Baltimore City to increase awareness of the program.

Expanded College Recruitment Team – The College expanded the College's Recruitment Team beyond the professional recruiters in Admissions. The Expanded Recruitment Team includes the directors in Disability Support Services, Financial Aid, TRIO/Upward Bound, Disability Support Services, and Marketing. The expanded BCCC Recruitment Team will develop a territory management plan designed to support MSP enrollment goals. The College will also develop a Latin X Recruitment Advisory group to increase MSP participation.

Disability Support Services

The College's Disability Support Services Center (DSSC) created an outreach agenda to address enrollment expectations and goals. A total of 100 students were registered and served. The diagnostic category for each of the students registered included the following: Psychological (35 students); ADD/ADHD (27 students); Specific Learning Disorder (12 students), Medical Disorders (11 students), Autism Spectrum (7 students), Visually Impaired/Low Vision (2 students), Borderline Intellectual Functioning (3 students) and Orthopedic/Mobility Disorder (3 students).

During this reporting period, DSSC offered training and student-driven activities for its students. The targeted training to elevate the student's skills and awareness of faculty, staff and students regarding the distinctive needs and strengths of students living with a disability. Training created a shared environment wherein every participant was empowered to contribute meaningfully to their own personal/academic success and mastery.

DSSC staff identified that incorporating students into the planning and implementation of activities helped to amplify their voices and perspectives at the college. These activities encompassed awareness campaigns, workshops, and events. The process helped students not only to dispel stereotypes and misconceptions, but it fostered a sense of unity among all the students. The adoption of program-sponsored training and student-driven activities by the Disability Services Support Services Center not only enriched the educational experience for students but also served as a catalyst for cultivating more inclusivity across the college community.

In terms of recruitment efforts, DSSC adopted a multilayered approach. Social media campaigns proved to be an effective strategy. Engaging content across various platforms helped to reach a wider audience. Additionally, the use of memorable promotional materials (printed in both English and Spanish) such as

brochures, internet sites and posters featuring individuals with disabilities, not only attracted attention but also conveyed a welcoming and all-encompassing environment.

Athletics

The return of the women's volleyball team in 2023 creates another avenue for the College to increase enrollment. To increase recruitment the college will engage with each Baltimore City High School that has a women's volleyball team as well as Amateur Athletic Union (AAU) teams.

The college continues to recruit players for the women's and men's basketball teams. During the 2023 basketball season, the College plans to hold a high school basketball night to encourage the Baltimore City High School students to visit the campus and watch a men's basketball team. Therefore, providing prospective students the opportunity to observe the basketball team in action and ultimately have a percentage of the students enroll at the college.

Testing Center

The Testing Center provides testing services for prospective and current students, Maryland residents as well as students from schools associated with the National College Testing Associations (NCTA). Exams administered are as followed: English, Math, and English as a Second Language (ESL) Accuplacer Test, BCCC academic exams, BCCC exemption testing, College- Level Examination Program (CLEP), Academic Exams for other institutions (NCTA associated schools), ParaPro Assessment and the ATI TEAS Test.

The Testing Center serves a pivotal role in the enrollment process for the College. From January 1, 2023, to October 31, 2023, the Test Center proctored 2,782 exams to 2,183 individuals (unduplicated count) and earned a total revenue of \$15,042.03. The total exams proctored increased by approximately 136% from 2022 (1,179) to 2023 (2,782). The total revenue increased by approximately 594% from 2022 (\$2,168.25) to 2023 (\$15,042.03).

BCCC is a PearsonVue Certified Testing Center and will offer the GED certification test to Baltimore City and Maryland community members. The Test Center is preparing to begin this testing in early Spring 2024.

Summary

The College continues to refine its recruitment efforts to recruit and enroll more students from all demographic groups. The Enrollment Management Team comprised of different members within Student Affairs works collaboratively to increase enrollment at the college, which is evident during the Fall 2023 term. In Fall 2023 enrollment increased by more than 400 students (3,940) compared to Fall 2022 of 3,538 students.

The College filled key recruitment positions and increased its presence in the community. As the College revises its Strategic Enrollment Plan, the targeted recruitment territories will be refined to include Baltimore County Schools, Baltimore City Middle Schools, and high schools from surrounding counties in early 2024. With intentional outreach events and strategic planning enrollment will continue to increase.

The College's progress towards realigning its operations to meet the needs of its students is central to its mission. Under the leadership of its President and the Cabinet, BCCC is well positioned to meet future challenges as it continues to change the lives of its students and community.

APPENDICES

Appendix I: MSP, DEGREE PATHWAYS, & WORKFORCE TRAININGS SPANISH BROCHURES






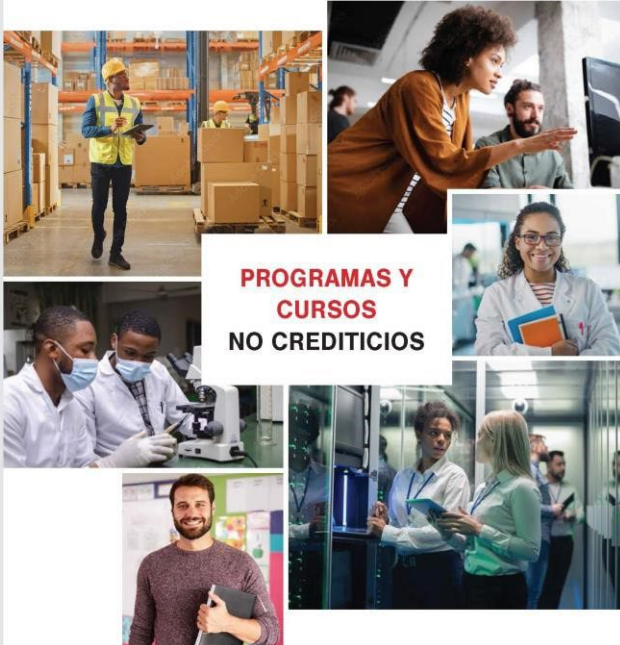





bccc.edu/careerpathways



Desarrollo de la mano de obra y formación continua



**PROGRAMAS Y
CURSOS
NO CREDITICIOS**

bccc.edu/workforce

APPENDIX II: Workforce CEWD and P-Tech CNA Flyer



SERVICES TO OLDER REFUGEES

Learn about food benefits,
English classes, citizenship
class, health services, finance,
and more!

Contact: Laetitia Messi
Lmessi@bccc.edu
(410) 986-5451

710 E. Lombard St., Baltimore MD

ARE YOU:

- 60+ years old
- A refugee, asylee, or other immigrant
- In need of citizenship class
- In need of English class

REFUGEE ASSISTANCE PROGRAM ESL

Free Courses



FREE courses providing instruction and practice in conversation, grammar, listening, reading, and writing.

Refugee Assistance Program classes help students improve their English language ability, develop skills necessary to find employment, and function in their everyday English language environment. The Maryland Office for Refugees and Asylees (MORA) provides grant funding for the program.

All RAP classes are free for students. Flexible day and evening schedules allow students to arrange their study time around their work life. RAP serves adult refugees and asylees who have lived in the U.S for five years or less.

Class Locations

Most classes are held online via Zoom. Please ask about in person classes.

Contact:

Anna Shraga, ESL RAP Specialist
ashraga@bccc.edu or (410) 558-3174

Ahmad Nassralah, ESL RAP Specialist
anassralah@bccc.edu or (410) 986-3208



Testing and registration for RAP classes take place regularly. Call **410-986-3174** for a testing appointment.

Use the **QR code** or visit
<https://forms.gle/UqyDeEP5R3HtD9HJ9>
to complete the survey





APPENDIX III: Enrollment Management



Information Technology Services

[ITS Helpdesk](#) | [410-462-7411](tel:410-462-7411) | helpdesk@bccc.edu

Dear Shirley Telfer,

Welcome to Baltimore City Community College (BCCC)!

As a BCCC student, your student ID, username and password provide you access to the [myBCCC Panther Portal](#), class registration, Canvas, financial aid information, tuition and bill payments, student email, and more.

BCCC Student ID: B00558641

**Username /
Email Address:** stelfer@student.bccc.edu

Initial Password: BCCc_ followed by year of birth in four digits, month of birth in two digits, day of birth in two digits (YYYYMMDD) plus the first initial of your first name as an uppercase letter.

Example:

John Smith was born July 20, 1990

**Username /
Email Address:** jsmith@student.bccc.edu

Initial Password: BCCc_19900720J

Next Step:

Please visit <https://www.bccc.edu/mybccc> to access student portal, email, and other educational resources.

When you log in for the first time, select a strong password and never share your password with anyone!

Check your BCCC student email, the official communication method of Baltimore City Community College. In the future, information regarding your classes and other BCCC communications will be sent only to your stelfer@student.bccc.edu email address.

For further assistance with access, please email helpdesk@bccc.edu or call 410-462-7411.

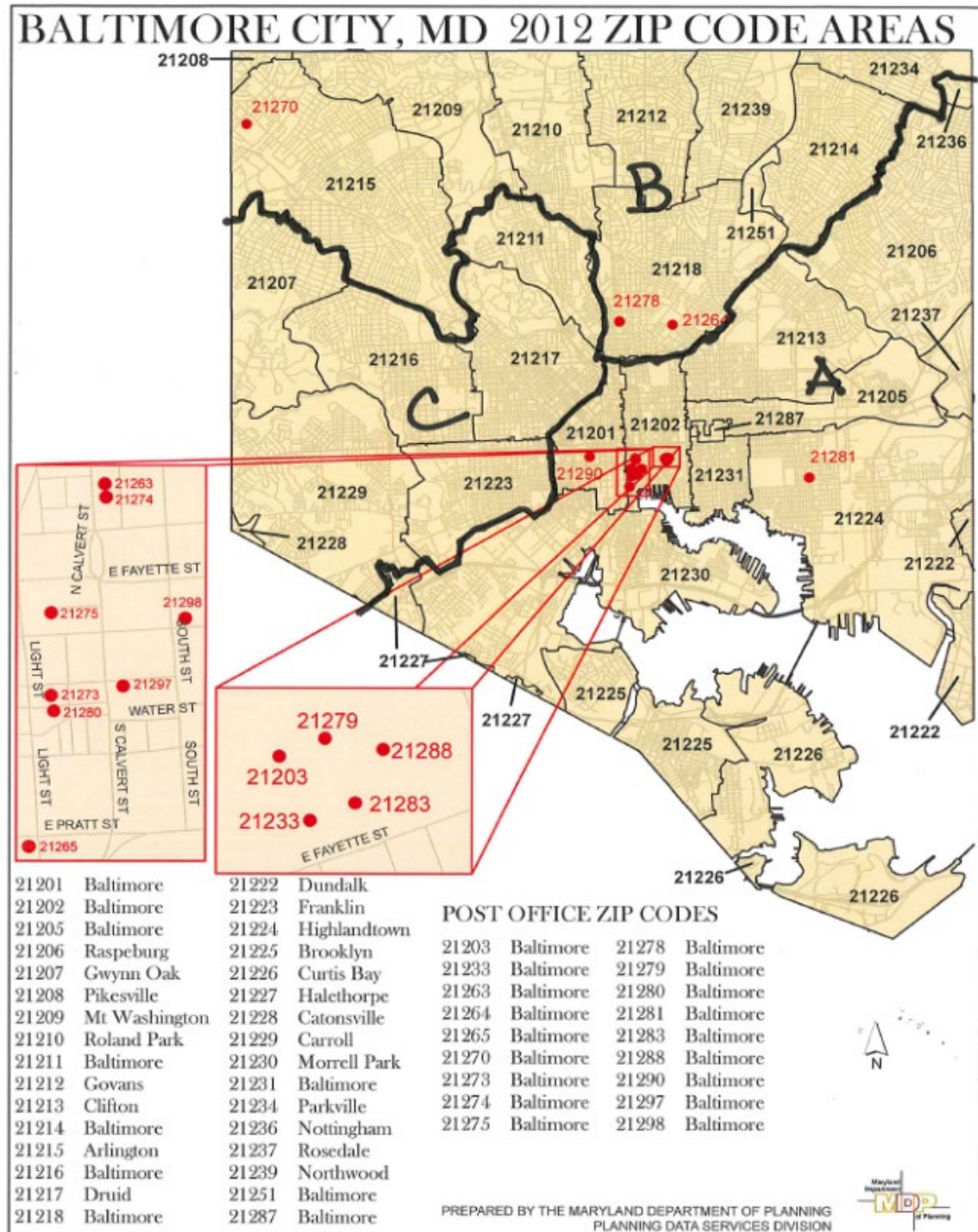
Congratulations on taking this next step towards your future success!

With regards,

Information Technology Services

Baltimore City Community College

2901 Liberty Heights Avenue, Baltimore, MD 21215-7807



APPENDIX IV: TRIO Student Support Services Information Flyer



TRIO Student Support Services Program

TRIO Student Support Services Program (TRIO SSS), funded by the U.S. Department of Education is designed to empower students who are first-generation, low-income, or have a disability reach their full potential in college and beyond. The goal of TRIO SSS is to increase the retention, graduation, and transfer rates of eligible students in need of academic support.

TRIO SSS SUPPORT SERVICES:

- Academic Advice & Assistance
- Academic Tutoring
- Book Award and Grant Aid Scholarships for eligible participants
- Financial Aid Information and Assistance
- Financial & Economic Literacy Workshops
- Laptop Loan Program
- Peer Mentoring & Leadership Development

ELIGIBILITY REQUIREMENTS:

- Must meet federal guidelines for first generation college student, low-income, and/or disability.
- Commitment to earning an associate degree, a certificate, or transferring to a 4-year college upon graduation from BCCC.
- Have two or more semesters remaining at BCCC.
- Successfully completed or exempted from 86 and 91 levels of developmental courses in at least two basic skill areas.



Scan the **QR Code** to apply or visit bccc.edu/TRIO.





Liberty Campus
Main Building, Room 023

Office Hours
Monday – Friday: 8:00 am – 5:00 pm
Evening hours by appointment only

Telephone
410-462-8396




TRIO UBMS Flyer

Joint Chairmen's Report on Enrollment & the Mayor's Scholars Program: 2023

The Upward Bound Math & Science Program at Baltimore City Community College (BCCC) strives to elevate students who have an interest in careers in science, technology, health, engineering, and mathematics through intensive instruction and project-based learning. We prepare students for college, increase their academic abilities in high school, and provide an environment of values and attitudes conducive to productive citizenship and lifelong learning.

Each year, the UBMS program at BCCC serves approximately 60 students recruited from specially targeted Baltimore City high schools. Eligible students live in households where parents or guardians did not complete a four-year college or university degree.

At the heart of the program is academic study in science, math, engineering, and biotechnology. Additional course work in English composition, literature, computer literacy, study skills and leadership training supplement the academic services. Individual and group counseling on personal and academic matters and financial aid information is readily available.



BCCC offers one of only four UBMS programs in Maryland, and has the distinction of being the only community college UBMS program in the state.

Qualify to apply

- Students in grades 9-12; Students in the 8th grade may apply for admission but will not be admitted until they receive their final grade report card.
- Students who have an interest in science, mathematics, engineering or a related STEM field
- Students who are willing to participate in all aspects of the Upward Bound Math and Science Program
- Students who will be a "first generation" college student

How to apply

There are several ways in which a student may apply for our program.

1. Submit the attached interest form.
2. Fill out and submit the application at bcc.edu/upwardbound
3. Visit our office in Suite 023K of the Main Building on Liberty Campus.


bcc.edu/upwardbound

Activities & benefits


- Academic instruction & tutoring
- Academic advising & mentoring
- Career exploration
- Leadership training
- Project-based research experiences
- College campus visits
- Cultural activities
- College admissions information & application assistance
- Financial aid & scholarship information
- Parent workshops

Upward Bound Math & Science Program at BCCC

Main Building, Suite 023K
2901 Liberty Heights Ave.
Baltimore, Maryland 21215
410-482-7427



The UBMS program at BCCC consists of Saturday sessions, high school visits, an intensive six-week academic and residential program, and a college bridge program.



Upward Bound
Math & Science
PROGRAM



☒ Yes, I'm Interested In
Math, Science & Technology

Name of Student _____

Name of Parent/Guardian _____

Address _____

City _____ State _____ Zip _____

Phone _____ Email _____

Name of High School _____

Grade _____ Home Room Number _____

Name of Counselor _____

Success is our path.

 I expected to build on what I received in school but, in certain classes I ended up learning more in the past six weeks than I did in my whole 10th grade year.

PROGRAM PARTICIPANT



Upward Bound
Math & Science
PROGRAM

imagine... believe... achieve.



bcc.edu/upwardbound

