Board of Trustees
Open Session

Tuesday, November 26, 2013
4 P.M.

Mini Conference Center
Liberty Campus
BALTIMORE CITY COMMUNITY COLLEGE

Board of Trustees

Dr. Rosemary Gillett-Karam, Chair

Mr. Craig Thompson, Esq., Vice Chair

Dr. Donald A. Gabriel

Mr. Jay Hutchins

Ms. Morgan McKie, Student Trustee

Dr. Mary E. Owens Southall

Ms. Pamela Paulk

Ms. Maria Harris Tildon

Dr. S. Todd Yeary
TAB 1
Baltimore City Community College
Board of Trustees
Unapproved
Open Session Agenda
Tuesday, November 26, 2013, 4 p.m.
Mini Conference Center - Liberty Campus

I. Call to Order (Dr. Rosemary Gillett-Karam, Chair)

II. Adoption of Agenda

III. Public Presentations

IV. Awards, Recognitions, Honors, Etc.

V. Board Actions/Consent Agenda (All actions requiring a vote.)
A. Approval of the November 26, 2013, Agenda.................................................................TAB 1
B. Approval of the October 22, 2013, Minutes .......................................................................TAB 2
C. College Contracts....................................................................................................................TAB 3
D. Background Investigations Policy..........................................................................................TAB 4
E. Student Government Association (Mr. Solomon Williams, President).................................TAB 5
F. Faculty Senate (Dr. Brad Lyman, President) .........................................................................TAB 6
G. AFSCME Local #1870 at BCCC (Ms. Charlene Gray, President).........................................TAB 7

Action: Move to approve the Board Actions/Consent Agenda

VI. Middle States Report (Board Discussion)

VII. Strategic Plan Update (Dr. Sheila White-Daniels, Interim Chief of Staff)..............TAB 8
     (Action)

VIII. President’s Report (Dr. Anderson, Interim President)....................................................TAB 9
     A. Updates
        • Enrollment Report (Mr. Ron Smith, Interim Vice President of Student Affairs)

     B. Vacancy Report..................................................................................................................TAB 10
        (Information)

IX. Motion for Adjournment

The closed session of the Board of Trustees is designed to discuss personnel issues; pending purchase of property for the future needs of the College; and, to obtain legal advice.

X. Next Meeting:
   Tuesday, January 28, 2014, Business and Continuing Education Division
TAB 2
Board Members Present: Dr. Gillett-Karam (Chair), Mr. Craig Thompson (Vice Chair), Dr. Donald Gabriel, Mr. Jay Hutchins, Ms. Morgan McKie, Ms. Pamela Paulk, Dr. Mary Owens Southall, Ms. Maria Harris Tildon, and Dr. S. Todd Yeary

Board Members Absent: None

CLOSED SESSION
The Board voted unanimously, under the Open Meetings Act, State Government Article, Section 10-508, to convene in Closed Session on October 22, 2013, in the President’s Conference Room to discuss real estate, personnel and to obtain legal advice.

I. PRELIMINARY PRESENTATIONS (Awards, recognitions, honors, etc.)
Chair Gillett-Karam announced Trustee Thompson’s upcoming book talk in the Bard Library and encouraged everyone to attend the event on October 30, 2013.

II. PUBLIC PRESENTATIONS
None

III. BOARD ACTIONS/CONSENT AGENDA (All Actions requiring a vote.)
The Board voted unanimously to approve the October 22, 2013, consent agenda:
- October 22, 2013, Agenda
- September 24, 2013, Minutes
- College Contracts (none)
- College Policies (none)
- College Reports

IV. ITEMS REMOVED FROM THE CONSENT AGENDA
None

V. MIDDLE STATES SELF STUDY (BOARD DISCUSSION)
Chair Gillett-Karam stated that the Board met with Dr. Karen Stout, Middle States Liaison, who shared some very disconcerting issues with the Board. Each Board member made a statement.

Dr. Owens Southall acknowledged the tremendous amount of work done on the Self-Study. However, she noted a number of concerns with the report, beginning with the research questions which did not demonstrate compliance; Standards 7, 8, 9 & 12 had major issues; there were numerous grammatical and formatting errors; the report did not speak with one voice; there was lack of evidence and data in the report; nor did the report demonstrate what the College means to the community. She added that the report is indicative that there are underlying problems and does not demonstrate integration. Trustee Owens Southall stated that this situation is bigger than one group and the institution must stand. She encouraged everyone to come back to the table with a positive and proactive perspective.

Trustee Paulk stated that the message from the Board is for the College to rally together. A few of her biggest concerns are where there is a lack of data,
particularly in Standards 7, 8, 9 & 12. There is also a standard on leadership which, moving forward, the College must get writers who bring that perspective to address that standard. Trustee Paulk reiterated that she was not assessing blame, but the document presented to Middle States is not reflective of what the College stands for and what it means to the City. She added that this College is in peril but failure is not an option because BCCC just got off probation. Trustee Paulk encouraged everyone to use this opportunity to demonstrate the organization we can be.

Trustee Gabriel stated that although Dr. Stout expressed her confidence in the College, the report was not in the correct format and had a lot of deficiencies. He concurred with his colleagues that the City of Baltimore needs BCCC and encouraged faculty and staff to follow the constructive feedback from Dr. Stout.

Trustee Tildon stated that the feedback the Board received from Dr. Stout was unsettling. Dr. Stout took the opportunity to provide in great detail and lay out a number of concerns about the way the report was written, down to basic grammatical and spelling errors. She expressed concern that in many instances the report was not supported by data or analysis; did not tell the College’s story and was not well written. Trustee Tildon reiterated that the Board has directed Dr. Anderson to develop a specific timeline to revise and improve the entire report, specifically Standards 7, 8, 9 & 12 so expect a lot of Board engagement and oversight. Trustee Tildon encouraged faculty and staff to regroup and redouble the efforts to develop something that represents the students served by the College.

Trustee Yeary stated that if no one feels that BCCC is a mediocre College, then there is no reason to submit a mediocre document to Middle States. It is a reflection of the cadre of professionals advancing the mission at the College and ultimately, the report is not about the Board, President, Administration, or faculty; it’s about the students at the institution. Dr. Yeary added that the urgency from the Board is the missed opportunity to reshape the message that goes unchallenged at BCCC, noting the presumption that the College is the 13th grade. The Board does not want to feed the image that BCCC is not a relevant, important, significant, and high quality intuition, not only in the City, but the State. He cited the Stockdale paradox from the book From Good to Great; “You must never confuse faith that you will prevail in the end, which you can never afford to lose with the discipline to confront the most brutal facts of your current reality, whatever they might be.” Dr. Yeary stated that the College is living the Stockdale paradox, but addressing it does not mean accepting failure. It means that there is a commitment to becoming the premier community college in the State.

Trustee Hutchins expressed disappointment with the document submitted to Middle States, particularly since the College matters so much and has the potential to do so much for the City. He encouraged faculty and staff to do a better job redeveloping the report.

Trustee Thompson challenged each person to ask themselves why they are employed at the College and examine the answer. If the answer does not cause excitement, then they do not deserve to be employed at the College. Trustee Thompson shared Dr. Stout’s disappointment and concern for the future of the College. He ensured a stronger standard of accountability moving forward. He added that it is very disappointing when the representative from Middle States describes the report as a very windy draft and not a publishable document. Trustee Thompson reiterated the urgency from the Board to produce a report that demonstrates the love for the College.
Chair Gillett-Karam drew similarities in writing the Self Study Report to how the authors framed the Constitution, stating that a compromise was reached to write a document with one voice. She stated that the issue is how to become one voice that is representative of the excitement that faculty, staff and students can say this is their voice. She voiced concern and unwillingness to take any excuses. Chair Gillett-Karam expressed disappointment with the lack of time spent to draft the report. She indicated that Dr. Stout’s team spent two years drafting their report, but the College’s report was presented to the Board one week prior to the due date. She encouraged faculty and staff to bring the data, rich examples and brag about the great things done at the College.

Ms. Meintje Westerbeek, director of English Language Services (ESL), acknowledged the Board’s feedback, called the current draft an embarrassment and pledged her willingness to complete the report.

VI. PERFORMANCE ACCOUNTABILITY REPORT
Ms. Eileen Hawkins, senior research analysts, explained that the Performance Accountability Report (PAR) is an annual submission required by all public colleges and universities to the Maryland Higher Education Commission (MHEC). It provides the College the opportunity to address 35 mandated performance indicators. The PAR is also submitted as part of the College’s Self-Study Report.

Trustee Yeary asked if there is a correlation between the reduction of hours in Developmental Education, the enrollment decline and the high number of Fs and Ds. Ms. Hawkins stated that there were several factors that led to the enrollment decline. The redesign in Developmental Education was to increase retention and the research shows that absenteeism is the most prevalent reason for Fs given. Trustee Owens Southall stated a need for further research on which courses received Fs. Trustee Thompson concurred, asking for information on which professors are giving the most Fs and Ds by the end of the week. The Board complimented Ms. Hawkins on a well-written document.

Action: The Board of Trustees voted unanimously to approve the Performance Accountability Report (PAR).

VII. STRATEGIC PLAN UPDATE
Dr. Sheila White-Daniels, interim chief of staff, presented the Strategic Plan Update. Trustee Tildon asked if the update includes results of the recommendation from the last plan and if the results are tracked annually. Dr. White-Daniels indicated that the 2013 annual review will reflect the action steps and will be completed by October 31, 2013. Dr. Owens Southall recommended approving the mission and vision statements separately due to their significance. Chair Gillett Karam asked where the data were located in the revised plan. Dr. White-Daniels stated that the measurements are not included in the Plan but are included in the entire document. Trustee Yeary stated the way the language is presented needs to be more specific around measurable goals. He recommended using the goals to provide measureable data instead of the strategy.

Action: The Board deferred taking any action until the data has been incorporated in the Plan.

VIII. PRESIDENT’S REPORT* (Dr. Carolyn Anderson, Interim President)
Please see the October 22, 2013, Board of Trustees Open Session Board Book for the full President’s Report.
IX.  **NEXT MEETING**  
November 26, 2013, Liberty Campus

X.  **ADJOURNMENT**  
The Board of Trustees meeting adjourned at 5:49 p.m.

Respectfully submitted,

Carolyn Anderson, Ed.D.  
Interim President

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*Full report on file in the President’s Office

**ATTENDANCE:**  
Dr. Carolyn Anderson, Interim President

**BCCC Staff Present:** Ms. Susie Forbes, Mr. Gregory Mason, Dr. Dennis Weeks, Dr. Wayne Beckles, Dr. Bob Iweha, Hsin-Yuan Chen, Dr. Peggy Bradford, Mr. Scott Olden, Mr. Bryant Elliot Evans, Dr. Diana Zilberman, Ms. Juanita Wingo, Dr. Leslie Brown, Mr. Scott Saunders, Mr. Joe Hutchins, Ms. Nicole Cameron-Becketts, Ms. Kathy Styles, Dr. Meta Harris, Ms. Eileen Hawkins, Mr. Jerry Reichenberg, Ms. Yolanda Harris, Ms. Dorothy Holley, Ms. Brenda Wiley, Ms. Meintje Westerbeek, Ms. Robin Washington-Scott, Ms. Lyllis Green, Mr. Ron Smith, Ms. Virgie Williams, Ms. Sylvia Rochester, Mr. Andre Williams, Ms. Sabrina Silkworth, Dr. Shanta Rao, Ms. Cynthia Webb, Ms. Daviedra Sauldsberry, Mr. Thomas Hampton, Ms. Sheryl Nelson, Ms. Sue Niehoff, Ms. Charlene Gray, Ms. Eileen Waitsman, Mr. Dan Coleman, Mr. JaHon Vance, Dr. Maria Cazabon, Dr. Anil Malaki, Ms. Shawn Harrison, Mr. Nicholas Laureys, Mr. Edward Ennels, Ms. Jean Richie, Mr. Steven Godwin, Mr. Carlos Muhammad, Ms. Valerie Grays, Ms. Beatriz del Castillo, Mr. Melvin Brooks, Ms. Alice Kimara

**Others Present:** Ms. Sally Grant, BCCC Foundation Board member; Mr. Olayiwola Bakare and Mr. Solomon Williams, BCCC students
NO COLLEGE CONTRACTS
TAB 4
Title of Policy: **Background Investigation Policy**

Policy (check one): New X_____ Revised _____ Reformatted ____

Applies to (check all that apply):

Faculty X____ Staff X____ Students X____ X___ Volunteers

Division/Department ______ College _X__

**Topic/Issue:**
Background investigations are a vital part of the employment provide. Information gathered is useful for determining the suitability of potential employees, volunteers as well as the continued employment of existing employees.

**Background to Issue/Rationale for Policy:**
Conducting background checks is a common screening process that helps institutions evaluate whether or not employees and volunteers are individuals of the highest caliber. For the protection of all parties involved, a policy and procedure supported by a legal and consistent process for background investigations is recommended.

**State/Federal Regulatory Requirements (cite if applicable):**
Fair Credit Reporting Act (FCRA)
Code of Federal Regulations – 32 CFR 86, Appendix A to Part 86 – Criminal History
Background Check Procedures
Police Officers – Maryland Police Training Commission, Annotated Code of Maryland, Title 3, Subtitle 2
Termination with Prejudice* and under the Annotated Code of Maryland Article on State Personnel and Pensions Chapter 381 2-801, Termination from State Service with Prejudice)
EEOC – New Enforcement Guidance on the Consideration of Arrest and Conviction Records in Employment Decisions
Executive Order 01.01.2007.01 (P)
COMAR §12.15.01.17 and Applicable Articles of the Annotated Code of MD (Working with Children)

**Policy Language:**
It is the policy of Baltimore City Community College to hire and retain employees and in a consistent and non-discriminatory manner. Background investigations confirm the candidate’s qualifications, credentials and suitability relative to the requirements of the position for which he or she is being considered. It is the College’s intent to hire employees who do not pose a threat to others and will not have a negative impact on the assets or operations of the institution. To that end, Baltimore City Community College shall require background checks, employment credit checks, fingerprinting, review of Department of
Motor Vehicle records and credential verifications based upon positions for which applicants are being considered. Investigations will be required for current employees only when there is a legitimate reason for concern or a recent conviction.

**Implementation Date:** Upon Board Approval

**Proposed by:** Sheryl Nelson Interim Executive Director of Human Resources  
Vice President/Senior Staff Member

**Approved by the Board of Trustees:**

**Originator/Division:** Human Resources/Office of the President

*This policy once approved by the Board of Trustees supersedes all other policies.*
TAB 5
Baltimore City Community College  
Student Government Association  
November 2013 Board Report

Passport to Leadership  
October 2, 2013
The Passport to Leadership seminar themed “Success is a Choice”, stressed the finer points of leaderships and motivating self and others to aspire to achieve obtainable goals. Prof. Cortez Walker asserts that a step-by-step plan of action is needed to accomplishing goals and overcoming obstacles. This was a very inspirational seminar and well attended; with an audience of 142 guests (students, faculty, staff and community). This first session was an appropriate gateway to the upcoming seminars within the year’s event schedule.

Respect the Craft  
October 8, 2013
The Respect the Craft event was held on Oct. 8. This was an entertaining open mic event featuring activities, such as singing, poetry, and dance. This was the celebration of the arts and expression of the arts in a diverse and fun way. This event was held in the Mini Conference Center of the Fine Art Building. Opportunities such as this, allows the community to interact and share their artistic gifts and talents with students and faculty of BCCC. This event was attended by approximately 75 guests.

Real Talk Series - Flipping the Switch  
October 14, 2013
Real Talk Series- Flipping the Switch: Learning Appropriate Behavior in a Professional Environment. This event was held on Oct. 14, from noon until 2:00pm. This event stressed the importance of making a good first impression in a business environment; especially on interviews. This seminar focused on a very sensitive and important aspect of career training and development. Students acquired important knowledge on how to behave and dress in the business environment. This event was attended by 70 guests, including students from BLSYW (Baltimore Leadership School for Young Women).

Mental Health Symposium  
October 16, 2013
The Mental Health Symposium was held on Oct. 16, between 10 a.m. until 2 p.m., in the Mini Conference Center. The theme was Balancing Family and Academics, focusing on dealing with the stresses of academic and personal demands of a student’s life. The event featured four speakers from Baltimore’s recovery and counseling community.
- Sharlene Allen from Universal Counseling Services
- Albert Phillips, Coordinator of Human Services and Addiction Counseling Program at BCCC
- Vernon Wallace from the Center for Urban Families
- Amelia Conlon from the House of Ruth
The Mental Health Symposium was attended by 59 guests during the course of the day.
Constitution Day  
October 17, 2013
The student Government Association along with the History Club sponsored its annual Constitution Day. This year’s speaker was Marilyn Mosbey, Esquire. The event was held in the Mini Conference room of the Fine Arts Theatre. The program was well attended with 125 guests including faculty staff and students.

Passport to Leadership  
October 23, 2013
The latest Passport Leadership seminar, hosted by prof. Cortez Walker, featured a representative from the Small Business Administration (SBA). The SBA is a non-profit entity informing and educating the public on how to start and maintain small businesses. This “Passport to Leadership” seminar is the second in the series of six seminars host by Prof. Walker. Food and refreshments were served. There were 141 participants for this program.

Expo Mania  
October 24, 2013
The familiar Expo mania event occurred in October. There were 10 vendors offering an array of goods and service; from cell phones to jewelry and apparel. The event was well attended and was met with great success. Many of the vendors were satisfied by the turnout.
TAB 6
In October the Faculty Senate Report to the Board of trustees expressed concern regarding both the process and the product of the Self Study draft submitted to Dr. Karen Stout, Chair of the Middle States Visiting Team. We expressed the hope that October would bring a new commitment to a “joint action” to increase our “capacity to solve educational problems.” The faculty met with Dr. Stout during her visit and was sobered by her comments. The Faculty Senate is pleased with the new Self Study timeline, increased participation and transparency around the Self Study process after her visit. Nevertheless, the Senate still has serious concerns regarding legacy issues from the previous administration that continue to hamper the College. We believe that concurrent with the Self Study process it is possible to resolve these issues.

As reported in the September Report to the Board of Trustees, the Senate seeks resolution of the misapplication of the Faculty Evaluation/Contract system including faculty contracts not in accord with the Faculty Evaluation/Contract System, the failure of the administration to evaluate some faculty members in 2012-13, the hiring of temporary faculty, the credentialing of faculty and the hiring of new faculty at higher rank and step than equally credentialed faculty. In 1990, when the College was reconstituted from the Community College of Baltimore, tenure was abolished and a system of annual faculty evaluation with 3 year rolling contracts was instituted to safeguard the academic freedom of faculty. Unfortunately, this past summer some faculty were not provided with the new 3 year contract specified by their annual evaluation. They received one semester contracts that appear to abrogate the remaining two years on their existing contracts. The Faculty Senate considers this action a fundamental violation of the principle of academic freedom, as well as breach of the contracts held by all faculty.

Faculty Senate concern over the offerings gap between BCCC and CCBC (BCCC currently offers 39 programs/certificates, while CCBC offers 193 programs/certificates) led the Senate Executive Committee to attempt to jump start program development with a call for academic program proposals. The faculty responded with 19 program/certificate proposals, three of which were supported by the VPAA over the summer. The Curriculum Instruction Committee and the Senate Executive Committee have approved certificates in CADD-Architecture, CADD Engineering and EMT. This was, however, an Ad Hoc program development effort lead by the Faculty Senate to fill a vacuum. Considering the educational needs of Baltimore and the enrollment crisis at the College, we continue to seek administrative leadership and commitment to a true academic master planning process fully integrated with technology and facilities planning.

As the Faculty Senate reported in the September 2013 report to the Board of Trustees, the Senate continues to seek information on issues of academic integrity, including a potential agreement between the College and MHEC regarding degrees awarded without MHEC
approval, inappropriately awarded credit, and program changes not reported to MHEC. It is the position of the Faculty Senate, that as the content experts only the faculty can award credit or academic degrees.

As the Faculty Senate reported to the Board of Trustees in September 2013, the President of Faculty Senate called for better cooperation between administration and faculty offering the Statement on Government of Colleges and Universities (issued jointly by the American Council on Education, The American Association of University Professors and the Association of Governing Boards of Universities and College) as a starting point for a College discussion on shared governance. We are pleased to report that on October 31, 2013 President Anderson provided two examples of college governance systems to stimulate discussion.

The Senate Executive Committee has formed a Committee on Adjunct Faculty to promote collaboration between the Academic Departments, the Office of Adjunct Services and the full time faculty. The Committee will collaborate on the Adjunct Faculty Handbook, support the professional development of adjunct faculty and establish a mentoring program.

As the Faculty Senate requested in our September 2013 report to the Board, we seek a review of the Faculty Senate proposal on Faculty Development. The Senate believes that professional development for faculty is qualitatively different from other divisions of the College. Additionally, the Senate has requested President Anderson to conduct an assessment of the allocation of professional development funds.

The Faculty is anxious to hear of the progress and timeline on the College Salary Study.

The Faculty still awaits word from the Board of Trustees regarding a search for a new president.

Respectfully Submitted,
Brad Lyman, PhD
President of the Faculty Senate

Attachments
Senate Executive Committee Minutes September 20, 2013
Senate Executive Committee Minutes, October 4, 2013
Senate Executive Committee Minutes, October 18, 2013
AFSCME Local 1870 Presentation

to the Board of Trustees

tuesday, November 26, 2013

1. Union Leadership meeting with HR on October 21, 2013. Follow-up Needed on Issues:

   Labor Management Committee (LMC) (in progress)

   Still waiting from HR to send list of management-side representatives. We agreed that LMC needs to be functioning again to deal with labor-management issues at the College. The co-chairs will be scheduling the initial meeting in December to lay out ground rules and to agree on current issues that need attention.

   Outstanding grievances (in progress)

   Union presented the list of outstanding grievances, dating back to June 2013. Union reminded that the point of the grievance process exists so that the matter can be fairly reviewed by both parties and resolved at the earliest. Union noted that as of today, there are several grievances that have not moved forward beyond the initial meeting at the first level. Both sides agreed that this is not fair to the four grievants and Union is waiting for the HR director to inquire about the delay in some of these cases. It is Union’s position that the right thing to do because of this administrative blockage is for these grievances to be rescinded. MOU timelines to move the grievance process to a conclusion should be adhered to.

   MOU Training (in progress)

   Union agreed to forward to HR a proposal with dates for training sessions which will begin in February 2014. The College will encourage Bargaining Unit employees to attend these MOU trainings to get their 40 hour of professional development. HR agreed that it is a good idea and will be offering professional development trainings to managers and supervisors on topics related to the MOU. Union’s timeline to give HR the proposal is by end-November 2013.

2. Contractual Employees (in progress)

   In meeting with Dr. Anderson we have regularly brought up the issue of PINs for contractual employees, especially in the Housekeeping area where there are many employees, who have worked 5+ years. Also, the issue of providing some benefits to these contractual employees has been discussed for at least two years now. We are told that management is “looking into it” and that some progress is immanent. It has now been almost one year and management has not given any concrete report on how the issue to Union. At the September
meeting with Dr. Anderson we communicated that contractual staff in Housekeeping were anxious and would like a meeting to voice their concerns directly to her. Due to the Middle States visit, we were asked to wait for a few weeks. We are hoping that Dr. Anderson will make the time to talk to these contractual staff sometime soon.

3. **Sworn Police Officers (SPO) Concerns**
   Per the SPO MOU Article 29 “At the time the College becomes a Law Enforcement Agency pursuant to the law Enforcement Officers Bill of Rights, the College shall provide Sworn Police Officers with uniforms and equipment as required by the Maryland Police Training Commission.” We currently have approximately eleven (11) Sworn Police Officers in the bargaining unit at BCCC. Since the SPOs are certified by the Maryland Police Training Commission and since campus police in most USM campuses have access to weapons as part of their campus security, Local 1870 is requesting that policy & procedure be considered to give BCCC’s SPOs the right to carry firearms on campus. This issue was discussed at our meeting with Dr. Anderson in September and it will be a point that will have to considered by the newly appointed President of BCCC.
2013 Strategic Plan Review and Update Report  
Executive Summary

Introduction

In March 2012, the Baltimore City Community College’s (BCCC) Board of Trustees approved the 2013-2018 Strategic Plan. The Plan requires an annual review based on internal and external environmental changes over the course of the year. These included: leadership changes, enrollment declines, and, therefore, a steady decline in funding.

For 2013, the annual review began with an assessment of current strategic plan to determine if the plan elements should remain as is or be revised. Review results are submitted to the Board of Trustees as recommendations for acceptance. The goal is to complete the strategic plan review and update by September 30, 2013, thereby ensuring alignment with the Middle States Visit scheduled for October 17-18, 2013.

Overview

The 2013 Strategic Plan Review and Update report is submitted to the Board of Trustees as recommendation for updating the college’s 2013-2018 Strategic Plan in the effort to bring the Plan in alignment with the ongoing confirmation of institutional vitality. These recommendations are not intended to change the course of the College’s Strategic Plan; instead they build upon and strengthen the original plan. The recommendations fully support the Strategic Plan as an instrument to guide day-to-day operations of the college and also to serve as a road map for longer-term considerations such as preparations for BCCC’s reaccreditation by the Middle States Association.

The dedicated work of the faculty and staff is acknowledged in leading the effort to review and amend, where recommended, the BCCC 2013-2018 Strategic Plan.

Review Process

- 2013-2018 Strategic Plan disseminated to college community for preliminary review
- Plan review and update workshop conducted at August 15th Community Forum, generating 12 sets of recommendations
  - 91% (457) BCCC employee participation; 29% (131) faculty; 71% (326) staff
- Voting on Recommendations, ‘Dot’ and ‘Email’, conducted
  - 38% (174) BCCC employee participation; 24% (42) faculty; 76% (133) staff
- Recommendations generated from voting results.

Recommendation

The President requests the Board of Trustees review and determine which recommendations should be included in the attached Strategic Plan Review and Update Report as updates to the 2013-2018 Strategic Plan.
## STRATEGIC PLAN REVIEW/UPDATE RESULTS

<table>
<thead>
<tr>
<th>2013-2018 Board Approved Plan</th>
<th>2013 Recommendations</th>
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<tbody>
<tr>
<td><strong>MISSION</strong></td>
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<tr>
<td>Baltimore City Community College provides outstanding educational, cultural, and social experiences to the citizens of Baltimore, the state of Maryland and surrounding areas. The College’s accessible, affordable, compressive programs including college transfer and career preparation, technical training and life skills training. The College provides a variety of student services that meet the learning needs and support for an increasingly diverse student population. BCCC, a dynamic higher education institution, is responsive to the changing needs of its stakeholder individuals, businesses, government, and educational institutions of the community at large.</td>
<td>Baltimore City Community College provides quality, affordable, accessible education opportunities with comprehensive programs, which meet professional and personal goals, improving communities in the greater Baltimore area.</td>
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<tr>
<td><strong>VISION</strong></td>
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<tr>
<td>Baltimore City Community College strives to be the leader in providing quality education that responds to and meets the needs of a diverse population of learners, adding value to lives and the community.</td>
<td>Baltimore City Community College is an innovator in providing quality education for a diverse population of students to meet the challenges in an ever-changing competitive workforce and environment.</td>
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<td><strong>CORE VALUES</strong></td>
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<tr>
<td><strong>Integrity</strong> – unwavering adherence to a strict moral and ethical standard</td>
<td>NO CHANGE</td>
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<tr>
<td><strong>Honesty</strong> - being truthful and sincere</td>
<td>Excellence - Providing excellent teaching, student services, customer services, and community engagement</td>
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<td><strong>Respect</strong> – Showing genuine concern in regard for the dignity of others while practicing civility, accepting, appreciating, and supporting individual differences</td>
<td>NO CHANGE</td>
</tr>
<tr>
<td><strong>Quality</strong> - exhibiting excellence</td>
<td>Professionalism – an acceptable learned behavior that adheres to the highest standard of customer service.</td>
</tr>
<tr>
<td><strong>Diversity</strong> – recognizing, accepting, appreciating, and supporting individual differences and lifestyles.</td>
<td>NO CHANGE</td>
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<tr>
<td><strong>Learning</strong> - gaining knowledge, skills, and understanding that are useful to the individual and college community by promoting intellectual curiosity</td>
<td>Teaching – impacting knowledge, skills and values that are essential to the success of the individual and growth of the community.</td>
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<tr>
<td><strong>Leadership</strong> – empowering, nurturing, and inspiring individuals to be leaders in their own sphere</td>
<td>NO CHANGE</td>
</tr>
<tr>
<td>2012-Board Approved Plan</td>
<td>2013 Recommendations</td>
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<tr>
<td><strong>GOAL 1: Student Success</strong></td>
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<tr>
<td>1. Increase fall-to-fall retention rate</td>
<td>NO CHANGE</td>
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<tr>
<td>2. Raise the number of degrees and certificates awarded</td>
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<td>3. Adopt a completion agenda</td>
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<td>4. Improve student life</td>
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<td><strong>GOAL 2: Community, Business &amp; Industry, and Education Partnerships</strong></td>
<td></td>
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<tr>
<td>1. Increase partnerships that address student, business &amp; industry, training, and workforce needs</td>
<td>NO CHANGE</td>
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<tr>
<td>2. Develop new programs that are relevant and meet business and industry needs</td>
<td>NO CHANGE</td>
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<tr>
<td>3. Ensure the quality and relevance of programs and services</td>
<td>NO CHANGE</td>
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<td>4. Develop and institutionalize student learning outcomes and assessment that address holistic needs of students</td>
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<td>5. Increase GED transfers to credit programs</td>
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<td><strong>GOAL 3: Institutional Sustainability</strong></td>
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<tr>
<td>1. Increase non-state revenue $5 million</td>
<td>1. Increase non-state revenue *</td>
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<td>2. Ensure the physical plant effectively supports the learning environment</td>
<td>NO CHANGE</td>
</tr>
<tr>
<td>3. Continuously assess and improve institutional effectiveness and operational efficiencies</td>
<td>3. Develop an institutional effectiveness and operational efficiencies plan.</td>
</tr>
<tr>
<td>4. Increase credit and noncredit enrollments</td>
<td>NO CHANGE</td>
</tr>
<tr>
<td>5. Ensure a highly qualified employee workforce.</td>
<td>NO CHANGE</td>
</tr>
<tr>
<td>6. Assess and improve college climate</td>
<td></td>
</tr>
<tr>
<td><strong>GOAL 4: Technology</strong></td>
<td></td>
</tr>
<tr>
<td>1. Implement an industry standard IT infrastructure</td>
<td>NO CHANGE</td>
</tr>
<tr>
<td>2. Complete the implementation of a college-wide IT administrative Enterprise Resource Planning (ERP) system</td>
<td>2. Implement a college-wide IT administrative system to more efficiently and effectively serve students, staff, and the community.</td>
</tr>
<tr>
<td>3. Implement best practices in teaching and learning with state-of-the-art technology to improve student success</td>
<td>NO CHANGE</td>
</tr>
<tr>
<td>4. Develop and implement a comprehensive college-wide technology replacement program</td>
<td>NO CHANGE</td>
</tr>
</tbody>
</table>

* Measurements to be included in specific strategies.
Vision – Outlines what BCCC wants to be in the future.

Mission - Defines BCCC’s purpose, what we do to achieve the stated vision.

Values - Beliefs that are shared by all college stakeholders, that drive our mission to the vision.

GOAL 1 – STUDENT SUCCESS

Objectives - Increase the fall to fall retention rate.

Strategy:
- a. Institutionalize a comprehensive and intrusive advising model.

Action Steps - activities that include measureable outcome data based on baseline data.

1. G1.01.Sa-Professional advisors will collect data on at-risk behaviors and follow up with students identified through the PAIS system, advisors will collect data on at-risk behaviors and follow up with students via calls, individual and group contacts. Students will be referred to appropriate resources and followed up on. (SA)
2. G1.01.Sa–Professional, faculty, credit, and continuing education advisors will participate in advanced training 2x a year. (SA/AA)
3. G1.01.Sa - Professional, faculty, credit, and continuing education advisors will contact students 2x a semester via individual or group contacts; emails, phone, face-to-face, etc. (SA/AA/BCED)
4. G1.01.Sa-Professional and faculty advisors will review and advise students who achieve 15, 30 & 45 credit hours to determine progress towards degree or certificate (SA/AA)
5. G1.01.Sa-Fall to Fall retention for credit and continuing education advisor caseloads will increase at least 3% annually (SA/AA/BCED)
6. G1.01.Sa-Faculty advisors will conduct a degree audit for at least 52% of their caseloads annually. (SA)

Note: Measurements as indicated in the official strategic plan

• For full-time entrants, raise the retention rate from 49 percent (FY2012) to 64 percent (FY2017)
• For part-time entrants, raise the retention rate from 35 percent (FY2012) to 50 percent (FY2017)
Primary focus during this report period has been revision of the Middle States Self-Study document, as noted below. In addition to the enrollment update and the vacancy report, please note the following highlights of additional BCCC Core Business and Operations matters. If there are other items about which you wish information, do not hesitate to contact Nikita Lemon, and I will make the information available at the November 26, 2013 Board meeting.

**BCCC Core Business Matters**

**Middle States Commission on Higher Education (MSCHE).** Members of the College community answered the call to action for intentional, focused attention to develop a sound, acceptable Middle States Self-Study document that appropriately reflects the College. *Command Central* has been set up in the West Pavilion to allow developers immediate access to essential resources needed for a true collaborative, comprehensive effort. Middle States Self-Study Co-Chairs, Prof. Linda Benjamin and Associate Dean Nicole Cameron-Becketts, have been on site daily to offer support and to guide the process.

**Additional Accreditation Requirements.** Deadlines for review of additional upcoming accreditation reviews are as follows:

- Accreditation Council for Business Schools and Programs (ACBSP) 1/15/14
- Commission on Allied Health Programs (CAHP) 2014 TBD

**Complete College America (CCA) Project.** The CCA-Maryland Team, including CCA-Baltimore members, State legislators, MHEC representatives, other MACC members, and senior-level institution colleagues, attended a CCA-sponsored Institute in Salt Lake City, Utah, in late October. CCA-National will continue to work with the College community for development of game changers that will align with campus-level action plans for meeting the State’s completion goals. Ultimately, this collaboration will help BCCC become more cost effective and productive and will provide a deep dive into the essential elements necessary to deploy highly-structured degree plans.

**Strategic Plan Follow Up.** During the development of additional information for the Board, Campus Conversations have also begun to provide a forum for discussion of core values recommended and reflected in the college-wide strategic planning exercise.

**BCCC Business Operations Matters**

**Maryland Office of Legislative Audits (OLA).** Auditors from the Fiscal Compliance Division of the State Office of Legislative Audits convened an Entrance Meeting with College personnel to launch, officially, their tri-annual audit of the College’s internal controls structure. The College pledged full support for transparency and integrity during the process. It is anticipated that the audit may be completed by Spring 2014.
Regional Skills Training Center of Excellence. The Baltimore Workforce Investment Board continues to explore appropriate and effective use of the Training Center, located in a city-owned building at 4910 Park Heights Avenue in Baltimore City since 2005. BCCC has been urged to consider offerings and other responsibilities for the site.

Affordable Health Care Act (AHCA). The College continues to work closely with the State regarding the impact of the Affordable Health Care Act, which will go into effect in January 2014. Reminders for enrollment and deadlines are posted regularly in the BCCC Daily News by the Human Resources Department.

Kudos!
BCCC College Community for continued involvement in and support of development of a stellar Middle States Self Study document and preparation for the Spring Middle States visit!

Vice Chair Thompson for his outstanding, well-received presentation in the Bard Library/Bookstore Lecture Series. The Daily News chronicled the event and the time that the Vice Chair spent not only with current students but with our budding scholars from the Day Care Center.

Academic Affairs for hosting a delegation of Fulbright Scholars from India who wanted to learn about an urban community college. In addition to an introduction of basics of institutional organization and functional responsibilities, the participants enjoyed an impressive tour of the Campus.

Student Affairs Division for coordinating logistics and student participation in the visit of U.S. Senator Ben Cardin to Campus for an open discussion with our students regarding their experiences and any barriers to their success. This was a follow up visit from the Senator’s earlier presentation at the BioPark to discuss the effects of the recent federal government shutdown on higher education, small business, and the overall economy to a group of prominent Baltimore City stakeholders.

Happy Thanksgiving to All!
TAB 10
<table>
<thead>
<tr>
<th>Div</th>
<th>PIN #</th>
<th>Position</th>
<th>Date(s) posted</th>
<th>Advertised</th>
<th>Current Status/Updates</th>
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<tbody>
<tr>
<td>1</td>
<td>AA</td>
<td>Assistant Prof. Biology</td>
<td>8/29/2013</td>
<td>HEJ, ISHEJ, HERC, socials,</td>
<td>1st interviews scheduled 11/22/13 &amp;12/6/13</td>
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<td>2</td>
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<td>11/18/2013</td>
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<td>4</td>
<td>PO-CITS</td>
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<td>11/9/2012</td>
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<td>5</td>
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<td>8/6/13, (reposted)</td>
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<td>8</td>
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<td>9/20/2013</td>
<td>HEJ, ISHEJ, HERC, MD Job Network, Beyond, Career Builder, socials</td>
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<td>9</td>
<td>IAMR</td>
<td>VP, IAMR</td>
<td>3/1/2013</td>
<td>CB, HERC, HEJ, ISHEJ, Chronicle 3/15</td>
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<td>Web Specialist</td>
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</tbody>
</table>

**STATUS KEY**

1. Search closed/ Committee reviewing
2. Search Open
3. Search on hold
4. PAR Pending/submitted

**Baltimore City Community College**

**Active Search Listing**

**As of November 18, 2013**