# Baltimore City Community College

## Board of Trustees Open Session

**Dr. Debra L. McCurdy**
President

**Mr. Kurt L. Schmoke**
Chair

WEDNESDAY | MARCH 18, 2020

BALTIMORE CITY
COMMUNITY COLLEGE

# TAB 1 | Approval of the March 18, 2020 Agenda

## BOARD OF TRUSTEES
# BALTIMORE CITY COMMUNITY COLLEGE

# Open Session Agenda | March 18, 2020

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

I. **Call to Order**                                                                 Mr. Kurt L. Schmoke, *Chair*

**Adoption of Agenda**                                                     Mr. Kurt L. Schmoke, *Chair*
   a. Approval of the March 18, 2020 Agenda (Tab 1)

II. **Board Actions / Consent Agenda**                             Mr. Kurt L. Schmoke, *Chair*
   a. Approval of the February 19, 2020 Minutes (Tab 2)
   b. Student Government Association Report (Tab 3)
   c. AFSCME Local #1870 at BCCC Report (Tab 4)
   d. Faculty Senate Report (Tab 5)

III. **Items Removed from the Agenda (Tab 6)**                  Mr. Kurt L. Schmoke, *Chair*
   a. ▪ AFSCME Local #1870 at BCCC Repot (Tab 4)

IV. **New Business (Tab 7)**                                            Dr. Debra McCurdy, *President*
   ▪ College Seal (VOTE)                                                Ms. Dawn Kirstaetter,
                                                                                  *VP Advancement &
                                                                                  Strategic Partnerships*

V. **College Policies (Tab 8)**                                         Mr. Kurt L. Schmoke, *Chair*
   ▪ None

VI. **Presentations (Tab 9)**                                           Dr. Debra McCurdy, *President*
   ▪ None

VII. **President's Report (Tab 10)**
   a. Cabinet Division Reports (Information)                       Dr. Debra McCurdy, *President*

   b. Coronavirus Continuity Update                               Dr. Debra McCurdy, *President*

   c. Enrollment Report                                                   Dr. Stanley Singleton,
                                                                                  *VP Student Affairs*

VIII. **Active Search Listing (Tab 11)**                              Mr. Kurt L. Schmoke, *Chair*

IX. **Motion for Adjournment**                                        Mr. Kurt L. Schmoke, *Chair*

## BALTIMORE CITY COMMUNITY COLLEGE

# BOARD ACTIONS / CONSENT AGENDA

TAB 2 | Approval of the February 19, 2020 Minutes

TAB 3 | Student Government Association

TAB 4 | AFSCME Local #1870 at BCCC

TAB 5 | Faculty Senate Report

# TAB 2 | Approval of the February 19, 2020 Minutes

# BALTIMORE CITY COMMUNITY COLLEGE

## Open Session Minutes | February 19, 2020

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

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**Board Members Present:** Chairman Kurt L. Schmoke, Esq., Ms. Lenor Tannhauser Blum, Mr. J.C. Weiss, II, Ms. Leila F. Parker , Mr. Jason Perkins- Cohen, Dr. Rachel Pfeifer, and Mr. John D. Lewis (by phone).

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

### I. CALL TO ORDER
Chair Schmoke called the February 19, 2020, Open Session Board Meeting to order at 4:01 p.m.

### ADOPTION OF THE AGENDA
**A. Adoption of the February 19, 2020 Agenda**
Chair Schmoke requested a motion to adopt the February 19, 2020 Agenda. Trustee J.C. Weiss motioned for the adoption of the February 19, 2020 Agenda and Trustee Leonor Tannhauser Blum seconded the motion.

### II. BOARD ACTIONS/ CONSENT AGENDA
Chair Schmoke moved to accept the following agenda items:

**A. Approval of the January 15, 2020 Minutes**
Minutes provided, no changes.

**B. Student Government Report**
Report provided no discussion.

**C. AFSCME Local #1872 at BCCC Report**
Item removed from agenda.

**D. Faculty Senate Report**
Report provided, no discussion.

### III. ITEMS REMOVED FROM THE AGENDA
A. Student Government Association Report

### IV. NEW BUSINESS
N/A

### V. COLLEGE POLICIES
N/A

## VI. PRESENTATIONS

### A. Enterprise Resource Planning (ERP)

Dr. Debra McCurdy introduced Dr. Donnell Josiah from the Department of Information and Technology (DoIT) who has been working with our CIO, Stephan Byam, and the ERP Team on the ERP Project.

CIO Stephan Byam began by greeting the Board and sharing that his presentation was a second update on the ERP Project. He shared that the new VP for Finance and Administration, Donal Christian, comes with a wealth of IT knowledge that will complement the core ERP Team.

CIO Byam shared that over the course of the last month the team has worked diligently conducting marketing research and visiting peer institutions. Prior months' activities included a group of twenty (20) BCCC staff members visiting the Community College of Baltimore County. Plans are in place to visit Howard Community College and the University of Baltimore in a few weeks. He explained that the visits help to document lessons learned by other institutions as they went through the implementation process, and provides our colleagues an opportunity to converse about a modern ERP system. CIO Byam stated that the Project Team will continue working in preparation for the ERP's implementation phase. Tasks will include ERP system selection, conducting Business Process Analysis (BPA) with various departments, and Infrastructure Readiness.

Dr. Josiah thanked the Board for the opportunity to share information and the importance of viewing DoIT as a strategic partner. He shared that DoIT is responsible for overseeing the planning and implementation of all major IT development projects. He elaborated that this type of oversight ensures the development, maintenance, and policies and procedures are adhered to and there is proper documentation for the Project execution.

Dr. Josiah clarified that the College's ERP Project is a Major Information Technology Development Project (MITDP). MITDPs are determined by three assessment measures:

1. Estimated project cost exceeding $1M
2. Project supports a critical business function in an executive State agency
3. The Secretary makes a determination based on significance, benefits, risks, and visibility

Dr. Josiah provided a clear outline describing his role as the OPM (Oversight Project Manager):
- Provides guidance regarding adherence to the State's System Development Life Cycle (SDLC)
- Provides frequent monitoring of project milestones
- Provides guidance to promote lean principles and cost containment
- Prepares stage-gate reviews that promote projects for planning to implementation

Dr. Josiah celebrated the work of the new Cabinet and the Baltimore City Community College, ERP Project Team on meeting strategic milestones over the last six months.

Chair Schmoke asked Dr. Josiah what role he plays in the ERP final selection. Dr. Josiah responded that he partners as a consultant and only provides guidance to the selection committee.

Trustee Rachel Pfeifer asked for clarity on project activities taking place between April and July; and whether the team has confidence in the system being up and running for the next academic year. Dr.

Josiah explained that once the solicitation has the final blessing of all the various State agencies it will go through the eMaryland Marketplace (where the RFP is issued for vendor response). Once the RFP is issued, a number of procurement activities take place including pre-proposal conferences and meetings with vendors. Vendors will submit a written proposal for review by the selection committee, and the committee will make a recommendation to award the selected vendor.

Dr. Josiah shared that a timeline for implementation has not yet been determined; this will be determined once an ERP vendor is selected.

## VII.    PRESIDENT'S REPORT

### A. Cabinet Division Reports

Dr. Debra McCurdy began by introducing and welcoming Mr. Donal Christian, the new Vice President for Finance and Administration who comes to BCCC with a wealth of knowledge in economics and information technology.

Dr. McCurdy gave an overview that her report this month will merge the President's Summary, the Cabinet Reports, and the Realignment Tasks Updates. She stated that the Cabinet has been working vigilantly in preparation for the 2020 Legislative Hearings.

Dr. McCurdy mentioned her meetings with City Schools regarding the PTECH partnership in an effort to move the College forward with new initiatives surrounding dual enrollment.

Dr. McCurdy spoke about the President's Forum which took place on campus on January 31, 2020. She emphasized that her purpose for the Forum was not only to speak directly to the faculty and staff, but to allow the Cabinet to share first-hand, some of the important initiatives taking place in their areas and to answer questions.

Chair Schmoke asked if the meeting with PTECH and Hopkins went well. Trustee Rachel Pfeifer shared that the PTECH program, which is currently in three high schools in Baltimore City, will be graduating its first class at Dunbar and Carver High Schools this coming spring. Students will either continue pursuing a degree, graduate with an associates' degree (and a high school diploma), or decide to conclude their educational journey to enter the workforce. Trustee Pfeifer mentioned there were discussions about how to track data to document student paths, success rates, and trends in a more uniformed way. She also mentioned the importance of clarifying contacts that will promote future growth. Dr. McCurdy added that she thought the discussion went well but some shifts in the program will be necessary in the near future. She explained that currently PTECH falls under Workforce Development but there are plans to shift the oversight for the program to the academic area.

### B. Realignment Task Update

Dr. McCurdy shared that the Realignment Task Groups are currently on target. People are beginning to get a stronger sense that the realignment efforts are not just tasks, but a restructuring and reorganization process. Practices and initiatives implemented as a part of these tasks become a part of the Colleges infrastructure and daily operations.

Chair Schmoke asked during any meetings if the legislators were asking how the College is doing with its realignment tasks. Dr. McCurdy responded the realignment tasks are at the forefront of most conversations with legislators, especially the IT component. They are asking about growth, enrollment, efficiency, personnel and staffing changes.

**C. Enrollment Update**
 Report provided.

**VIII.    ACTIVE SEARCH LISTING**
 Report provided.

**IX.    MOTION FOR ADJOURNMENT**

**Chair Schmoke requested a motion, under the States' Open Meeting Law to adjourn the February 19, 2020, Open Session Meeting at 5:05 p.m., and to reconvene for the Closed Session. Trustee J.C. Weiss motioned for the adjournment of the February 19, 2020, Open Session Meeting and  Lenor Tannhauser Blum seconded the motion.**

**X.    NEXT MEETING: March 18, 2020.**

**Attendance:**
 Dr. Debra L. McCurdy, President
 Ms. Becky Burrell, VP of Institutional Effectiveness and Planning
 Mr. Donal Christian, VP for Finance and Administration
 Dr. Stanley Singleton, VP of Student Affairs
 Dr. Liesl B. Jones, VP of Academic Affairs
 Mr. Michael Thomas, VP of Workforce Development and Continuing Education
 Ms. Dawn Kirstaetter, VP of Advancement and Strategic Partnerships
 Mr. Stephan Byam, Chief Information Officer
 Ms. Maria Rodriguez, Esq., General Counsel
 Mr. Kevin Large, Special Assistant to the President/ Dir. of Government Relations
 Ms. Lyllis Green, Chief Internal Auditor
 Ms. Michelle Williams, Director of Human Resources
 Dr. Debora Johnson-Ross, Director of Mayor's Scholars Program

**BCCC Staff Present:**

Terri Bell, Debra Vines, Melvin Brooks, Eileen Hawkins, Eileen Waitsman, Wadson Pericles, Dr. Chima Ugah, Sylvia Rochester, Scott Olden, Dr. Maria Cazabon, Jeffrey White, Dr. Daphne Snowden, Frederick Paraskevoudaki, and Scott Saunders

**Others Present:**

Omer Olloumou, SGA

Yusuf Olamide, SGA

# TAB 3 | Student Government Association Report

**February 14, 2020 – SGA Meeting** -The first SGA meeting of the month was held in the Gaare Auditorium at Noon. The SGA announced the active and pending clubs for the spring semester: Anthropology and Sociology Club, BCCC Biotech Student Society, Computer Aided Drafting & Design Club, History Club, International Students Club, Latinx Uni2 Student Clubs, Math, Engineering & Robotics Club, Phi Theta Kappa and the Environmental Science Club is pending.  At this meeting, students and advisors expressed their concerns with the approval process for events and activities. The SGA President was asked to set up a meeting with Dr. McCurdy to discuss their concerns.

**February 28, 2020 –** The SGA held an open meeting for students to discuss their ideas, concerns and suggestions.  There were discussions about information provided on the programming surveys and feedback forms distributed by SGA. A special notation was made for possibly modifying the open gym hours to include different types of sports and to follow up on bringing back a campus activity hour during the week when there no classes.

## Activities and Events

**February 4, 2020 - Advocacy Day –** A group of SGA members and student leaders attended the annual Student Advocacy Day program in Annapolis, MD.  The students who attended are: Amber Bridges (MSP), Ameyalli Bautista (MSP) Adeshina Akinbowale (Year Up), Bryce Prestbury (Year Up), Agei Enoh (Year Up), Kerstyn Myers (SGA), Omer Olloumou (SGA), Chris Mukendi (SGA), Christopher Davis (MSP), Destinie Howard (GTW), Nathaniel Johnson (Panthers Inc.). This event was a great opportunity for students to speak with elected officials and ask for their continued support for BCCC and community colleges as a whole.

**February 10 – 14, 2020 "Week of Love" –** The Office of Student Life and Engagement, in conjunction with the SGA, Student Support and Wellness, and the LatinxUni2 Student Club hosted events each day of the week. The specific events sponsored/co-sponsored by SGA and the LatinX UNI2 Student Club are listed below:

- **February 11, 2020 - Healthy Relationships –** The Office of Student life and Engagement, the SGA and the Office of Student Support and Wellness Services presented a program on understanding the steps to building a healthy relationship and knowing the signs of an unhealthy one.  The guest presenter was Kari Fields from the TurnAround organization.

- **February 14, 2020 - "To Immigrants with Love" -** The LatinX UNI2 Student Club hosted an event to support immigrants across the country. "To Immigrants with Love's" mission was to raise awareness of the constant challenges that immigrant communities face and encourage people from all backgrounds to express their love for immigrants in America. On this day students, staff, and employees from Baltimore City Community College expressed their love and support to the immigrant community by writing a letter. The event was held in the Student Atrium on the Liberty campus.

- **February 14, 2020 - Movie – "To All the Boys – P.S. I Love You" –** The Office of Student Life and Engagement in conjunction with the SGA showed the movie "To All the Boys - PS, I love You" as the last event of the "Week of Love" activities.

**February 18, 2020 - Keeping it Real Lecture Series** – The first session of the Keeping it Real Lecture Series was held this month and the topic was "The Long Historical Connection Between Africans in the U. S. and Africans in Canada". This was a co-sponsored event with the History Club, Anthropology and Sociology Club and the Education, Social and Behavioral Sciences department and the Office of Student Life and Engagement.

**February 26, 2020- Black History Living Museum** – The office of Student Life and Engagement sponsored a Black History Living Museum in the Student Atrium. Members of the SGA and clubs and organizations participated as actors in the educational event. Visitors were provided with an opportunity to learn about important members of the African American community.  The historical figures portrayed were: Alice Coachman-Davis, Dontae Winslow, Willie Hobbs Moore, Claudette Colvin, Richard Antoine White, Marsai Martin, Brea Baker, Esther McCready, and Mark Dean.

**February 27, 2020 - Keeping it Real Lecture Series** – The second session of the Keeping it Real Lecture Series was held.  The topic was "Important Race Warriors Across the Regions". This is a co-sponsored event with the History Club, Anthropology and Sociology Club, Social and Behavioral Sciences department, and the Office of Student Life and Engagement.

# TAB 4 | AFSCME Local #1870 at BCCC Report

- No Report Submitted

# TAB 5 | Faculty Senate Report

Faculty Senate appreciates the collegial and collaborative efforts from the administration to address the issues facing the college. There are several issues that requires resolution in shaping the future direction of the College.

**Meeting with Dr. Debra L. McCurdy, President on February 28, 2020 addressed some of the concerns:**

A. **College-wide Policies and Procedures' Central Repository:** Faculty Senate Leadership expressed concerns on challenges in locating College's policies and procedures on the intranet or internet. Dr. McCurdy mentioned that the policies and procedures, including other pertinent documents will need to be updated and receive appropriate College reviews then formatted to promote consistency. Changes to policy also require Board approval. The College legal counsel will also review policies and procedures and cross reference, as appropriate, with the COMAR regulations and with the Attorney General's Office for any legal clarification. Dr. McCurdy restated the need to verify and clean up the contents of the policies and procedures.

B. **Code of Conduct for Employees:** Faculty Senate Leadership requested more awareness and ramifications considering recent email bullying between certain employees. Dr. McCurdy stated that there are documents within the Human Resources (HR) Office that should be followed. She agreed that the information contained within any "Code of Conduct" documents should be visible, a further response from HR is required and conduct expectations communicated.

C. **College-wide Committee on Shared Governance:** Dr. McCurdy informed the Faculty Senate Leadership that the shared governance process is a College-wide activity that should be collegial and collaborative. As President, she will lead the College dialogue and she is looking forward to starting the conversation in April 2020. She is planning to speak and work with the Faculty Committee on Shared Governance and other College leadership and constituents as the process progresses.

D. **Academic Affairs:** The following items were brought to Dr. McCurdy's attention:
   a. **2020/2021 Faculty Contract:** Dr. McCurdy informed Faculty Senate Leadership that the contract language will be reviewed and probably remain the same as the 2019/2020 contract. Some unnecessary contents in the language that does not belong in a contract may be deleted and refined to a less than 2 page contract. Faculty Senate Leadership will be informed of any change for clarification.
   b. **Faculty Evaluation and Ratings:** Faculty Senate Leadership expressed concerns that it was rumored as a mandate from a Cabinet-Level Administrator that Associate Deans and Deans should not evaluate any faculty as excellent. Such a mandate is discouraging to faculty who are going beyond the call of duty to earn excellent rating. Dr. McCurdy stated that all ratings should be justified, and the Vice President for Academic Affairs likely was misunderstood and her statements taken out of context. She has no objection to excellent ratings and promised to investigate the matter for further clarification.
   c. **Faculty Professional Development:** Dr. McCurdy informed Faculty Senate Leadership that the only change in the process at this time was engaging the Deans and the Vice President for Academic Affairs. All applications for Professional Development that require conference registrations, travel, hotel accommodations, etc. should be completed as usual by faculty and submitted to the Dean.
   d. **Achieving the Dream:** The Achieving the Dream (ATD) coaches will be coming back soon. They have been given the directives to focus on student success with emphasis on admissions, enrollment and outcomes achievement.

Humbly Submitted,

*ChimaUgah*

Dr. Chima Ugah, President
Faculty Senate

**BALTIMORE CITY COMMUNITY COLLEGE**

# TAB 6 | Items Removed from the Agenda

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- ▪ AFSCME Local #1870 at BCCC Report

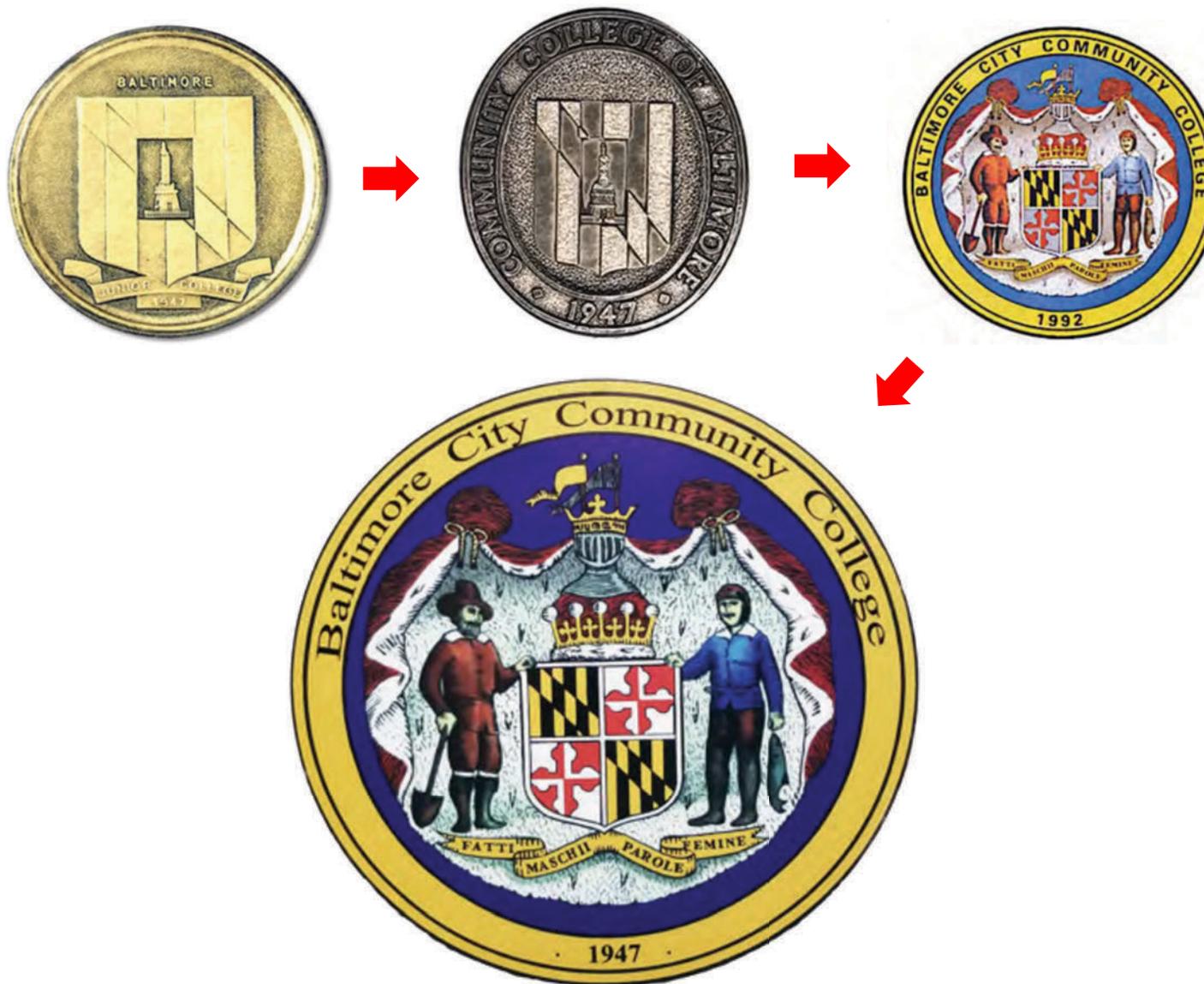# TAB 7 | New Business

- College Seal

# BCCC

## Seal Design Update

*March 13, 2020*

Dawn Kirstaetter
Vice President
Advancement & Strategic Partnerships

# Previous BCCC Seals

# Updated Seal - 2019

2-color ▶

◀ Full-color

Black & White ▶

# Proposed Modified Seal - 2020

# BALTIMORE CITY COMMUNITY COLLEGE

## TAB 8 | College Policies

- None

# TAB 9 | Presentations

- None

# TAB 10 | President's Report

A. Cabinet Area Reports

B. Coronavirus (COVID-19) Continuity Update

C. Enrollment Report

# Baltimore City Community College

**Board of Trustees, March 18, 2020**

*Dr. Debra L. McCurdy, President*

## MEETINGS & ACTIVITIES

*The following represents some of the meetings and activities of the President since the February 19, 2020 report to the BCCC Board of Trustees:*

**Business/ Corporate Stakeholders**
- Zed Smith, COO, Cordish Companies re: Bard Building- February 19, 2020
- Janet Currie, Senior Vice President, Bank of America re: partnership possibilities- February 24, 2020.
- David Warnock, Senior Partner, Camden Partners/ Chairman, Warnock Foundation- introductory meeting- February 27, 2020.
- Roland Selby, Regional Director and Gulaine Saint Just, Executive Director, Year Up re introduction of new director- March 12, 2020.

**State Elected & Appointed Officials**
- Department of Information Technology re: ERP system – March 5, 2020.
- Senate Budget & Taxation-Business & Administration Subcommittee- provided testimony on FY21 Operating Budget- February 20, 2020.
- House Appropriations- Education & Economic Development Subcommittee- provided testimony on FY21 Operating Budget- February 26, 2020.
- House Appropriations- Capital Budget Subcommittee- provided testimony on FY21 Capital Budget- February 26, 2020.
- Steve Lauria, DGS & Robert Asbury, Noelker Hull re: Master Plan- March 2, 2020.
- Rebecca Salsbury, AAG for Real Estate re: Bard Building- March 2, 2020

**Mayor's Office**
- On-going discussions with Mayor and Mayor's Office re: Mayor's Scholars Program, employment training programs and COVID-19 prevention efforts.

**City Schools**
- Dr. Rachel Pfeifer, Mavis Jackson, City Schools re: PTECH, dual enrollment, campus space availability–, 2020

**Higher Education Leaders and Associations**
- Joined Chairman Kurt Schmoke, MHEC Secretary James Fielder, UMS Chancellor Jay Perman, Dr. Sandra Kurtinitis, CCBC president and Dr. Kate Hetherington, Howard Community College president for University of Baltimore transfer scholarship press conference- February 24, 2020.
- Dr. Mickey Burnim, President, Coppin State University (conference call) re Finish 4 Free- March 4, 2020.

**College Leadership**
- Faculty Senate Executive Committee-March 6, 2020
- AFSCME Union leadership- March 6, 2020
- Daily COVID-19 Continuity Planning meetings- ongoing since March 2, 2020
- Student Purge Discussion- March 6, 2020

- Student Government Association- March 5 and 13, 2020
- Weekly Cabinet meetings
- Weekly ERP meetings

## LEGISLATIVE TESTIMONY

*The following is a listing of President McCurdy's testimony presented in Annapolis, MD:*

- Dr. McCurdy's written testimony in support of SB159 – Baltimore City Community College - Procurement Authority
- Dr. McCurdy's written testimony in opposition to HB775 – Collective Bargaining – Baltimore City Community College – Faculty (this legislation was withdrawn)
- Dr. McCurdy's Senate written testimony in support of the Governor's FY21 Operating Budget which includes BCCC's responses to the DLS analysis
- Dr. McCurdy's Senate written testimony in support of the Governor's FY21 Capital Budget which includes BCCC's response to the DLS analysis

## CORONAVIRUS (COVID-19) CONTINUITY UPDATE

*The following is a listing of President McCurdy's communications to the BCCC community regarding the College's changes related to the Coronavirus:*

- March 13, 2020, BCCC Student Online Course Technology Update
- March 13, 2020, BCCC International Students Update
- March 12, 2020, BCCC Faculty & Staff Update
- March 12 2020, BCCC Student Update
- March 10, 2020, BCCC Faculty & Staff Update
- March 9, 2020, BCCC Faculty & Staff Update
- March 6, 2020, BCCC Faculty & Staff Update
- March 3, 2020, BCCC Faculty & Staff Update

BALTIMORE CITY
COMMUNITY COLLEGE

February 4, 2020

The Honorable Paul Pinsky, Chairman
Education, Health and Environmental Affairs Committee
Maryland Senate
2 West Miller Senate Office Building
11 Bladen Street
Annapolis, MD 21401

RE: Senate Bill 159, Baltimore City Community College – Procurement Authority
Position: Support

Dear Chairman Pinsky:

Baltimore City Community College (BCCC) supports Senate Bill 159, which is scheduled to be heard in the Education, Health and Environmental Affairs Committee on February 4, 2020. SB159 is directly related to BCCC's ongoing efforts to meet the requirements of the College's Realignment legislation enacted in 2017. House Bill 1595/Senate Bill 1227 of 2017 (codified in Section 16-504 of the Education Article, Maryland Annotated Code) set forth twelve separate institutional Realignment tasks, all of which BCCC vigorously and proactively pursued. One of those tasks was to "... Identify any barriers in State or local law or regulations that impede the ability of the College to operate efficiently and effectively, including procurement and capital construction projects..."

Since 2017, when the Realignment law took effect, BCCC engaged in a comprehensive assessment of College operations, personnel, finances, enrollment, student success and many other areas. The operational issue that most consistently arose as an impediment to efficient internal operations was BCCC's low procurement delegation threshold. As a State agency, BCCC must currently procure any contract with a value of more than fifty thousand dollars ($50,000) to oversight by control agencies and approval by the Board of Public Works. The practical result of this is that relatively modest solicitations in terms of scope and dollar value, such as repairing the public safety blue light/call box system took nearly 3 months or standard IT equipment for administrative offices, have taken as much as a year to complete at BCCC. All other State-funded public colleges in Maryland, and all other community colleges in the state, have independent procurement authority which allows them to act for the benefit of their students much more efficiently and flexibly. SB159 would increase BCCC's procurement threshold to three hundred thousand dollars ($300,000). While University System of Maryland (USM) schools have a $1M threshold, BCCC recognizes that our size and needs are different and are therefore requesting a modest threshold increase.

Senate Bill 159 follows the precedent of House Bill 1066 of 2004 which granted expanded procurement authority to Morgan State University and Senate Bill 444 of 2006 which accomplished the same goal for St. Mary's College of Maryland. Like those successful bills, SB159 requires that BCCC adopt procurement policies and procedures that must be approved by three separate oversight bodies: the College's Board of Trustees, the General Assembly's Committee on Administrative, Executive, and Legislative Review (AELR), and the Board of Public Works. The College is committed to pursuing all its procurement solicitations, of whatever size, with the highest standards of professionalism, integrity and transparency.

Senate Bill 159 will allow Baltimore City Community College to obtain goods and services for its students in the same manner that our partner institutions such as Coppin State University and University of Baltimore do, which will make the College more competitive with other community colleges in the region in terms of equipment and facilities.

As part of our Realignment, we are also expanding enrollment projections and developing agreements with Baltimore City Public Schools, other institutions of higher education and employers to create new student opportunities. BCCC has also better aligned our courses that are offered and because of that, credit and dual enrollments have seen a measurable increase. In the Fall of 2017, BCCC had a total headcount of 4,188 students and 139 dual enrollment students. In the Fall of 2018, the total headcount was 4,523 students and 172 dual enrollment students. In the Fall of 2019, the total headcount was 4,909 students and 245 dual enrollment students.

At a time when Baltimore City Community College is making progress in terms of enrollment and alignment of courses with high-demand occupations in both the workforce and academic spheres, SB159 will provide an important operational tool to support the College in its efforts to deliver exceptional and affordable outcomes for its students.

For all these reasons, I respectfully request the Committee grant SB159 a favorable report. Thank you for your time and attention, and for your support of higher education in Maryland. If you have any questions or require further information, please contact me at 410-462-8050 or at dlmccurdy@bccc.edu.

Sincerely,

Debra L. McCurdy, PhD
President


cc:     Members of the Senate Education, Health and Environmental Affairs Committee

# Baltimore City Community College
## REALIGNMENT TASKS UPDATE
### State of Maryland, February 4, 2020
*Dr. Debra L. McCurdy, President*

## Realignment Task #1

"Review and strategically align core course offerings of BCCC, consistent with accreditation requirements, and focused on the needs of students at BCCC and the workforce of Baltimore City."
*Vice President for Academic Affairs*

- Degree and certificate programs are evaluated through the College's Program Review and Evaluation Committee's process. BCCC is now in Cycle 3 (fall 2019-spring 2020) of the program review process.
- Dual enrollment programs are increasing enrollment. BCCC's P-Tech programs are growing and expanding.
- A new program proposal for Digital Marketing Certificate (Industry Partner – Facebook) was approved in January 2020.
- The new Academic Vice President is leading the alignment of academic (credit) and workforce (non-credit) programs through the redesigned Career Pathways.

## Realignment Task #2

"Make workforce development and job placement top educational priorities of BCCC."
*Vice President for Workforce Development & Continuing Education*

- The Cyber Warrior Program's first cohort of students enrolled in February 2019 with more than 30 students taking advantage of additional classes for Computing Technology Industry Association (CompTIA) Certifications (A+, Net+, and Security+).
- BCCC is contracting with Goodwill for new cohorts for Pharmacy Technician.
- Workforce Development & Continuing Education supports internships and job placement with Baltimore City Police Department for Emergency Medical Technician Training graduates.

## Realignment Task #3

"Improve student pathways to success, including remedial education, attainment of a degree or postsecondary certificate, and transfer to four-year institutions of higher education."
*Vice President for Academic Affairs*

- The Developmental Reading/English Educational Model has been reduced from a three-level sequence of course offerings to a two-level sequence, reducing the number of developmental courses needed.
- Developmental Math was redesigned from a three-level sequence course to a two-level sequence. Modular courses use Artificial Intelligence software (ALEKS) to provide one-on-one instruction and 24/7 virtual support.
- The College has 346 course sections that utilize Open Education Resources (OER) with an estimated savings of $1,423,500.
- BCCC serves as a partner of the University System of Maryland's B-Power initiative to support dual enrollment and offer Baltimore City Public School students with co-requisite math courses for underserved schools.

## Realignment Task #4

"Enter into memoranda of understanding in order to establish student pathways to success with the Baltimore City Public Schools (BCPSS), institutions of higher education, and employers."
*Vice President for Academic Affairs*

➤ Through agreements between BCCC and Baltimore City Public Schools, the College has a presence in 24 schools.
➤ BCCC signed articulation agreements with Bowie State University that included a formal signing ceremony on November 5, 2019. The event hosted by BCCC was led by the Presidents of Bowie State University (BSU) and BCCC.

## Realignment Task #5

"Align the budget of BCCC with realistic enrollment projections."
*Vice President for Finance & Administration, Vice President for Student Affairs & Vice President for Institutional Effectiveness, Research & Planning*

➤ The President assembled the College outreach areas to assess current recruitment efforts and to initiate a comprehensive Enrollment Management Plan. The Enrollment Management Plan will be led by Cabinet and include faculty representation.
➤ A new process was initiated to remediate withdrawing students for non-payment and provide financial opportunities (financial aid, scholarships and payment plan) to lessen the number of students who are withdrawn/purged.
➤ The launch of the Mayor's Scholars Program (MSP) has positively impacted enrollment trends.

## Realignment Task #6

"Engage in a comprehensive review of all positions, faculty, and staff at BCCC."
*Executive Director for Human Resources*

➤ The College has taken a comprehensive approach to the recommendations from the edBridge June 2018 report to improve and realign the departments for efficiency.
➤ In the first phase of this process, an assessment resulted in 31 contractual positions ending, June 28, 2019, not being renewed.
➤ As requested in the April 2019 Joint Chairman's report, contractual positions will continue to be reviewed to determine conversion options.
➤ The College is currently in Phase 2 of this Realignment Task to review and determine position need. Positions at all levels are being reviewed.

## Realignment Task #7

**"Establish strong relationships with key stakeholders."**
*Vice President for Advancement & Strategic Partnerships*

➤ Through partnerships with external relationships, the College has:
- Reestablished a strong relationship with the Mayor's Office including the new administration.
- Established apprenticeships with Department of Transportation, Department of Public Works, Department of Labor, Licensing and Regulation and local businesses.
- Partnered with Concerted Care Foundation to provide workforce training program options in the Commercial Driver's License (CDL), Warehouse Logistics and Customer Service programs.
- Established a partnership with Pride Center of Baltimore, serving the LGBTQ community.
- Hosted Mayor's Office Community Collaborative Design Convening, Council President's Town Hall, 8th Council District Town Hall, and Public Safety Forum.

## Realignment Task #8

**"Develop and market a brand for BCCC."**
*Vice President for Advancement & Strategic Partnerships*

➤ BCCC worked with the Hatcher Group to redesign the College's logo and seal as well as a refresh of the Panther mascot. Over the past 4-6 months, various focus groups were held and over 3000 stakeholders were surveyed to determine perception about the College and BCCC's logo and collateral materials.

- Final options delivered to BCCC to test on campus (August 2019)
- Testing phase (September 2019)
- Selection expected (November 2019)
- Draft College logos and seals presented to the Board of Trustees (September 2019)

## Realignment Task #9

**"Address the information technology (IT) and infrastructure needs of BCCC, including whether oversight by the Department of Information Technology is advisable."**
*Chief Information Officer*

➤ The College continues to evaluate and address its IT infrastructure needs, while working with the Department of Information Technology ("DoIT").

➤ An updated IT Infrastructure report was submitted to the Joint Chairs on July 1, 2019 which highlighted major milestones.

➤ **Enterprise Resource Planning (ERP) Update**

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

Current State: The leadership of the core ERP team consisting of the President, CIO, VP for Institutional Effectiveness, Research and Planning, Chief Procurement Officer, General Counsel, and ITS Project Manager, has made significant progress. The College progressed to a **"Green"** project status in December 2019. BCCC is on track to select an ERP solution by May 2020.

## Realignment Task #10

**"Develop or sell all unused or underutilized real estate, including the Inner Harbor site."**
*Vice President for Finance & Administration*

➤ Currently, the requirements for Realignment Task #10 are under discussion with the Department of General Services (DGS) and the Office of the Assistant Attorney General for the State of Maryland. Meetings are ongoing to review options and opportunities for the sale and lease of some properties.

## Realignment Task #11

**"Identify barriers in State or local laws or regulations that impede the ability of BCCC to operate efficiently and effectively, including procurement and capital construction projects."**
*Director for Government Relations*

➤ BCCC prepared State legislation to give the College independent procurement authority, similar to all other public colleges in Maryland. The legislation was introduced in January 2019 during the General Assembly session. Although it did not pass the Senate Education, Health & Environmental Affairs Committee it led to discussions between the Department of General Services and BCCC that offer opportunities to give the College a higher level of procurement authority. Updated legislation was introduced in January 2020 in both the House and Senate.

## Realignment Task #12

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

➤ The President and Cabinet are reviewing the Board of Trustees approved 2018-2022 Strategic Plan goals and objectives. The work of expanding the Strategic Plan will engage members of the College community to develop strategies and targets.
➤ Plans are in process and being refined for the following:
  - Facilities Master Plan;
  - Academic Master Plan;
  - Technology Master Plan; and
  - Enrollment Master Plan.
➤ The Facilities Master Plan is proceeding in consultation with Department of General Services (DGS) and several engineering firms including, Noelker and Hull Associates, Inc., AMT Engineers and Weigand Engineering. An update on the BCCC Facilities Master Plan was presented at the December 2019 Board of Trustees meeting.

February 25, 2020

The Honorable Maggie McIntosh, Chairwoman
House Appropriations Committee
Maryland House of Delegates
Room 121
House Office Building
Annapolis, MD 21401

RE: House Bill 775 – Collective Bargaining – Baltimore City Community College – Faculty

**Baltimore City Community College Position: Oppose**

Dear Chairwoman McIntosh:

Baltimore City Community College (BCCC) opposes House Bill 775.  The Bill would single out BCCC and allow collective bargaining of its faculty, while continuing to exempt the faculties of other state institutions of higher learning from the strictures of faculty unionization.  In addition, the costs associated with collective bargaining would have a significantly negative impact on BCCC's mission of serving the educational and career needs of Baltimore City.

BCCC will see increased costs if this Bill is implemented, including almost half a million dollars in estimated yearly costs associated with hiring new personnel to manage contracts, office space for union officials, fringe benefits, legal fees related to hiring attorneys to handle labor relations, staff training, upgrading the payroll system, and other transactional costs.  Moreover, unionized labor often increases the wages institutions pay across the board for their employees.  Because collective bargaining agreements often require institutions to maintain specific employment levels for unionized workers, BCCC may be forced to provide more jobs than are warranted, even when it faces fiscal challenges due to low enrollment numbers and/or reductions in state aid.

In addition, estimated costs might increase based on the number of disputes per year and the circumstances surrounding the disputes.  But the real costs could be significantly higher, in terms of the time and effort required to deal with unionization efforts, contract negotiations and, ultimately, potential contract disputes and employee grievances.

BCCC falls into the "hold harmless" state funding formula and as a result, BCCC does not receive any state aid increases.  For that reason, any costs associated with collective bargaining would have to be funded by an increase in tuition.  Our students are extremely cost-sensitive.  We know that for every percentage increase in tuition, our College will lose students. As a result of a decrease in enrollment numbers, BCCC may experience additional reductions in revenues.

Because of the added costs, collective bargaining will limit BCCC's development of new academic programs and/or lead to a reduction in academic programs.  Similarly, unfunded collective bargaining expenditures may force BCCC to reduce its offerings geared toward workforce development.  Baltimore City relies on BCCC to provide educational and career services for its residents.  To the extent that BCCC suffers a detriment, the City of Baltimore will also be negatively impacted.

At previous institutions, I had success engaging the faculty through a shared governance model.  The collaboration in decision making is much stronger in a shared governance model.

Shared governance is an inclusive process by which the College community has the opportunity to influence decisions on matters of planning effectiveness, policy, procedures and programs. Shared governance is formed around seven (7) general principles. These principles serve to define a mutually beneficial and sustainable relationship between the faculty, students, staff, administration, and the Board of Trustees. The principles are:

1. Informed & Broadened Representation to Influence Decision-making
2. Transparency & Clarity of Operations & Decision-making
3. Open Flow of Information & Lines of Communication Among all Areas & Members of the College
4. Diverse Involvement
5. Mutual Respect & Trust
6. Accountability
7. Deliberations that Advance the Interest of the College

The nature and scope of shared governance is at an institutional policy/procedure level, not at an operational or implementation level.

I believe that my working relationship with the Faculty Senate at BCCC has been strengthened. We meet regularly and have discussed shared governance and I appreciate their patience and understanding as I build my new leadership team. I have recently completed the hiring of my leadership cabinet and we are now in a position to thoughtfully proceed and discuss the strengths of shared governance with the Faculty Senate and others at BCCC.
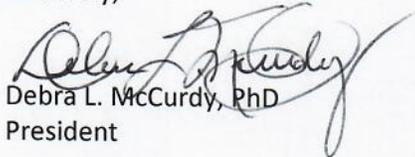
The College is presently engaged in carrying out the 12 Realignment Tasks identified by the legislature in 2017. Introducing collective bargaining for faculty members at this point would complicate and hamper the process of right-sizing the operations of the institution and setting it on the correct, healthy path. BCCC would need to redirect operational funds to address collective bargaining costs instead of focusing our spending on academic programs, student success, career centers, academic advisors and tutors, information technology, services for students, child care services, and faculty/staff development.

Finally, House Bill 775 would provide yet another instance of BCCC receiving disparate treatment. Full-time faculty at other Maryland institutions of higher learning are exempt from collective bargaining. By imposing collective bargaining on BCCC, the legislature will again hold the College to a different standard than it holds other, similar institutions.

For all these reasons, Baltimore City Community College respectfully opposes House Bill 775.

Thank you for your support of higher education and Baltimore City Community College.

Sincerely,

Debra L. McCurdy, PhD
President

cc:     Members of the House Appropriations Committee

![Baltimore City Community College logo]

February 24, 2020

The Honorable Craig Zucker
Senate Budget and Taxation Committee
Education, Business and Administration Subcommittee
Maryland State Senate
3 West
Miller Senate Office Building
Annapolis, MD 21401

RE: Baltimore City Community College Fiscal Year 2021 Operating Budget

Dear Chairman Zucker:

With a "Student First" vision, it's a new day and change is in the air at Baltimore City Community College. Since arriving on May 1, 2019, I have appointed a new leadership team and asked that they move with a sense of urgency to do the heavy lifting and ensure that "realignment" is an integral aspect of the fabric of this College. Along with me, they will be accountable. This transformation of the College infrastructure and operations must come about because that is what the city, state and our students deserve, not because the General Assembly mandated us to do so.

Baltimore City Community College (BCCC) supports the Governor's FY2021 Operating Budget proposal for the College. The Governor's budget demonstrates Maryland's commitment to BCCC. The College is dedicated to providing the students of Baltimore City and surrounding areas with affordable and accessible higher education and to maintaining a steady focus on the ultimate goals of college completion or workforce training leading to an industry recognized credential. With your support, BCCC has been deliberate in its efforts to keep tuition and fees within the reach of the demographic we serve. BCCC remains the least costly community college in the state, with the lowest tuition rate of all 16 Maryland community colleges.

In FY 2019, BCCC awarded 629 degrees and certificates. Through its 38 degree and 18 certificate programs, the College served (6,694 annual unduplicated headcount) credit students during the fiscal 2019. Due to many non-academic obstacles, full-time enrollment is challenging for the majority of BCCC's students: 52.1% of credit students are 25 years of age or older and 44.1% are employed at least 20 hours per week. Of the students that responded to the Spring 2018 Community College Survey of Student Engagement (CCSSE), 39.9% reported having children that live with them and 49.9% reported that child care is an important service to them. To support child care needs, BCCC operates that Clarence W. Blount Child Care Center, which is accessible for the children of students and staff (with limited slots for the community) age six months to 12 years of age, including evening care. It is open every day that the College is open for regular operations.

BCCC is focused on increasing enrollment and is in the midst of developing its comprehensive strategic enrollment plan. The College has identified strategies to stabilize and strengthen enrollment that serve as precursors to the strategic enrollment plan. These strategies are 1) focusing on retention efforts; 2) eliminating the "purge" process, whereby students who failed to identify a form of payment were automatically dropped from classes; and 3) concentrating on building dual enrollment.

Total enrollment at BCCC has grown for the second consecutive year. There was an 8% increase from Fall 2018 to Fall 2019, accounting for 386 more students. The Spring 2020 enrollment is 4,255 credit students, which is a 5% increase compared to 4,036 in Spring 2019.

BCCC enrollment efforts are complemented by the Mayor's Scholars Program (MSP), which began in Summer 2018, as a last-dollar scholarship program that allows eligible new graduates of Baltimore City Public Schools to attend tuition-free. As a last-dollar scholarship, the MSP covers tuition and mandatory fees at BCCC after all other aid has been awarded. The scholarship covers up to three years for an associate degree (one and a half times the expected completion time of any BCCC certificate or certified job training program).

MSP has seen a 14% increase in participation from Cohort I (Summer 2018) to Cohort II (Summer 2019). BCCC is committed to increasing the retention of MSP students and is providing essential support services to increase their success at BCCC. These support services include: a mandatory summer bridge program, advising services through the Student Success Center, discounted childcare and transportation, workshops on topics including time management, choosing a career and workforce development and many others.

BCCC is also implementing new outreach efforts to further promote MSP to Baltimore City Public Schools and its students. Efforts include direct outreach and visits to high schools, professional development for high school principals, guidance counselors and CollegeBound staff and, attending college fairs, developing new outreach materials and hosting YouthWorks events.

The MSP is just one of BCCC's initiatives to help drive an increase in overall enrollment. What is different for BCCC is that the target population of many of our enrollment initiatives are current or recent high school graduates. In addition to the MSP, the College continues to enroll students in the Pathways in Technology Early College High School (P-TECH) program in which some BCPS students are taking coursework through BCCC to work toward an Associate's (AS) degree. Current P-TECH enrollment for the Spring 2020 semester is 196 and we expect 150 rising sophomores to begin in summer 2020. The first cohort of P-tech students are completing 12th grade and are in various stages of the AS degree pathway. The first graduating class is from Carver High School and twelve students will graduate with their AS degree, five in Cybersecurity and seven in Computer Information Systems. BCCC also has a grant with the University of Maryland School of Nursing, to help fund a coordinator and tutors for the nursing/healthcare program at Dunbar High School. We have our first cohort of students entering the nursing program this fall.

BCCC is also focused on improving our overall retention efforts. BCCC provides embedded tutors in all high-need courses including developmental math and English. The College has increased retention rates with fall-to-fall retention increasing for both developmental students and college-ready students. In Fall 2014, the developmental student retention rate was 33% and increased to 37% by Fall 2017. For college-ready students, the Fall 2014 retention rate was 40% and increased to 47% by Fall 2017. BCCC has taken a deliberate and proactive approach to engage first year and returning students. Prior to Fall 2019, there was no attendance verification process during the first week of classes. With this new procedure in place, BCCC now identifies students who may have missed class and engages them to explore any support needs or potential solutions to barriers.

Another important change to support our students was the elimination of the automatic drop for failure to identify a form of payment. Prior to Fall 2019, students who enrolled and did not select a method of payment were automatically dropped from their courses. BCCC eliminated that practice and has adopted a proactive solutions-based approach that includes engaging with these students to provide potential financial support services as well as helping to set up payment plans. In Fall 2019, more than 1,200 students benefited from this initiative; in Spring 2020, more than 1,500 who would previously have been automatically dropped stayed on as BCCC students.

BCCC is also working closely with Baltimore City Public Schools to increase dual enrollment, which grew by 52% from 2018 (172 students) to 2019 (245 students). This growth is attributable to our partnership with City Schools and together, we are designing a framework to ensure the continued success and growth of the dual enrollment program. A framework has been established, which outlines core elements for future planning to collaborate and build a sustainable infrastructure.

BCCC continues to identify new partnerships to enable more students to seamlessly transfer to other institutions to earn a four-year degree and receive specialized scholarships. One such agreement, known as an articulation agreement, was announced in November 2019 between BCCC and Bowie State University (BSU). Under the agreement, BCCC students will be able to transfer into 12 comparable academic programs at BSU to complete their bachelor's degree in a supportive educational environment. A unique feature of the agreement enables select students in the BCCC Honor's Program to transfer into the BSU Honor's Program and receive a full scholarship covering in-state tuition and fees. BCCC has over 40 articulation agreements with other institutions.

To better increase operational efficiencies and to address noncompliance issues, BCCC will be implementing a modern, integrated Enterprise Resource Planning (ERP) system to replace our student information and administrative systems. This new ERP system will foster an environment that supports positive student learning experiences and focuses on recruiting, retaining and graduating students. BCCC is working closely with the Maryland Department of Information Technology (DoIT) to ensure project milestones are evaluated and met. The ERP project was restarted in September 2019, and through this collaborative work, the project status has advanced from "Red" to "Green" as of December 2019. An estimated implementation date for the ERP system is June 2022.
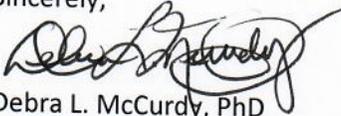
BCCC has continued to aggressively implement the 12 Realignment Tasks that the legislature established for the College in 2017. Many of the realignment tasks are ongoing, requiring BCCC to document how it will continually improve student success and improve operational efficiency. In accordance with the Schaefer Center report and the 2017 Laws of Maryland, the College reported on the status of each Realignment Task when it submitted the mandated Joint Chairman's Report in September 2019 and updates our Board of Trustees during monthly open meetings.

The College is committed to supporting the City of Baltimore and providing vital educational and training opportunities. Thank you for your continued support of higher education and Baltimore City Community College.

Baltimore City Community College concurs with the Department of Legislative Service's three Operating Budget Recommended Actions to adopt the following narrative topics and will comply with the information requests:
1. Realignment Plan Status Update
   * Information due on October 5, 2020
2. Enrollment and the Mayor's Scholars Program
   * Information due on June 15, 2020 and November 30, 2020
3. Information Technology (IT) Infrastructure Renovations
   * Information due on July 6, 2020

Sincerely,

Debra L. McCurdy, PhD
President

cc:    Members of the Education, Business and Administration Subcommittee

Baltimore City Community College
Fiscal Year 2021 Operating Budget
Response to Department of Legislative Services Budget Analysis

Senate Budget and Taxation Committee
Education, Business and Administration Subcommittee
Senator Zucker
February 20, 2020

**Question 1**

The President should comment on what initiatives BCCC is undertaking to have more students complete developmental coursework, as students who complete developmental coursework tend to have significantly better outcomes.

**Response 1**

**Redesigned Developmental Education Model**
The Developmental Reading/English Educational Model has been reduced from a three-level sequence of course offerings to a two-level sequence. The Model has reduced the number of developmental courses students need to matriculate to credit-bearing courses, decreasing the time to complete a degree.

The Developmental Math Model has also been reduced from a three-level sequence of course offerings to a two-level sequence. Modular courses use ALEKS Artificial Intelligence software to provide additional virtual tutoring and student assessment 24 hours/7 days a week.

**Accelerated Learning Program**
The Accelerated Learning Program (ALP) allows for two courses to be completed in one semester so a student can take a developmental course and a college-level course at the same time. BCCC piloted its first ALP courses for the Mayor's Scholars Program (MSP) in spring of 2019, pairing Developmental English/Reading with college-level English and yielding a 92% course pass rate. Because of the pilot's success, ALP courses were offered in fall 2019 and spring 2020.

**Early Intervention**
To increase success in developmental courses, faculty are required to use the Early Alert System to notify the advisors of academic and non-academic student issues.

**Embedded Tutoring**
Academic Affairs has developed a new embedded tutoring program (spring 2020 implementation) to provide students with greater access to tutors in the classroom. Another example is the tutoring portal in Canvas (Course Management System) which enables students to have 24/7 access to a tutor as well as to work collaboratively with other students in the course.

## Promise Academy

The Promise Academy supports 240 students taking the lowest level of developmental classes. Students who receive a failing grade in the fall semester are given a "Second Chance" during the abbreviated winter session to pass those portions of the course that they failed.

## Near Completer Initiative

BCCC increased its efforts to reach near completers by contacting students who left the College within the past five years, earned 45 credits or more, and did not earn a degree or certificate. The goal is to ensure that there are student support systems in place to assist and facilitate stop-out and dropout students' return to the college environment while keeping them focused on the completion of their credential. The College communicated with over 2,265 former BCCC students. The efforts yielded 74 students returning to the College to complete their degree.

## Question 2

**While the 43% retention rate is in line with the college's fall-to-fall retention rate of 43%, the President should comment on what actions are being taken to increase the retention rate of the MSP student population.**

## Response 2

Maximizing retention is a continuous goal of the institution, for MSP and for all students. Specific retention efforts for MSP include:

- Integration of MSP students into College-wide student support services:

  - **MSP Advising through the Student Success Center** – Primary MSP advisors work in coordination with Student Success Advisors to ensure that all MSP students receive advisement services.

  - **Workshops & Small Group Advising Sessions** (held specifically for MSP students)
    - Time Management
    - Academic Warning and Satisfactory Academic Progress (SAP) appeals
    - Study skills & Tutoring Resources
    - Choosing a Career and Workforce Development
    - Financial Aid Awareness & FAFSA Completion
    - Transferring to a Four-year Institution & "Coppin Finish 4 Free"
    - College Policies & Procedures

- **Wellness Services**

  o One-on-one Counseling
  o Social Services Referrals (external)
  o Student Group Workshops
  o Discounted Bus Passes
  o Childcare
  o Food Pantry
  o Textbook Scholarships

- **Embedded Tutors** in all high need courses including developmental Math and English.

- **Summer Employment** through **YouthWorks** (Mayor's Office)

## Question 3

**The President should comment on whether BCCC has undertaken efforts to identify administrative and academic efficiencies and, if so, what actions have or will be taken to achieve a cost savings.**

## Response 3

BCCC has taken steps to realign the institution. The Academic Affairs Division has altered its scheduling process to ensure a decrease in the number of low enrolled classes and to increase average class size. The average class size for fall 2018 was 15.7 students and in 2019 it was 16.1. Further there was a 21.6% decrease in the number of courses run with 10 or fewer students from fall 2018 to fall 2019. For spring, BCCC saw a 31% decrease in the number of courses offered with 10 or fewer students and an average class size of 16.7. To effect these changes, BCCC cancelled classes earlier in the term and moved low enrolled 16-week classes to our 12-week and 2nd Accelerated 8-week term. All of the changes increased efficiency. Full-time faculty load is 15 contact hours and we have 278 adjuncts for the spring semester teaching an average of 2 courses. The fill rate went from 58% in Spring 2019 to 76% in spring 2020.

BCCC has further achieved cost savings through:
- the consolidation of functions and positions;
- the review and elimination of duplicative software and services;
- strategic purchasing;
- more effective grant procurement and administration; and
- active oversight of institutional spending.

## Question 4

**The President should comment if the projected FTES increase is realistic given the marginal increase from 2018 to 2019 and the implications for BCCC's fiscal 2020 and 2021 budget.**

**Response 4**

Realignment legislation charges the College to "Align the budget of BCCC with realistic enrollment projections." Under the new administration, BCCC is strategically reviewing enrollment strategies to align with the development of the Enrollment Master Plan and expanded Strategic Plan. The projected FTE increase is ambitious. Given the College's upward enrollment trajectory, and the administration's commitment to boosting enrollment numbers, however, the goal is not wholly unrealistic. The College is reassessing the enrollment impact on future budget projections. The President is regularly assembling key personnel to assess current recruitment efforts and to initiate a comprehensive Enrollment Management Plan. The Enrollment Management Plan will be led by Cabinet and include faculty representation.

## Question 5

**The President should comment on enrollment strategies that have proven effective.**

## Response 5

Strategies below highlight effective approaches toward increasing institutional enrollment.

**Enrollment Planning**
The College is developing the comprehensive strategic enrollment plan and has identified strategies to stabilize and strengthen enrollment for the entire student life cycle beginning with the admissions process.

Once a student initiates contact with the College, they will be guided through the enrollment process. The College is revising the intake procedures, processes for orientation, modes of communication and touch points during the First Year Experience.

**Alignment with Workforce**
Academic Affairs is working closely with Workforce Development to better align credit and non-credit programs. BCCC has identified programs, like Cybersecurity, that needed curriculum changes to align with workforce credentials so that students can seamlessly transition to the associate degree program.

**Continuous Engagement**
In addition to increasing the number of students who have entered the Mayor's Scholars Program, BCCC has increased retention rates of both developmental and college-ready students.  In fall 2014, the developmental student retention rate was 33% and increased to 37.1% by fall 2017. For college-ready students, the fall 2014 retention rate was 39.7% versus 46.7% for fall 2017.  Advising goals shifted to increase engagement with students at the beginning, middle and end of the semester.  By increasing the touchpoints with students, advisors are better prepared to support them. In spring 2020, the College implemented attendance verification during the first week of classes. This intervention allows BCCC to engage students who have missed class.

**Special Populations**
BCCC hosts targeted information sessions, orientations, application days and advising for Veterans, English as a Second Language (ESOL), LatinX, and international students. The Workforce Development & Continuing Education Division provides Adult Basic Education (ABE) and English as a Second Language grant-funded classes through the City in more than 20 community-based locations.

## Financial Support

BCCC eliminated the practice whereby students who had not made payment arrangements by a certain date were automatically dropped from courses, "the purge." Instead, BCCC adopted a proactive solution-based approach to support students by outreaching to inform them about payment plans and scholarship options. In fall 2019, more than 1,200 students benefited from this initiative; in spring 2020, the number of students who benefited was more than 1,500.

## Dual Enrollment

Dual enrollment grew by 52% from 2018 (172 students) to 2019 (245 students). This growth is attributable to the relationship with Baltimore City Public Schools (BCPS). Together, the College and the school system are designing a framework to ensure the continued success and growth of the dual enrollment program. BCCC and BCPS have developed a preliminary framework for a comprehensive Dual Enrollment program. The framework outlines core elements for future planning and discussions to build a sustainable infrastructure and a successful Dual Enrollment model.

## Scheduling of Courses

Academic Affairs has begun a strategic review of the course scheduling process and how BCCC develops a semester schedule. This is being done to ensure that the College offers courses in sequence and with the flexibility to meet the needs of students.

## Question 6

**The President should comment on the status of the ERP project and what barriers remain to implementation.**

## Response 6

The College has made substantive progress for the identification and acquisition of the ERP, advancing the project status from "Red" to "Green" as of December 2019. The Core ERP team, including the President and key members of the President's Cabinet, meet weekly with Maryland Department of Information Technology (DoIT) to ensure project milestones (30-, 60-, 90-, 120-day) are evaluated and met.

## Peer Institution Visits

The Executive Leadership Team and key staff have visited with the Community College of Baltimore County (CCBC) and have scheduled visits with University of Baltimore (UB) and Howard Community College (HCCC). The purpose of these visits is to inform the BCCC team of the different ERPs that peer institutions are currently utilizing (Banner, PeopleSoft and Colleague respectively); as well as obtain perspectives from the different functional areas (e.g. H.R., Finance, Student Services, I.T.) on their implementation and post implementation experiences. These visits are invaluable to the College and the execution of the project as they provide insight for other areas of planning and consideration beyond the actual system implementation.

**Infrastructure Readiness**

ITS is preparing to undergo an "Infrastructure Readiness" assessment to gather specific metrics about the networking infrastructure and its ability to function during periods of heavy usage. The infrastructure readiness also includes identifying options for redundancy to allow for uninterrupted access to the internet from the campus.

**Business Process Analysis (BPA)**

In preparation for a new ERP system, ITS is aiding the functional areas (e.g. H.R., Finance, Student Services, Academic Services) in documenting current business processes. These BPAs are critical, as they will allow the functional areas to assess the prospective ERP's capabilities and alignment with BCCC's processes and procedures. The exercise also examines the current processes and their fit with best practices and identifies areas for improvement.

The ERP Request for Proposal (RFP) was submitted to Maryland's Department of IT (DoIT) on December 17, 2019. BCCC has been working with the DoIT Project Management Team to ensure that the College's ERP Project receives an expedited review and to finalize the RFP. The existing procurement process is cumbersome, time consuming and involves multiple agencies. The process has the potential to delay the purchase of the ERP.

## Question 7

**The President should comment on the status of the realignment plan. The President should identify what realignment tasks have yet to be accomplished or have not met their identified targeted completion dates or outcomes.**

## Response 7

The realignment process is ongoing and all Tasks are managed under the leadership of a new President and Cabinet. It is a misnomer to talk about a task being "completed." The tasks are meant to be integral to the operations of the institution and a guide for continuous improvement. The 12 Realignment Tasks and corresponding implementations have continued to be central to operational change and strengthening the infrastructure. The College provided an update on the Realignment Tasks in the mandated Joint Chairman's Report, submitted in September 2019, and updates its Board of Trustees monthly during open meetings. The following are highlights of the progress:

- Based on enrollment data and employment outlook, the College will begin to sunset low and under enrolled programs and focus resources on high-demand programs.
- The College has multiple articulation agreements and MOUs with Baltimore City Public Schools, Private High Schools, Four-Year Institutions, Training Institutions, and Employment Agencies. BCCC is seeking new articulation agreements/MOUs.
- BCCC is developing an institutional budget process that will integrate enrollment planning with budgetary resources.
- College positions at all levels are being reviewed for staffing needs based on enrollment and personnel needs.
- The institution has continued its rebranding project with the Hatcher Group, reviewing the College website, logo and seal design, and internal/external media.
- The College continues to evaluate and address its IT infrastructure needs, while working with the Department of Information Technology ("DoIT") and other business partners to implement new and

innovative technologies to meet business needs and advance teaching and learning.
- The College has completed an assessment of all leased and owned property to begin the review of cost and usage.
- BCCC is promoting the legislation to give the College independent procurement authority with a $300,000 threshold.
- Building from the institution's three strategic goals framework (1. Student Success, 2. Community Engagement, and 3. Institutional Framework), outreach to several facilitative firms is being conducted to assist with the development of a comprehensive Strategic Plan.

## Operating Budget Recommended Actions

Baltimore City Community College concurs with the Department of Legislative Service's three Operating Budget Recommended Actions to adopt the following narrative topics and will comply with the information requests:

1. Realignment Plan Status Update
   - Information due on October 5, 2020
2. Enrollment and the Mayor's Scholars Program
   - Information due on June 15, 2020 and November 30, 2020
3. Information Technology (IT) Infrastructure Renovations
   - Information due on July 6, 2020

**BALTIMORE CITY**
COMMUNITY COLLEGE

February 25, 2020

The Honorable Douglas Peters
Senate Budget and Taxation Committee
Capital Budget Subcommittee
Maryland State Senate
3 West
Miller Senate Office Building
Annapolis, MD 21401

RE: Baltimore City Community College Fiscal Year 2021 Capital Budget

Dear Chairman Peters:

With a "Student First" vision, it's a new day and change is in the air at Baltimore City Community College. Since arriving on May 1, 2019, I have appointed a new leadership team and asked that they move with a sense of urgency to do the heavy lifting and ensure that "realignment" is an integral aspect of the fabric of this College. Along with me, they will be accountable.

Baltimore City Community College (BCCC) supports the Governor's FY2021 Capital Budget proposal for the College. The Governor's budget demonstrates Maryland's commitment to BCCC. The College is dedicated to providing the students of Baltimore City and surrounding areas with affordable and accessible higher education and to maintaining a steady focus on the ultimate goals of college completion and workforce training leading to an industry recognized credential. With your support, BCCC has been deliberate in its efforts to keep tuition and fees within the reach of the demographic we serve. BCCC remains the least costly community college in the state, with the lowest tuition rate of all 16 Maryland community colleges.

The FY2021 Capital Budget provides BCCC with the necessary funding to complete the construction of the Liberty Campus Loop Road Project. The Loop Road Project is vital to improve the traffic flow on campus. The Project would receive $4.623 million in general obligation bond funding in FY21. This is in addition to the $874,000 that was included in FY20 and $248,000 in FY17 for the design stage of the project. As the College better evaluated the needs of the campus, a scope modification was made to include the addition of a second exit from the campus to better accommodate the vehicle traffic. The Loop Road Project will connect the parking lots on campus and enhance vehicular movement. We expect to include new lighting, cameras and emergency call boxes to ensure pedestrian safety. The Project will also help define space within the campus for future building development projects.

The design stage remains on schedule, for completion in February 2020. The Loop Road Project has an estimated bid date of March 2020. Construction is scheduled to begin in June 2020 with a projected construction schedule of 18 months. We are grateful for the continued support of the Department of General Services as the Loop Road Project progresses.

While we are pleased that the Loop Road Project is moving forward, the College, unfortunately, has not kept pace with other state-funded colleges in Maryland in terms of State capital investment. This has led to significant challenges from both a programmatic perspective (as BCCC students are not in facilities comparable to their peer institutions) as well as an infrastructure perspective (as the much older BCCC facilities require significant investment to match their institutional peers). In March 2019, a *Facilities Assessment and Plan* was completed by a consulting firm (Sightlines) that focuses on higher education facilities strategy and planning. This firm completed similar analyses for University of Maryland College Park, Bowie State University, and Morgan State University, along with other facilities engagements at Towson University, University of Maryland Baltimore, and University of Maryland Baltimore County.

BCCC's assessment identified $41.3 million in deferred maintenance needs, $31 million of which were classified as immediate needs requiring attention within one to three years. Immediate needs include: improved electrical and plumbing systems, ventilation, building envelopes, and interior finishes. Energy conservation projects are also being undertaken to reduce energy costs and provide a more efficient campus. Life-safety projects are working to create a safer environment in the event of a fire or other emergency. Lack of funding for routine maintenance has caused neglect, allowing minor repair work to evolve into more serious conditions. The problem is further compounded by choices made during austere financial times when routine maintenance was often deferred in order to meet other fiscal requirements. The failure to take care of major repairs and/or restore building components that have reached the end of their useful lives resulted in a deferred maintenance backlog for BCCC.

The College appreciates and supports the $500,000 included in the FY21 proposed allocation through the Community College Facilities Renewal Grant Program administered by the Maryland Higher Education Commission. The Renewal Grant will be used for the following projects: campus-wide water fountain replacement; roof replacement and bathroom refurbishment at the Fine Arts Theatre; Main Building replacement of flooring and; bathroom refurbishment at the Physical Education Center.

While the Capital Improvement Program (CIP) currently estimates BCCC receiving annual funding of $1.25 million for various deferred maintenance projects for fiscal 2022 through 2025, this funding would meet only a fraction of the deferred need. According to the *Assessment*, $3.67 million needs to be invested annually in order to reduce the backlog and keep up with life cycle needs that come due. Deferred maintenance will accumulate each year this investment target is not met. I look forward to presenting the College's updated deferred maintenance request to the Governor and coming before you again asking for your support.
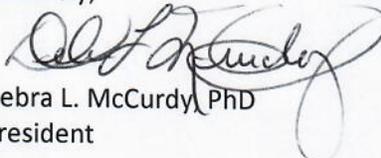
When I joined BCCC, I reviewed our capital funding requests which included the construction of a new Nursing building and library. After evaluating these requests with the support of DGS, it was decided that instead of requesting new buildings, which included the tear down of existing structures, the College should request the capital renovation of the structures. A Certification of Funds was provided to DGS from BCCC for fiscal 2020 in the amounts of $15,000 for the Library and $30,000 for the Nursing building to assess their structural viability. This shift is financially prudent and likely will result in a more realistic and accelerated construction schedule.

Addressing the facility needs in an energy efficient and fiscally responsible manner will attract talented faculty and students. BCCC is on track to complete our 10-year facilities master plan in spring 2020. The master plan will incorporate the facilities assessment, including the deferred maintenance needs. This transformation of the College infrastructure and operations must come about because that is what the city, state and our students deserve.

The College is committed to supporting the City of Baltimore and providing vital educational and training opportunities. Thank you for your continued support of higher education and Baltimore City Community College.

Sincerely,

Debra L. McCurdy, PhD
President

cc:     Members of the Capital Budget Subcommittee

Baltimore City Community College
Fiscal Year 2021 Capital Budget
Response to Department of Legislative Services Budget Analysis

Senate Budget and Taxation Committee
Capital Budget Subcommittee
Senator Peters
February 25, 2020

## Capital Budget Recommended Action

Baltimore City Community College concurs with the Department of Legislative Services recommendation to approve $4,623,000 in general obligation bond funding for the Liberty Campus Loop Road and Entrance Improvements.

Baltimore City Community College concurs with the Department of Legislative Services recommendation to update the committees with a list of the individual deferred maintenance projects that will be funded by the program once the 10-year facilities master plan is completed.  The master plan is on schedule to be completed in spring 2020.

Good Evening Students:

I wanted to start by thanking each of you for your understanding and support during this challenging and rapidly changing time. Today, I met with the Student Government Association (SGA) leadership along with the Vice President for Academic Affairs, the Vice President for Student Affairs and the Chief Information Officer to talk about the changes to online instruction and answer questions about the impact on students. I heard countless examples of BCCC students looking out and being concerned for their fellow Panther. We are a strong community!

With regard to the transition to the online learning format, students can come to the Liberty campus for **training on Canvas on Monday March 16 and Tuesday March 17 from 8:00am to 5:00pm.** The drop-in trainings will be held in the Library computer rooms on the first and 2$^{nd}$ floors. Students can also access help using Canvas as well as email questions to online@bccc.edu.

If students are less familiar with the online platform, they can come to campus starting Wednesday March 18 at 9:00am to pick up packets for their courses. The packets will contain the same instructional materials and assignments that will be available in the Canvas course. They can pick up the packets from the Department offices for the courses from either the Dean or Associate Dean. Students will sign a logbook showing that they received the materials and then they must drop off the assignments at the same office and sign the logbook again. The assignments will be placed in the faculty mailbox.

In order to support the transition to online learning for BCCC students, the Office of Information Technology Services (ITS) is taking the following measures:

**Extended Help-Desk Hours**
ITS will be extending its regular helpdesk hours (normally 7:30am to 7:00pm) to 7:30am to 9:00pm. During these hours, students will be able to receive the all the same services including password resets for email, network and Canvas. The helpdesk can be contacted at 410-462-7411 or at online@bccc.edu.

**Computer Labs**
During the online learning transition, students will be able to use the computers on both the Liberty and Biopark campuses to do their work. ITS will keep 25 labs open for students, approximately 500 computers available to use.
For a list of the labs, please visit https://www.bccc.edu/openlabs.

**Free Internet**
An internet service provider is offering free internet for 60 days. For more information, please visit: https://www.internetessentials.com/covid19.

I know this transition is a challenge, however, I will continue to provide updates as information

becomes available. Students can contact the Office of the Vice President for Academic Affairs at 410-462-8538 with questions about online instruction.

Best Regards,

Debra L. McCurdy, PhD
President
Baltimore City Community College
2901 Liberty Heights Avenue,
Baltimore, MD 21215
410-462-7799
dlmccurdy@bccc.edu

BALTIMORE CITY
COMMUNITY COLLEGE

March 13, 2020

Dear International Students,

The COVID-19 outbreak has presented many challenges globally.   These challenges affect international students, and for the colleges they attend. We want to ensure you have the most accurate information and guidance that we can provide given the circumstances.

As you may know, the United States Department of Health and Human Services has declared that a public health emergency exists nationwide due to the COVID-19 outbreak. Entry into the United States is currently suspended for visa holders who were physically present in mainland China during a 14-day period prior to seeking entry into the United States. Currently, the U.S. Department of State has active heightened travel advisories issued for travel to China (Level 4: Do not travel), Japan and South Korea (Level 2: Exercise Increased Caution).  Effective immediately, all **College related** out-of-state and international travel is suspended until further notice and all BCCC study abroad programs have been cancelled.

While BCCC are aware that many students may have already made travel plans for spring break, we strongly discourage students from traveling out of the country during this time for the following reasons:

1. You may still encounter delays or other difficulties at the U.S. Port of Entry, even if you travel to countries that are not subject to a "Do Not Travel" warning from the State Department.
2. You may encounter delays or other difficulties at the ports of entry of other countries.
3. Delays in returning to BCCC will have a direct impact on one's ability to maintain F-1 status and an active SEVIS record.

For the above reasons, any proposed/planned travel outside the United States during Spring Break should first be discussed with Mr. Will Hug (wnhug@bccc.edu) or Dr. Sung Kim (skim@bccc.edu) in International Student Services. This is a rapidly developing situation and entry to other countries and the United States is not guaranteed. For anyone planning to travel, we strongly advise that you closely monitor COVID-19 based travel alerts and precautions at any destination countries, and any layover countries through which you must travel.  We encourage any travelers to add the following resources in case of emergency while away from campus:

1. International Student Services (410-462-8360), international@bccc.edu
2. The BCCC webpage for COVID: https://www.bccc.edu/coronavirus
3. The Department of State webpage for updated travel restrictions per country: https://travel.state.gov/content/travel/en/traveladvisories/COVID-19-Country-Specific-Information.html
4. CDC COVID-19 Information for Travel: https://www.cdc.gov/coronavirus/2019-ncov/travelers/index.html

Be advised that if public health measures emerge that cause difficulties with your return to the U.S., BCCC may not be able to overturn those protocols to help you return in a timely manner.  We enjoy having you as part of the BCCC community and are here to support you in your educational attainment. Please contact International Student Services with questions regarding your visa status or current travel constraints.

Sincerely,

Debra L. McCurdy, PhD
President

March 12, 2020


Dear BCCC Faculty and Staff,

This afternoon, Governor Hogan announced the first communal transmission of Coronavirus (COVID-19) in Maryland.  Maryland Public Schools Superintendent, Dr. Salmon, directed all public schools (K-12) to close from Monday, March 16 through Friday, March 27.  The College will continue to review the Governor's directives to determine additional actions that BCCC will incorporate.

The Governor has confirmed 12 cases of the Coronavirus in Maryland and the State is currently operating under a state of emergency.  The College continues to follow the guidance of the Baltimore City Health Department, Maryland Department of Health, the Governor's Office and the Center for Disease Control and Prevention.  Further, we are monitoring what is taking place with area colleges and universities.

While there are no confirmed cases associated with Baltimore City Community College or the City of Baltimore, the situation in Maryland and around the region is changing rapidly and we are taking proactive measures as summarized.

- **Classes will be cancelled on Monday, March 16 and Tuesday, March 17 to allow faculty to prepare for transitioning to online teaching.**
- **Beginning Wednesday, March 18 through Saturday, March 28, all courses will be taught online via the Canvas learning management system.**
- **Classes will resume on Campus on Monday, March 30.  However, this date will be reassessed and may be extended.**
- **All offices will remain open and available to serve students.**
- **All BCCC employees should report as normal until further advised.**

**Faculty Training for Online Teaching**

- The Deans and Associate Deans have discussed the move to an online format for classes and provided direction for additional training needed for faculty on using Canvas to teach online.
- Two trainings are available and Deans will notify respective faculty of which training to take:
    1. Canvas Essentials: for faculty that have never taught online/hybrid or have not used Canvas extensively in their face to face courses; or
    2. Canvas Refresh: for faculty who are certified to teach online/hybrid and for those who use Canvas extensively in their face to face classes.
- The trainings will be held on Monday, March 16 and Tuesday, March 17.
- Canvas Essentials:
    - 8:00am – 11:00am
    - 11:30am – 2:30pm
    - 3:30pm – 6:30pm
    - 5:00pm – 8:00pm

- Canvas Refresh:
    - 8:00am – 10:00am
    - 11:30am – 1:30pm
    - 2:00pm – 4:00pm
    - 5:00pm – 7:00pm
- Faculty will have the option to teach remotely or from their offices.
- Please visit the Faculty Resource Guide for more information.

**Clinicals and Internships**
- The majority of clinicals and internships remain as scheduled.  To date, only three offsite clinicals have cancelled and affected students have been notified.

**Campus Activities and Events**
- Effective immediately, on-campus events, both internal and external groups, with more than 50 people, scheduled through April 30 are cancelled. We will do our best to reschedule and will reassess at the appropriate time.
- No decision on Commencement has been made at this time.
- While students are able to come on campus during this time, classes will only be available online.

**Travel Guidance**
- Effective immediately, all College related out-of-state and international travel is suspended until further notice.
- College related in-state travel decisions will be made on a case-by-case basis with the appropriate cabinet member.
- Disclose any personal out-of-state and international travel plans that you may have through the end of May to your supervisor.
- Employees who have traveled anywhere with a possible exposure to COVID-19 and want to self-quarantine as a precaution should notify their supervisor.
- All study abroad programs are cancelled.

**Support Services**
- In anticipation of an increased call volume, Admissions, Registration and Records, Financial Aid, Bursar and Student Accounts offices are expanding phone line capacity.
- The Help Desk will have extended hours and will be available to assist with questions related to online learning.

**Facilities**
- The Childcare Center will remain open and a communication will be sent to parents.
- The cafeteria will remain open on a limited basis.
- Beginning Friday, March 13 through Sunday, March 15 our Housekeeping team will deep clean student services and academic areas, disinfecting classroom desks, computers, chairs, floors, hallways, bathrooms, receptacles and other high-touch surfaces.
- Hand sanitizer dispensers have been installed around campus.

**Stay Informed**

- Updates can be found at www.bccc.edu/coronavirus.  Sign up for urgent communications at BCCC mobile alerts, a free message service.

These actions have not been taken lightly and members of the BCCC community have been and will remain engaged.  I know that this has altered our comfort levels and raised tremendous concern about health and safety.  While a drastic change for all of you, our students will be challenged to make the shift to an online format where they will not have the close daily connection to you.  For many, you are their lifeline and provide the assurance that they will be successful.  I applaud you for the manner in which you lift them up each day; now you will be called upon for even greater strength and compassion to get them through.

Given the rapidly changing nature of the Coronavirus (COVID-19) the health and welfare of all of you and our students remains our highest priority.    We will continue to reassess conditions and provide updates to the BCCC community.    Stay well and safe!

Regards,

Debra McCurdy, PhD
President

March 12, 2020

Dear BCCC Students,

This afternoon, Governor Hogan announced the first communal transmission of Coronavirus (COVID-19) in Maryland.  Maryland Public Schools Superintendent, Dr. Salmon, directed all public schools (K-12) to close from Monday, March 16 through Friday, March 27.  The College will continue to review the Governor's directives to determine additional actions that BCCC will incorporate.  Further, the College is monitoring what is taking place at area colleges and universities.

While there are no confirmed cases associated with Baltimore City Community College or the City of Baltimore, the situation in Maryland and around the region is changing rapidly and we are taking proactive measures as summarized.

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- **Classes will resume on Campus on Monday, March 30. This date will be reassessed and may be extended.**
- **All offices will remain open and available to serve students.**

**Canvas**
Canvas is the online course platform at Baltimore City Community College.  Every course at Baltimore City Community College has a Canvas course site.  Canvas is designed to give you instruction and support for learning online and allows you to access study materials, communicate with your instructors, and submit assignments.  While we understand that many of you have not taken an online or hybrid course, there will be support to help you transition to this mode of learning.  Please visit this Student Resource Guide for more information. For questions about using Canvas, contact the E-Learning Department at online@bccc.edu or call 410-462-7625.

**Clinicals and Internships**
- The majority of clinicals and internships remain as scheduled.  To date, only three offsite clinicals have cancelled and affected students have been notified.

**Student Life and Engagement**
- Effective immediately, all meetings and events of student clubs and organizations scheduled through April 30 are cancelled. We will do our best to reschedule and will reassess at the appropriate time.
- While students are able to come on campus during this time, classes will only be available online.

**Travel Guidance**
- Effective immediately, all College related out-of-state and international travel is suspended until further notice.
- Disclose to the Vice President of Student Affairs, Dr. Stanley Singleton at ssingleton@bccc.edu, any personal out-of-state and international travel plans that you may have through the end of May.
- All BCCC study abroad programs have been cancelled.

**Support Services**
- In anticipation of an increased call volume, Admissions, Registration and Records, Financial Aid, Bursar and Student Accounts offices are expanding phone line capacity.
- The Help Desk will have extended hours and will be available to assist with questions related to online learning.

**Facilities**
- The Childcare Center will remain open and a communication will be sent to parents.
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- Beginning Friday, March 13 through Sunday, March 15 our Housekeeping team will deep clean student services and academic areas, disinfecting classroom desks, computers, chairs, floors, hallways, bathrooms, receptacles and other high-touch surfaces.
- Hand sanitizer dispensers have been installed around campus.

**Stay Informed**
- Regular updates can be found at www.bccc.edu/coronavirus. To stay informed, sign up for BCCC mobile alerts, a free message service.

The Vice President for Student Affairs, Dr. Stanley Singleton, will be meeting on Friday, March 13 with the Student Government leadership to answer other questions. I know that the change to an online and remote learning format will create a tremendous challenge for some students. Please believe that the faculty and staff will be working even more closely with all of you to ensure that you have a successful semester. Other offices at the College will remain open to serve your needs. At this time, computer, science and health science labs will also be open for those of you who may need to utilize the resource.

These actions have not been made lightly and students at BCCC will always be our first priority. I will continue to provide updates to you throughout this challenging period.

Stay well and safe!

Regards,

Debra McCurdy, PhD
President

Good Evening BCCC Faculty and Staff:

The President's Cabinet and Deans met today to review and refine continuity of operation plans to ensure BCCC will continue to maintain instruction and student services, as well as business and IT functions  in the event that remote operations become necessary.   I am also in communication with the Maryland two College Presidents to exchange information about the precautions they are implementing; we are all similar in the actions being taken.

At the same time, I want to make you aware that an outside guest lecturer was on Campus today speaking to a single class of approximately 30 students. The speaker attended the AIPAC conference in Washington D.C. from March 1st through March 3rd. Of the 18,000 conference attendees, two attendees from New York State tested positive for coronavirus. The Washington D.C. Health Department said in a statement on Friday, March 6th "there is no identified risk to conference attendees at this time."  https://www.haaretz.com/us-news   The class of students also received communication from VP Jones to inform them of the matter.    We will continue to monitor this situation and keep you informed.

**Advancing Campus Cleaning Protocols**
- Beginning this Friday through Sunday, our Housekeeping team will provide a deep cleaning to student service and academic areas, thoroughly disinfecting classroom desks, chairs, floors, hallways, bathrooms,  receptacles and other high-touch surfaces.
- Cabinet will identify departments with high student and community traffic, so cleaning supplies can be distributed including disinfectant wipes and spray, hand sanitizer, paper towels, tissues and latex gloves.  Such supplies will also be available to departments with lower traffic volume.
- Hand sanitizer dispensers have been installed around Campus.  Extra dispensers, refills and bottles of hand sanitizer have been ordered, most vendors are indicating that hand sanitizer is high demand and on back order.

**College Operations**
- The College continues to operate as normal. Please visit BCCC's webpage on the coronavirus for updates.
- Any decisions about cancellations or closure will be made with guidance from state, local and national authorities as we continue to monitor this health concern.

**Update for Maryland**
- Today, the Baltimore Sun reported three more confirmed cases of Marylanders who tested positive for coronavirus (COVID-19). They are a Montgomery County woman in her 60s who is home and doing well, and a Prince George's County couple.  All three are said to have taken the same Egyptian cruise.
- This announcement now brings Maryland's number of cases to nine residents confirmed to

have tested positive for coronavirus: five in Montgomery County, three in Prince George's County and one in Harford County.

- There are **no** confirmed cases in Baltimore.
- Initial investigations from the Maryland Department of Health report "there are no major concerns for exposure risk to the community and that there is no connection to other positive cases."

**<u>Continue to Stay Informed</u>**

- Visit <u>BCCC's webpage on the Coronavirus</u> for updates and other important information and resources.
- Remember to sign up for <u>BCCC Mobile Alerts</u>, the College's free messaging service via Omnilert to receive alerts in real-time.

By all means, talk directly with your supervisor if you other questions.  Thank you for your continued cooperation.  Stay well and safe!

Regards,

Debra L. McCurdy, PhD
President

Dear BCCC Faculty & Staff:

Information and updates regarding the coronavirus (COVID-19) are flowing at a very rapid pace.  We know this can feel overwhelming.  Please be assured that BCCC continues to monitor the growing health threat and remains in contact with Maryland State and Baltimore City health officials.  Today, Governor Hogan announced that effective immediately, the State is moving to Level II of the Pandemic Flu and Other Infectious Diseases Attendance and Leave Policy (I will provide more details on 3/10/20 and how this relates to BCCC faculty and staff) .

As I shared last week, I am meeting with members of the President's Cabinet and other administrative personnel to review our emergency operations plans, including continuity of instruction for students and faculty and continuity plans for the overall operations of the College; these will be shared.  We  have also taken several proactive measures to further ensure the health and safety of our campus (eg. cleaning materials, hand-sanitizers, disinfectant wipes, tissues and latex gloves, posted prevention information).  I will continue to keep you informed about important developments, and share recommendations for precautions to take and other reminders.  As well, communication has been sent to the student population and follow up information and texts messages will be sent to them.

**Update on Maryland**
- Yesterday, Governor Larry Hogan announced two more cases of Maryland residents testing positive for coronavirus (COVID-19): a Harford County woman in her 80s and a Montgomery County man in his 60s. Both are reported to have contracted the virus during overseas travel
- This brings Maryland's count to five (5) confirmed cases and a total of 18 Maryland residents are being monitored after exposure to the virus on cruise ships
- To date, there are no known cases in Baltimore

**Commitment to an Inclusive Community**
- As the coronavirus continues to spread, we ask all members of the BCCC community to avoid making assumptions or jumping to conclusions based upon an individual's perceived symptoms or ethnicities.
- Our student body is represented by more than 80 countries
- Continue to share in the College's deep commitment to providing an environment that is supportive and accepting for all who come here.

**Continue to do your part in preventing the spread of this and other illnesses**
- Get a flu vaccine.
- Avoid close contact with people who are sick.
- Avoid touching your eyes, nose and mouth.
- Wash your hands often and thoroughly (at least 20 seconds) and follow the CDC's hand-washing guidelines.

- Stay home when you're sick.
- Cover your cough or sneeze with a tissue and then throw it away.

**What to do if you believe you have been exposed**
If you have been in contact with someone with COVID-19 and you begin having symptoms (fever, cough or difficulty breathing), seek medical attention. Follow these steps:
- Call your doctor or emergency room before you go.
- Tell them about recent travel and close contacts (such as people in your household).
- Wear a mask, if one is available.

**Contact for uninsured** – If you know a student or an employee who has recently traveled to affected areas or been in contact with someone with COVID-19 (and having symptoms) without health insurance or a healthcare provider, please refer them to Hassan Sheikh, Medical Countermeasure Coordinator at the Baltimore City Health Department, at 410-396-3844.  For sliding fee (income based) health care see list of primary care clinics in Baltimore.  Another resource for health referrals is dialing 211 or visiting https://211md.org/.

**Stay Informed** – Visit BCCC's webpage on the Coronavirus for updates and other important information and resources. Be sure to also sign up for Omnilert, BCCC's free messaging service to receive alerts in real-time.

The health and well-being of BCCC's employees, students and visitors remains our highest priority.  Stay well!

Regards,

Debra L. McCurdy, PhD
President

Dear BCCC Faculty & Staff:

Last night, Maryland Governor Larry Hogan announced three (3) confirmed positive cases of the Novel (new) Coronavirus (COVID-19) in Maryland (Montgomery County). The patients, a married couple in their 70s and a female in her 50s, are said to have contracted the virus while traveling overseas and are reported in good condition and quarantined to their homes.

In response, the governor has also declared a state of emergency to "further mobilize all available state resources in response to this threat to public health." A state of emergency also provides for greater coordination between state and local agencies.

It is important that we remain calm, stay informed and practice everyday preventive steps that are always recommended to slow the spread of this and other respiratory illnesses like colds and flu (see below).

As a proactive measure, I have assembled members of my President's Cabinet to serve as the College's crisis response team. Please continue to stay informed and visit BCCC's webpage on the Coronavirus for updates and to learn more about precautions to take, symptoms to watch, and other information from health officials.

Practicing the following habits remains critical:

- Get a flu vaccine if you have not already done so. It's not too late!
- Avoid close contact with people who are sick.
- Avoid touching your eyes, nose and mouth.
- Wash your hands thoroughly (at least 20 seconds) and often with soap and water. Follow the CDC's hand-washing guidelines.
- Stay home when you are sick and see a medical professional.
- Cover your cough or sneeze with a tissue, then throw the tissue in the trash.
- Clean and disinfect frequently touched objects and surfaces using a household cleaning spray or wipe.

The health and wellness of BCCC students, employees and visitors remains our priority. We will continue to monitor the impact of the virus and remain in regular communication with State and local partners to plan and coordinate efforts and will keep you informed.

Thank you for your continued cooperation.  Stay well!

Regards,

Debra L. McCurdy, PhD
President

Dear BCCC Faculty & Staff:

BCCC is continuing to monitor information from city and state health officials and the Center for Disease Control (CDC) regarding the outbreak of the respiratory illness caused by the novel (new) coronavirus (COVID-19). The COVID-19 was first detected in China and as of February 29, 2020, has been detected in 60 locations internationally, including in the United States.

The CDC predicts that the virus will continue to spread. While there have been no confirmed cases in Baltimore City or the State of Maryland and the immediate risk to our campus continues to be low, we are taking proactive measures in order to mitigate this emerging public health threat.

**Precautions to take:**
It is important to remember flu and respiratory illness season is still underway. It is therefore critical that we all do our part to help prevent the spread of this and other illnesses by practicing the following everyday habits:

- Get a flu vaccine if you have not already done so.
- Avoid close contact with people who are sick.
- Avoid touching your eyes, nose and mouth.
- Wash your hands thoroughly (at least 20 seconds) and often with soap and water. Follow the CDC's hand-washing guidelines.
- Stay home when you are sick and consider seeing a medical professional.
- Cover your cough or sneeze with a tissue, then throw the tissue in the trash.
- Clean and disinfect frequently touched objects and surfaces using a household cleaning spray or wipe.

**Travel Advisories:**
The CDC has also issued travel advisories related to Coronavirus and other disease outbreaks. If you plan to travel and with Spring Break approaching, please visit this CDC site for updates on all travel advisories when considering your plans. If you are sick, do not travel. You could face additional airport screenings and possible quarantine, and you will increase the risk of spreading your illness to others or making yourself more susceptible to additional infections.

**Welcoming and Inclusive Community:**
More than 80 countries represent our student body at BCCC, and we are deeply committed to providing an environment that is supportive and accepting for all who come here. As the Coronavirus continues to spread so rapidly, it is understandable to experience some level of fear and anxiety. That is why it is even more important to avoid making assumptions or jumping to conclusions based upon an individual's perceived symptoms or ethnicities.

**Stay Informed:**
Be sure to visit BCCC's webpage on the Coronavirus for updates and to learn more about precautions to take, symptoms to watch, and other information. We urge you to take time to review – and to share with your colleagues, students, friends and family members.

As a reminder, BCCC uses **Omnilert,** a free messaging service that alerts you in real-time when any part of the College is experiencing an emergency or closes for any reason. Click here to sign up for Omnilert updates if you have not yet done so. Omnilert is your best way to get the latest news and stay safe.

The health and wellness of BCCC students, employees and visitors remains our priority. We will continue to monitor the impact of the virus and remain in regular communication with campus partners to plan and coordinate efforts across the College.  We will also continue to alert you to the recommendations of international, national and local authorities.

Regards,

Debra L. McCurdy, President

# Baltimore City Community College
## CABINET UPDATE
### Board of Trustees, March 18, 2020
*Dr. Liesl Jones, Vice President, Academic Affairs*

## ACADEMIC AFFAIRS

Academic Affairs is working with Morgan state university to submit an NSGF SSTEM grant to help support our engineering and Robotics majors. The grant will provide scholarships as well as research opportunities for our students. We continue to work on the schedule for summer and fall to ensure a student first approach. I am working with both the developmental math and English faculty to look at how we determine student success in the courses for hem to move on to credit classes. We are working to design a better model to increase student success. We are working collaboratively with a number of stakeholders on dual enrollment and what that is going to look like for the College. We are int eh process of compiling our Perkins materials to submit for Perkins V. There are a number of changes this year and we will be meeting with Dean Kendall Career Programs and Grants Specialist with the Office of Leadership Development and School Improvement.

## ACADEMIC OPERATIONS & SERVICES

### Embedded Tutor Model
BCCC launched its version of an embedded tutor model that includes all tutors being assigned a designated course and where they partnered with a faculty member to support student success.  This model provides a platform for the tutors to be included in the classroom instruction and positioned to provide students with specific support content areas.  This model also includes tutors being placed in canvas shells which provides students with additional online tutoring services.

### Office of Articulation and Transfer Services
Finalized the draft Memorandum of Understanding (MOU) and articulation agreement with Howard University (HU).  The purpose of the MOU is to create a mechanism to encourage the successful transfer of students completing an Associate's degree at BCCC to matriculate into a Bachelor's degree at HU.  The articulation agreement ensures that students who obtained their associates degree at BCCC and transfer to HU to earn a bachelor's degree will experience a smooth transition that minimizes loss of credit and duplication of coursework.

## SCHOOL OF ARTS & SOCIAL SCIENCES

### English, Humanities, Visual and Performing Arts
Professor Tamara Payne was invited to speak about her experiences in education, art, and beyond at the Baltimore City Public Schools' Board of Commissioners as part of their Black History Month celebration of black women trailblazers.

Renowned Baltimore artist Ernest Shaw, adjunct professor of art at BCCC, exhibited his artwork in the show entitled Grey Matter:  A Response to Blackness in the Cade Gallery at Anne Arundel Community College.

### Education, Social and Behavioral Sciences
Professor Darlene Godwin is developing a new certificate program in Early Childhood Education as an additional pathway within the AA Early Childhood Education degree.

## SCHOOL OF BUSINESS, SCIENCE, TECHNOLOGY, ENGINEERING & MATHEMATICS

Program Review and Evaluation Committee report for Biotechnology, Accounting, CADD, Business, Cyber Security, Construction Management

*Events in the School*
Biotech Workshop on Presentation Skills (Feb 6, 2020) – Biotech program conducted workshop on how to select and present scientific articles to about 20 students. The students got familiar with databases to find scientific journal and information and how to present it well in a power point.  Also, on Feb. 13. 2020 Biotech program conducted workshop on genomic DNA extraction of commercial food sample and PCR to determine if they are genetically modified. The session involved several laboratory skills and was attended by 15 students.

Delaware State University Internship Info Session (Feb 28, 2020):  Dr. Lee of Delaware State University and his research technician Gina talked to our students about paid summer internship in Food Science lab being offered starting June 2020. These internships are focused on working with bacteriophages.

Dr Kennedy attended Penn State College of Medicine Research Forum on March 6, 2020 at Hershey. P. A.

On February 11, 2020, Dr. Bob Iweha, Dr. Shawn Lane, and Quintin Davis, CPA collaborated with our external partner YearUp to develop a new cohort which will boost enrollment in the Office Administration program. These efforts will align with the workforce demand for YearUp existing partners in various industries and will lead to the establishment of a new lower level certificate in Office Administration.


## SCHOOL OF NURSING & HEALTH PROFESSIONS

P-TECH Advisory Committee Meeting, February 26, 2020 at 1pm-3pm at the Paul Laurence Dunbar High School. Discussions centered around adding health Information Technology as a fifth option for P-TECH students. Further discussions on integration of the program into the P-TECH model are occurring.

# Baltimore City Community College

*Dr. Stanley Singleton, Vice President, Student Affairs*

- During the month of February, the Office of Disability Support Services Center (DSSC) registered approximately ten (10) students from Fall 2019 for Spring accommodations and conducted eight (8) new intake and orientation sessions. DSSC proctored twenty (20) student examinations. The Sigma Chapter of the Delta Alpha Pi International Honor Society for disability support services was re-activated and an induction ceremony is forthcoming in April 2020.

- The Office of Financial Aid received 11,196 2019/2020 applications to date. Currently, there are 2,938 Pell Grant recipients enrolled for the Spring 2020 semester. Of this number, 762 Pell Grant recipients are enrolled full-time. Additionally, there are 1,043 students enrolled for the Spring 2020 semester receiving some form of financial aid (federal, state, and institutional funding).

- During the month of February approximately 122 students participated in information sessions given by the Office of Judicial Affairs and Title IX covering the Code of Conduct, Title IX, academic integrity, and civility.

- The Office of Student Support and Wellness Services held nine (9) wellness workshops throughout the month. Partnering with the Office of Student Life and Engagement and the LatinX Uni2 club, the department sponsored "Love Week". Each day of that week focused on self-love, healthy relationships, and loving our neighbors. Programming included: a presenter from TurnAround, Inc., a domestic violence and sexual assault organization. Two counselors also attended the meeting for the Maryland Chapter of the American Foundation for Suicide Prevention in Annapolis, Maryland. They were able to meet with representatives to discuss how mental health and suicide prevention is important to our students. The American Foundation for Suicide Prevention will be facilitating a discussion next month to students and staff on campus. One counselor (intern) attended the Legislative Education and Advocacy Development (LEAD) Day in Annapolis.

- The Student Success Center (SSC) aided more than 1,075 students. The advisors assisted students with the twelve-week session registration as well as the eight-week accelerated session. The staff continued to conduct Pre 100 classroom visits to informing students of various campus resources, advising processes, and offer success strategies for meeting academic goals.

- The Upward Bound Math and Science (UBMS) program participants attended the annual Black Engineer of the year conference in Washington D.C., hosted by Black Engineer magazine, University Engineering Deans, and Lockheed Martin. Plans for the programs annual college tour have begun and will take place during spring break (April 6-9, 2020). Students will tour nine (9) different Historically Black Colleges and Universities (HBCUs) in Virginia, North and South Carolina. Summer residential program plans have also started. Students who participate in the summer residential program will be financially supported by the Baltimore City Youth Works office for five of the six-week summer activities.

- Student Life and Engagement (SLE) sponsored Black History month activities. Tuesdays in the month of February, a movie with African American significance was shown. Memorabilia on the history of the Negro Baseball League was displayed with special guest, Negro Baseball League Player, Luther Atkinson, of the Satchel Paige All-Stars attended. National Red Dress Day was promoted as a symbol of support for women's heart health. Red dress pins and other items were provided to those that made a donation to the

National Heart Association. In recognition of National Black HIV/AIDS Awareness Day, representatives from Hidden Gardens Park West Health System provided information and free HIV/AIDS testing. The Keeping it real Lecture Series continued with the topic, "The Long Historical Connection between Africans in the U. S. and Africans in Canada."

- The Office of Student Assessment (Testing) provided proctored test for 307 students. Of these, 117 students were assessed for initial placement using the Accuplacer tool. Other tests administered by the office are listed in the chart.

| Exam Name | Attended | No-show | Registered | Walk-in |
|---|---|---|---|---|
| Accuplacer | 117 | 0 | 117 | 117 |
| Accuplacer Retest | 8 | 0 | 8 | 8 |
| BCCC Course Exams | 80 | 20 | 100 | 0 |
| Bio 101- BCCC Exemption Only | 7 | 4 | 11 | 3 |
| Bio 101 – BCCC Exemption Only Retest | 10 | 3 | 13 | 2 |
| CLEP | 3 | 0 | 3 | 0 |
| Computer Literacy | 15 | 7 | 22 | 4 |
| Computer Literacy Retest | 3 | 0 | 3 | 1 |
| ParaPro Assessment | 19 | 6 | 25 | 0 |
| TEAS (BCCC Students Only) | 45 | 1 | 46 | 0 |
| Totals | 307 | 41 | 348 | 135 |

# Baltimore City Community College

### Bursar's Office

- Assisted students with prior semester balances so they can register for the current 12 week and accelerated II classes.
- Set up bookstore accounts so the students will be able to use the 3rd party funds for their book purchases.
- Reached out to students who currently did not have a method of payment and had questions on how to set up a payment plan. Assisted these students on setting up a payment plan to secure their classes.
- Met with Grants Development, WDCED, Academic Affairs, and Student Affairs to begin work on the P-TECH Supplemental Grant Amendment.
- Met with IT Services to review processes and documentation for the ERP Project.

### Procurement

- Participated in the ERP Project weekly meetings and will be participating in upcoming Peer Visit.
- Drafted a Delegation of Signatory Authority proposal for review by VP Christian and the Cabinet.
- Working with Human Resources to develop and offer FMIS training to Approvers and Requestors.
- Working with legal counsel, CIO and various vendors to remove automatic renewals from Terms and Conditions, (especially software). This also includes terminating services that are no longer utilized.
- Working with the CIO, VP and Legal Counsel on the outstanding Regent billing issues.
- Working closely with the Bookstore to locate and purchase items for inventory/resale, i.e. textbooks, lab coats, polo shirts, etc.
- Working closely with Accounts Payable to resolve past due invoices.
- Debra Simms is transitioning into her new role as Travel Coordinator.
- Met with a representative from the Governor's Office of Small Minority & Women Business Affairs (GOSBA) regarding reporting and how to increase our MBE/SBR/VSBE participating numbers.
- Attended the State Procurement Meeting (SPAG). Key takeaways from the meeting are as follows;

  ✓ New and improved Office of State Procurement (OSP) Award Review and Office of State Procurement – Board of Public Works (OSP-BPW) Agenda Item Submission Process
  ✓ Revised Doit IT Solution Review and Approval Guidelines
  ✓ eMaryland Marketplace (eMMA) updates and available training
  ✓ Request that All Maryland State Procurement professional join Maryland Public Purchasing Association, Inc. (MPPA)
  ✓ Revised – Curing minor MBE irregularities during evaluation
  ✓ All emergency procurements of $50K must be reported to BPW no later than 45 days from the firs known date of the incident.
  ✓ All solicitations (RFP, IFB, Contract, etc.) must be reviewed and approved by our Legal Counsel prior to submitting.

### Controller Office, General Accounting, and Grants

- Prepared various monthly invoices for Grants and Contracts.
- Worked with Grants Development on Grants Processes and Reporting.
- Participated in mandatory Indirect Administrative Support webinar training for WBJC-FM Financial Compliance.

- Worked with Grants Development and the Mayor's Scholars Program Office to review data and set a timeline to finalize the Use of Funds report due to the Middendorf Foundation.
- Worked with WDCED to prepare for a Department of Labor Licensing Adult Basic Education (ABE) Grant audit of calendar year 2018. ABE auditors were on campus February 27, 28 and March 2 to review documentation.
- Met with Grants Development, WDCED, Academic Affairs, and Student Affairs to begin work on the P-TECH Supplemental Grant Amendment.
- Met with Grants Development, Academic Affairs, and Student Affairs to begin the development of the Morgan State NSF S-STEM Grant.
- Met with Student Affairs to discuss the Veterans Process.
- Participated in a conference call with the Treasurer's Office and Wells Fargo Bank for the required conversion from Bank of America to Wells Fargo.
- Met with IT Services to review processes and documentation for the ERP Project.
- Worked with the CIO, Chief Procurement Officer, and Legal Counsel on the outstanding Regent billing issues.
- Participated in the ERP Project weekly meetings and will be participating in upcoming Peer Visit.

## Budget Office

- Coordinated information for numerous proposed legislative bills for fiscal and/or operational impact and responded to the Department of Legislative Services.
- Provided input for the Operating and Capital Budget Hearings.
- Worked with the Vice President to establish formats for internal budget reporting and compilation of an internal budget.
- Worked with the payroll department to fund various unrestricted accounts and restricted grants and contracts
- Set up various restricted budgets
- Responded to various inquiries from the Department of Budget and Management (DBM) and the Department of Legislative Services (DLS)
- Continued to support staff with FMIS access and questions.

## Accounts Payable

- Drafted email for FY2020 year-end closing of purchase orders for distribution.
- Provided spreadsheets for tracking various recurring charges including leased properties, utilities (i.e. telephone, gas, electric, and water), Xerox and Cannon copier charges
- Drafted reports for each cabinet member's open purchase orders for distribution and review.

## Human Resources/Payroll Offices

- Served approximately 93 people HR/Payroll office
- Searched for numerous PIN positions, currently there are 11 PIN positions open
- Completed and submitted 2019 OSHA report
- Completed the monthly ACA (Affordable Care Act) report
- Completed 1 external employee grievance hearing
- Completed 16 unemployment justifications to Department of Labor and attended 3 hearings
- Completion of monthly CPC report
- Processed 1 Workers Compensation claims, attended 2 hearings
- Worked with Institutional Research with the Maryland Higher Education Commission (MHEC) report.
- Completed and processed 21 Contractual Hires

- Completed and processed 20 Tuition Remission forms for Spring, 2020
- Completed seven Professional Development Workshops
- Completed 925 payroll entries for the February payrolls
- Reviewed, processed oriented 5 Work-Study students
- Participated in the ERP Project weekly and completion HR process analysis

# Baltimore City Community College

## Board of Trustees, March 18, 2020

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

**WORKFORCE DEVELOPMENT & CONTINUING EDUCATION DIVISION**

The WDCED provides ongoing enrollment in Adult Basic Education (ABE) and English Language Services (ELS) and Workforce Development (WD) classes. More than 569 students were registered for continuing education classes in the month of January. Also in this month, 34 workforce students completed training and were issued a certificate of completion.

*ABE/ELS Program Improvement*
Each Department participated in on-going technical assistance and grant monitoring with funders as well as working with partners and staff for program improvement.

- On February 19th, the Maryland Office of Refugee and Asylees (MORA) conducted a monitoring visit for the Refugee School Impact Grant (RSIG). The college partners with Baltimore City Schools, the International Rescue Committee (IRC) – Baltimore and other community partners to provide a range of services for newly arrived refugee youth. This program provides case management support and referrals for K-12 students and families as well as after-school programming and tutoring for refugee youth preparing to transition to college.

- In partnership with the Baltimore Museum of Industry (BMI), the English Language Services (ELS) Department provided a workshop for BMI employees on working with English Language Learners (ELL). The museum is expanding outreach to the ELL students and families throughout Baltimore. The workshop focused on population changes in Baltimore and provided recommendations and strategies for increasing access to museum resources.

- On February 4th, the ABE Director attended the *Race Equity and Inclusion Training* at the Annie E. Casey Foundation. The college is working to provide increasing student support services and inclusion strategies for all students. This session included strategies for ABE, ESL and Workforce students.

- On February 12th, the ABE Intake and Assessment Specialists attended the MD Labor State Training. At the meeting, the group shared their best practices for registration, testing and orientation sessions.

- On February 19th, ABE staff represented BCCC at My Brother's Keeper's first Annual Women's Rap Group to support women in their journey to grow in self-development.

*Workforce Development Program Development and Expansion*
The Workforce Development Department works closely with the Career Services Office (Panther Center) to support graduates transitioning to employment. The following activities increase program quality and support for students:

- Three workforce training programs (Certified Nursing Assistant, Phlebotomy, and Patient Care Technician) are in process for approval on the WIOA-Eligible Training Provider List (ETPL). This allows individuals to access training scholarships to enroll in these BCCC programs.

- WDCED received approval from the Baltimore Department of Social Services (DSS) to serve as an approved training provider.  This allows the college to accept DSS clients eligible for workforce training scholarships.  This is estimated to serve 100 students in FY20 for an estimated amount of $200,000.

- Three (3) Criminal Justice students started working in the Public Safety Office through the college work-study program. The Panther Team visited Criminal Justice classes to discuss additional opportunities in Careers in Public Safety.

### *Partnering with Baltimore City Schools*
Several initiatives led by WDCED support implementation of the college's Career Pathways and increase early college access.

- BCCC launched a P-TECH student workshop series to meet students' Academic, Social & Emotional needs. Starting February 6, 2020, P-TECH BCCC will hold weekly Student Support & Wellness and Academic Achievement workshops available to all P-TECH students. Topics will range from note-taking strategies to mental health for academic success.

- The BCCC P-TECH Liaison visited Dunbar and Carver's campus to hold an Individual Student Advising Day. During this advisement day, students registered for the Remind Communication App and were given a revised copy of their schedule and grade report. The student grade report maps out the class students have taken, grades received, classes currently enrolled, and remaining classes for the degree.

- The BCCC P-TECH Liaison also held individual student advising day and program introduction presentation at BCCC Campus for New Era students. New Era High School Students are working towards a degree in Transportation and Supply Chain Management.

- BCCC staff attended the Baltimore City Public Schools/Reengagement Center resource fair for recent graduates.  This session was designed for some 25 participants of City Schools reengagement center who have completed their requirements for graduations and are looking for workforce training opportunities.

- On February 22nd, WDCED staff attended the Baltimore City Community Resource Fair at Shake and Bake in collaboration with the admissions team.  BCCC provided information on degreed and workforce training programs.

## ENVIRONMENT SERVICES AND FACILITIES

### *Environmental Services and Facilities*
This department provides ongoing cleaning, maintenance, and repairs for all campus facilities. This team also supports set-up and break-down for campus special events, coordination of the mailroom, and property control.

- In partnership with City Schools and the Mayor's Office of Employment Development (MOED), BCCC hosted multiple registration sessions for the Youth Works Summer Employment program and conducted the Federal Work-study Program Orientation.

- Office relocation and preparation for three (3) new executive team members.  Office set-up in the Administrative Wing was completed in February.

- Completed contracting for securing the Bard building. The contractor initiated installation of boarding on all exterior windows throughout the building.

- The Environmental Services team has initiated comprehensive cleaning of all classrooms, restrooms and corridors in addition to supplying additional hand sanitizer dispensers and cleaning supplied across all campus locations.

## PUBLIC SAFETY AND SECURITY

### *Public Safety 24-hour Monitoring and Security*
Security for all campus locations includes camera surveillance, access control monitoring, and officers on patrol (security rounds and stations).

- Hiring two new police officers to according to updated staffing plan and campus monitoring schedule.
- On-going equipment maintenance and refresh to ensure 100% coverage for communications, building access, and security monitoring.

# Baltimore City Community College
## CABINET UPDATE
### Board of Trustees, March 18, 2020
*Mr. Stephan Byam, Chief Information Officer*

## PERSONNEL

### Director of Enterprise Applications
Information Technology Services (ITS) has identified a potential candidate for the Director of Enterprise Applications role, and is in the process of scheduling interviews with the candidate.

### Manager of Infrastructure, Systems & Telecommunications Manager (Manager of Infrastructure)
The Manager of Infrastructure, Systems & Telecommunications position has been filled, effective March 2, 2020. The incumbent, Mr. Peter Morse, has over 20 years of Information Systems experience including building and supporting IT infrastructures for a firm that provides Software-as-a-Solution globally.  Mr. Morse served as the Senior IT Operations Manager with particular experience leading network and system administration teams; planning and implementing network and data center expansions; standardizing IT processes & tools; and implementing Voice-over-IP conferencing and telephony solutions. Mr. Morse will assist with the evaluation and implementation of the remaining initiatives for Realignment Task #9.

## TECHNOLOGY

### Enterprise Resource Planning (ERP) Project
The ERP Project has continued to maintain a "Green" status from Maryland's Department of IT (DoIT). Details of the ERP project can be found in the March 18, 2020 "Realignment Tasks Update," Realignment Task #9.

### Operations
Phones:  ITS is currently performing an inventory of the services that the College has initiated with Verizon. This is a cost-saving measure to ensure that College is paying for services, phone lines and network lines that are actually being utilized. Additionally, the Infrastructure, Systems & Telecommunications team is working under its new leadership to resolve the issues identified with the new Voice Over IP (VOIP) service.

## PROCESS

### Policies
The Office of the CIO is now working in collaboration with Maryland's Department of Information Technology's (DoIT) Chief Information Security Officer to broaden the scope of the Cyber Security and Data Classification policies to ensure that they are congruent with the existing State policies. The submission to the board for adoption of the policies is to be determined.

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

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

# Baltimore City Community College
CABINET UPDATE
## Board of Trustees, March 18, 2020
*Ms. Becky Burrell, Vice President of Institutional Effectiveness, Research & Planning*

## INSTITUTIONAL GRANTS

The Office of Grant Development oversees the successful submission, development, award implementation and report management of institutional grants across the College.

*Grants Submitted*
- Student Affairs, Department of Education (DOE), Student Support Services Program (SSS)/TRIO. $385,814 Year One and $1,929,070 over Five years
- Workforce Development & Continuing Education, Maryland State Department of Education (MSDE) Adult Basic Education (ABE) Grant, $1,052,797

*Grants in Development*
- Academic Affairs, National Science Foundation (NSF) Scholarships in Science, Technology, Engineering, and Mathematics (S-STEM) Grant Sub-award with Morgan State University Due 3/27/20
- Academic Affairs, Child Care Center & Professional Development Fund (CCC/PDF) MSDE Grant Due 4/1/20

*Grant Awards*
- Academic Affairs, Received Year-Two Approval University of Maryland School of Nursing Sub Award. Amount $148,378
- Academic Affairs, NASA Approved No Cost Extension from 03/01/2020 to 03/01/2021 due to NASA's inability to accept interns. Amount $83,256

*Interim Reports Submitted*
- Workforce Development & Continuing Education, Maryland Department of Labor, Licensing & Regulation (DLLR)/Adult Basic Education Report 1/30/20
- Academic Affairs, Upward Bound Math Science Annual Performance Report (APR) 02/05/20
- Academic Affairs, MSDE/DOE CCC/PDF Interim Report 01/20/20
- Academic Affairs, Title III Waiver Application on 01/31/20. Approved 02/21/2020

## INSTITUTIONAL RESEARCH

The Office of Institutional Research (OIR) oversaw the successful submission of the following State and federal reporting requirements.

- IPEDS (Integrated Postsecondary Education Data System) Surveys
- Report on Disabled Students Requesting Accommodations for Disabilities for the Maryland Higher Education Commission (MHEC)
- Preliminary credit enrollment for spring 2020 as of the 20%-date for the 16-week session of the spring 2020 semester for the Maryland Community College Research Group.

OIR is currently in the process of developing the summer and fall Course Information System files for MHEC, summer and fall Student Registration System files for MHEC, and a report on first-time students earning 15 credits or more in their first academic year for MCCRG and the Maryland Chief Academic Officers.

OIR provided preliminary spring 2020 census enrollment for comparison to other Maryland (MD) community colleges.

**MD Community College Group (MDCCRG)**
**Spring 2020 - Census Date Enrollment**

| College | Census Date | Headcount | | Elig FTE | | Total FTE | |
|---------|-------------|-----------|-----|----------|-----|-----------|-----|
| | | **#** | **%** | **#** | **%** | **#** | **%** |
| **Allegany** | 1/31/2019 | 2,358 | 7.6% | 433.0 | 5.1% | 701.0 | 3.1% |
| **Anne Arundel** | 2/21/2020 | 11,117 | -2.2% | 2,848.0 | -5.1% | 2,926.4 | -5.2% |
| **Baltimore City** | 2/14/2020 | 4,248 | 6.0% | 1,106.9 | 5.0% | 1,231.0 | 3.7% |
| **Baltimore County** | 2/20/2020 | 15,760 | -4.6% | NA | NA | 4,226.7 | -3.5% |
| **Carroll** | 2/24/2020 | 2,811 | 4.5% | n/a | n/a | 782.0 | -0.2% |
| **Cecil** | | | | | | | |
| **Chesapeake** | 2/11/2020 | 1,946 | 0.7% | N/A | N/A | 494.7 | -2.8% |
| **Frederick** | 2/15/2020 | 5,758 | 2.3% | 1,514.3 | 1.30% | 1,569.5 | 0.09% |
| **Garrett** | 2/11/2020 | 605 | 5.4% | 166.5 | 8.5% | 206.4 | 5.8% |
| **Hagerstown** | 2/4/2020 | 3,324 | -4.6% | 807.8 | -1.6% | 987.7 | -1.9% |
| **Harford** | 2/11/2020 | 5,040 | -5.8% | NA | NA | 1,496.4 | -5.1% |
| **Howard** | 2/18/2020 | 9,300 | -1.8% | 2,370.7 | -2.8% | 2,458.9 | -3.3% |
| **Montgomery** | 2/19/2020 | 19,220 | -4.0% | | | 5,604.2 | -4.3% |
| **Prince George's** | | | | | | | |
| **Southern MD** | 2/10/2020 | 6,814 | 0.6% | NA | NA | 1,789.6 | -2.4% |
| **Wor-Wic** | 2/5/2020 | 2,497 | -2.4% | NA | NA | 662.8 | -2.4% |

# - Actual headcount number, eligible FTEs number, or total FTEs number
% - The up/down percentage compared to the previous year

OIR provided data to support the following external submissions led by other BCCC units.

- Academic Library Trends and Statistics Survey
- Statistical responses the Department of Legislative Service for testimony preparation related to the College's operating budget hearings.
- Reviewed fiscal notes and provided feedback to Vice President for Institutional Effectiveness, Research & Planning.

OIR provided data to support the following internal priorities.

- Student schedule data for the refocused pre-drop (for no payment arrangements) process.
- Selected student data for Advancement & Strategic Partnership initiatives (Panther Card and international students).
- Course pass rate and transfer-out data for the Vice President for Academic Affairs.
- Developed and submitted course master data file to prepare for the spring 2020 administration of the Community College Survey of Student Engagement (CCSSE).
- Prepared trend data on course, enrollment, and awards by program for course scheduling initiative.
- Developed data file to submit to the Baltimore City Public School System to request more data related to the Mayor's Scholars Program students and comparison group.
- Collaborated with IT to create preliminary enrollment file after 20%-date for 16-week session.

# Baltimore City Community College

## Board of Trustees, March 18, 2020

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

**SUMMER BRIDGE 2020 PLANNING**

In addition to planning for Summer Bridge 2020 with Student Affairs, Academic Affairs, Workforce Development and Institutional Research, Baltimore City Schools and YouthWorks are also being consulted during the process. This collaborative process will ensure a smoother transition for the entering class of students. As noted in previous reports, the goal is to plan and execute a high impact six-week Summer Bridge that supports the transition from high school to college.

**INSTITUTIONAL INTEGRATION**

Integrating the Mayor's Scholars Program into the operational structure of the College is ongoing. On a daily basis, MSP works with offices under Student Affairs – the Student Success Center, Financial Aid, Student Life, Student Support and Wellness – and with Academic Affairs and Workforce. The expectation is that MSP scholars will benefit from the holistic integration of the program once completed.

**RECRUITMENT**

MSP's Academic Advisor, Ms. Lundi Carter and I participated in 15 high school recruitment events prior to the March 1st deadline for YouthWorks and priority FAFSA deadline. We continue to collaborate with Admissions to recruit new students and respond to inquiries for more information on MSP. To date, we have over 450 applications for MSP.

**YOUTHWORKS PARTNERSHIP**

MSP will host several sessions of the Job Readiness Academies for the YouthWorks Private Sector program on April 6th and 8th. The Private Sector Program gives current MSP scholars the opportunity to experience internship placements for the summer. In addition, as in the two prior years, incoming MSP scholars will have the opportunity to receive payment via YouthWorks for attending the Summer Bridge. Students are able to use the Summer Bridge as a summer employment replacement.

## COMMUNICATIONS/PUBLIC RELATIONS

Baltimore City Community College was mentioned the following news articles:

- Baltimore Business Journal, March 12- "Fate of Vacant Baltimore City Community College 'in the Works'"
- Ballotpedia News, Feb. 29 – "Bills advance in Virginia to provide collective bargaining rights for public-sector workers;" Under "Other relevant bills by state, references Maryland HB775: "This bill would grant collective bargaining rights to certain faculty at Baltimore City Community College."
- Garrett County Republican, Feb. 27 – "Garrett College Board Rolls Back Tuition Rate"
- Baltimore Business Journal, Feb. 24 – "$5 million gift will help cover tuition for some University of Baltimore students."
- Baltimore Sun, Feb. 23 – "Made in Baltimore: Young designers fueling revival of city's garment industry."
- Washington Post, Feb. 23 – "Young designers fuel revival of Baltimore's garment industry."
- Baltimore Sun, Feb. 21 – "Family, friends remember slain man found in river." About alumna Isaiah Drummond who attended BCCC for two years, studying early childhood education.
- I95 Business, Feb. 21 – "Maryland Hotel Lodging Association Awards "General Manager of the Year" to Linda Westgate of The Hotel at the University of Maryland;" article about former BCCC Board Trustee.
- Baltimore Business Journal, Feb. 11 – "Howl at the Moon Piano Bar Closing at Power Plant Live;" mentions vacant BCCC site on Lombard Street and links to BBJ story about fire.

The following news releases were sent out:

- News Release: Feb. 25 -- BCCC Names New Vice President of Academic Affairs
- News Release: Feb. 18 – BCCC MSP Now Accepting Applications for Third Cohort
- News Release: Feb. 17 -- BCCC Board of Trustees to Meet Wednesday, Feb. 19
- News Release: Feb. 14 – Get Help Completing the FAFSA at BCCC Fin. Aid Workshops Feb. 17-28

*Public Service Announcement (PSA)*

APSA was developed promoting the Mayor's Scholars Program to air 30- and 45-second PSAs on Urban 1 radio stations: WERQ-FM 92.3 FM; WOLB 1010 AM; and WWIN-FM 95.9 FM.

*Crisis Communications*
- **BCCC Crisis Communications Plan-** a comprehensive crisis communications plan to be included in overall Emergency Management Plan was drafted for review
- **See Coronavirus section below**

*Social Media*

**Facebook**

| Metric | Feb. 2020 | Jan. 2020 | Difference |
|---|---|---|---|
| Published Posts | 65 | 63 | Up 3.2 % |
| Fans | 5,400 | 5,362 | Up .7% |
| Net Page Likes | 37 | 25 | Up 48% |
| Impressions | 64,194 | 75,454 | Down 14.9% |
| Engagements | 2,580 | 2,836 | Down 9% |
| Post Click Links | 50 | 33 | Up 51.5% |

**Twitter**

| Metric | Feb. 2020 | Jan. 2020 | Difference |
|---|---|---|---|
| Published Posts | 62 | 60 | Up 3.3% |
| Followers | 1,567 | 1,556 | Up .7% |
| Engagement Rate | 2.2% | 2.0% | Up 9.4% |
| Impressions | 23,426 | 26,141 | Down 10.4% |
| Engagements | 507 | 517 | Down 1.9% |
| Post Click Links | 29 | 39 | Down 25.6% |

**Instagram**

| Metric | Feb. 2020 | Jan. 2020 | Difference |
|---|---|---|---|
| Published Posts/Stories | 65 | 92 | Down 29.3% |
| Followers | 790 | 766 | Up 3.1% |
| Net Follower Growth | 24 | 36 | Down 33.3% |
| Impressions | 20,188 | 20,435 | Down 1.2% |
| Engagements | 1,184 | 1,222 | Down 3.1% |
| Engagement Rate/Impression | 5.9% | 6% | Down 1.9% |

## EVENTS

*The College hosted the following events during the month of February:*

- YouthWorks Visit Baltimore Cohort – February 5, 2020
- MD Dream Act – MSFAA Info Session – February 5, 2020
- Faculty Piano Recital – February 6, 2020
- Mayor Young's Children's Cabinet Meeting – February 19, 2020
- Board of Trustees Meeting – February 19, 2020
- Thread Volunteer Leadership Retreat – February 22, 2020
- Youthworks Job Readiness Academy (Private Sector) – February 29, 2020

*Major upcoming events include:*

- Councilman Leon Pinkett's Opportunity Zone Luncheon
- Strong City Baltimore's Neighborhood Institute
- Youthworks Job Readiness Training
- Druid Hill Congregation of Jehovah's Witnesses Memorial

- Baltimore Bite of Science – Center for Education Excellence
- State Attorney's Statewide Memorial Service
- STEM Goes Red – American Heart Association

## MARKETING

*Website Analytics*
- About 44% of users come from organic searches from GOOGLE, YAHOO and BING search engines.
- About 20% is referral traffic that comes in is from users being redirected from:
    - OKTA server
    - Maryland.gov website
    - Regent education
    - edu-apps.org
- 35% is direct traffic, meaning users type the URL —bccc.edu — directly, use a bookmarked webpage or through an unrecognized source.
- 0.18% referrals from social media
- This period had an overall 16,966 increase in the total number users/visitors to the website.
  This is attributed to the start of the spring semester on January 21, since most of users come from the myBCCC portal.
- During this period, referral traffic also increased. More users logged onto the MYBCCC portal, visited the Academic Calendar webpage, and faculty interacted with Canvas to access courses.
  These interactions usually bring in the most the referral traffic.
- Acquisition Overview of the "APPLY NOW" Page for January 22 - February 22
    - Using Apply Now page as a measure to track and monitor prospective students as they engage with the College and track patterns associated with promotion pushes, both media and website/billboard, social media, and other avenues to garner brand interest.
        - Page Views: 4,650
        - New Users: 2,428
        - Repeat Users: 2,222
        - Over all bounce Rate: 55.76%
        - Average time spent: 2 minutes

*Webpages Content Updates*
- **Announcements/Billboards/Headlines Sections (alpha order)**:
    - Baltimore City Community College Board of Trustees to Meet (February)
    - Baltimore City Community College Names New Vice President of Academic Affairs
    - BCCC Mayor's Scholars Program Now Accepting Applications for Third Cohort
    - Black History Month
    - Dual Enrollment
    - Get Help Completing the FAFSA at BCCC Financial Aid Workshops Feb. 17-28
    - Mayor's Scholars Program

- *Routine Website Maintenance and Webpage Content Updates*
    - ADN Fall 2020 Admission Application webpage
    - Alumni webpage updated
    - Federal Work-Study Job Bank updated
    - Financial Aid workshop information uploaded
        - HR – Professional development webpage
        - HR – Adjunct Orientation webpage

- o Information Session Campus Tour information updated
- o Nursing faculty webpage
- o Nursing Information Sessions times updated for Spring 2020
- o President's staff webpage updated (addition of VP for Admin & Finance)
- o Surgical Technology Program – Application
- o Transfer agreements webpage

### *Tracking and Distribution Table for Marketing Material and Promotional Items*

The table below shows marketing material and promotion items distributed January 22 - until February 25, 2020:

| Event Name/Date | Department | Quantity | Item |
|---|---|---|---|
| Youth Works | ASP | 170 | Bags -50, WB- 78, Sq. Mints-20, Pens-22 |
| Thread | ASP | 30 | MSP English Brochure |
| Thread | ASP | 100 | Career Pathways |
| Thread | ASP | 550 | Pens-100, Lanyard-100, Career Pathways -100, Bags-100, Sq. mints – 100 Nail file- 50 |
| MSP Information Session and recruitment events | Admissions | 680 | MSP English Brochure |
| MSP Information Session and recruitment events | Admissions | 75 | MSP Spanish Brochure |
| MSP Information Session and recruitment events | Admissions | 600 | Career Pathways |
| MSP Information Session and recruitment events | Admissions | 350 | Pen-100, Lanyards 100, Phone Wallets 100, Nail file -50 |

Total Distribution through this period:
- Materials: 1,665
- Promotional Items: 1,010

### *Special Projects*
The following special projects are being finalized:

- **Rebranding - Contract Management**
  - o We are awaiting the final two deliverables from consultant The Hatcher Group:
    - Style guide template
    - Final report
- **New Logo**
  - o Final two logo comps are ready for review.

- **Seal**
  - o The College seal has been modified. While the interior remains unchanged, the surrounding rings have been refreshed. In addition, a vector file was created which allows for greater flexibility with usage.
- **Utility Pole Banners Ads**
  - o Banner placement for the following locations:
    - ▪ Towanda Avenue
    - ▪ Liberty Heights Avenue
    - ▪ Downtown – Lombard Street
- **Viewbook Production**
  - o The viewbook final draft is being reviewed for approval.
- **Mayor's Scholars Program**
  - o MSP Webpage layout and page updated
  - o Spanish language MSP brochure completed

## CORONAVIRUS (COVID-19) CONTINUITY COMMUNICATIONS

*Information Gathering/ Monitoring*
- Actively monitored State, City, CDC websites.
- Maintained direct contact with the Mayor's Office, Baltimore City Health Department, Year Up and other partners.

*Communication/ Dissemination of Information*
- Created and managing BCCC coronavirus webpage https://www.bccc.edu/coronavirus and links to the following:
  - o current information/ resources including local and State health agencies
  - o updates from President resources
  - o emergency procedures
  - o emergency mobile notification alerts (Omnilert)
- Assisted with the drafting of communication pieces for President's email updates to Campus community
- Created information posts and updated all social media sites
- Posted prevention information flyers from the Centers for Disease Control around Campus
- Developed *healthy habits* poster to be displayed in common areas
- Updated local media outlets regarding class cancellations

*Event Cancellation Notifications*
- Contacted external clients who have booked Campus event space to provide event rescheduling protocol

*Division Continuity Planning*
- Reviewed operations continuity plans for the BCCC Foundation, marketing, communications and events departments.
- Moved upcoming Board meetings to conference calls

# Baltimore City Community College

Internal Audit activity involved audit tests and confidential investigations including:

- Whistleblower and fraud allegations
- Process and internal control reviews
- Routine testing and follow-up reviews of external audit findings

The Internal Audit activities required collaboration with the Assistant Attorney General assigned to the College along with the College's General Counsel, VP Student Affairs, VP Finance & Administration, Chief Information Officer and the VP WDCED, Facilities & Public Safety along with several current and former staff members from the five major divisions of the College.

## EXTERNAL AUDITS

The College has been expecting the Legislative Audit to occur any time after July 1, 2019 in compliance with their 3-year review procedure. The College's last Legislative Audit covered the period October 2013 – November 2016 and findings were issued in the OLA November 2017 report. It should be noted that the Legislature has the authority to assess fines to agencies. As of 2012, agencies with four or more repeat findings may receive reductions in their appropriations. Since the implementation of this practice, agencies have received reductions in appropriations from $100,000 to $500,000 due to repeat findings. The College's November 2017 OLA Report had eight findings including four repeat findings. Previous reports to the Board of Trustees included the findings and their status. This month's update reports only the detail for those findings that have not been implemented (or portions thereof) and the status of the repeat findings:

| Finding | Recommendation (Excerpts from November 2017 OLA Report) | Response | Status @ 02/28/2020 |
|---|---|---|---|
| 1. **Facilities planning and operations** | a. use existing Statewide contracts…, when available;<br>b. discontinue the practice of artificially dividing purchases to circumvent State procurement regulations…,<br>c. comply with State procurement regulations for competitive procurement, including the use of written contracts and the publication of solicitations and awards on *eMaryland Marketplace* and (repeat);<br>d. ensure that vendor invoices contain sufficient details to determine the propriety and reasonableness of the services performed and amounts billed;<br>e. conduct thorough reviews of vendor invoices… investigate and resolve any discrepancies, and recover any amounts that are determined to be | Note: This column will be populated with the current status and developments at the entry date of the audit. | Partially implemented; completion pending hiring of a Facilities Director, the complete implementation of procurement recommendations and consistent reviews of vendor invoices |

| Finding | Recommendation (Excerpts from November 2017 OLA Report) | Response | Status @ 02/28/2020 |
|---|---|---|---|
| | improperly billed; and consult with the Office of the Attorney General – Criminal Division…, and refer any other questionable activity to the Office of the Attorney General – Criminal Division and advise the Governor's Chief Legal Counsel. | | |
| 2. Corporate purchase cards, | | | Implemented (includes repeat finding) |
| 3. Payroll | | | Implemented |
| 4. Affiliated foundation, | | | Implemented |
| **Information systems** <br> **5. Sensitive Personally identifiable information** | a. perform a complete inventory of its systems and identify all sensitive PII, <br> b. determine if it is necessary to retain this PII and delete all unnecessary PII, <br> c. determine if all necessary PII is properly protected by encryption or other substantial mitigating controls, <br> d. update its databases and systems with encryption capability and then encrypt all sensitive PII not otherwise properly protected or employ other substantial mitigating controls to protect this data (repeat). | | a. Partially implemented <br><br> b. Partially implemented <br><br> c. In progress <br><br><br> d. In progress |
| **6. Malware protection for BCCC computers was not sufficient** | a. ensure, on an ongoing basis, that all active computers have current signature files, and up-to-date malware protection software installed, and operational; <br> b. limit the assignment of administrative rights on workstations to specific system/network administrators and those users specifically allowed such rights, …being justified, approved, documented, and regularly reviewed to determine whether they are still needed (repeat); … <br> c. ensure that all workstations are kept up-to-date for critical security related updates for commonly vulnerable applications (repeat). | | a. Partially implemented <br><br><br> b. Ongoing reviews were restarted in October 2019. <br><br><br><br><br><br><br> c. In progress. |
| 7. Cash receipts, | | | Implemented |
| 8. Equipment | a. ensure that the equipment records are complete and accurate; | | a. Implemented |

| Finding | Recommendation (Excerpts from November 2017 OLA Report) | Response | Status @ 02/28/2020 |
|---|---|---|---|
| | b. investigate the aforementioned missing equipment and take appropriate corrective action; <br> c. conduct documented physical inventories of sensitive and non-sensitive equipment, as required, and reconcile the results to the detail inventory records; and <br> d. refrain from purchasing equipment that is not needed for immediate use. | | b. Implemented <br><br> c. Pending procurement of an inventory service or tools to perform inhouse. <br><br><br> d. Implemented |

Note: The complete OLA, November 2017 report can be viewed at:
https://www.ola.state.md.us/Search/Report?keyword=&agencyId=5a8ac903cc9d721804e01114&dateFrom=&dateTo=&reportTypeId1=1

## OFFICE CHANGES

As previously reported, the search for the Staff Auditor/EEO & ADA Coordinator has been reopened. The search committee has recommended two candidates for second interviews.

## CORONAVIRUS (COVID-19) CONTINUITY ACTIONS

### Internal Audits, Reviews, Investigations and External Audit Follow-ups

The Office of Internal Audits will need functional hardware, with required audit software to perform its audit reviews, follow-up on existing findings and tests in the event of a disaster and in the recovery process. Internal audits may require access to data in Human Resources, the State's Financial Management Information System (FMIS), Student Services Systems (HP LAN) as well as Accounting and Payroll records. Information can be retrieved and transmitted from a telephone and a laptop with access to the College's network, internet and email. The ability to communicate with other offices is critical in addressing and resolving internal audit issues.

### BCCC ComplianceLine

The Office of Internal Audits is also responsible for responding to the BCCC ComplianceLine which periodically may have urgent tasks associated with a report. During an emergency or a disaster, ComplianceLine Reports require access to the College's email system and internet services to access the third party ComplianceLine software. Tasks related to resolving a BCCC ComplianceLine Report involve:

- Receipt and assignment of report within 24 hours. Assignments are given to the respective Vice Presidents and/or Human Resources as needed.
- Investigation of allegations (approximately 2 weeks) which may require interviews and/or reviews of documents, policies and procedures.
- Communication with the VP or designee performing the investigation
- Close-out of report in the third-party system.

*Communication with Cabinet, Peers at other institutions, Affinity Groups and Oversight Agencies*

Frequent communication with Cabinet is needed to ensure day-to-day operations are consistent with the latest instructions from the President.  Peers at other institution and affinity groups provide insight on addressing audit office issues and other considerations in addressing issues.  Audit oversight agencies provide industry standards for all aspects of internal auditing.

| Systems/Hardware/Software | Users | Function |
|---|---|---|
| College network / computer / internet | Akinkuowo, Ola<br>Green, Lyllis | Testing PII, communication, email<br>BCCC ComplianceLine, email, audit investigations, communication |
| HP LAN | Green, Lyllis | Investigations & BCCC ComplianceLine Reports |
| VPN/FMIS/Computer | Green, Lyllis | Approve purchase requisitions |
| VPN/College network | Akinkuowo, Ola<br><br>Green, Lyllis | Tests of Malware & firewall logs, eMD Timesheet, IT Share drive<br>Payroll timesheets, proxy and approval IT Share drive |

*Employee Travel*

Employees in the Office of Internal Audits have no plans for business related travel outside of Maryland.

# Baltimore City Community College

Enrollment Report

**Board of Trustees, March 18, 2020**

*Dr. Stanley D. Singleton, Vice President, Student Affairs*

## Purge Process Update

Similar to the 16 week and A1 sessions, the College continued the initiative of being proactive in supporting students for the 12 week and A2 sessions. The campaign, named *Save Our Students or S.O.S.*, was deployed to identify, inform, and assist students by identifying a method of payment while attending classes before the 12 week census date, March 7, 2020.  Campaign efforts included:

- Identifying students who had not selected a method of payment;
- Directing employees to reach out to students via Canvas, email, telephone calls, classroom announcements, campus signage, classroom visitation, and on campus appointments;
- Engaging students more intently, by the Financial Aid staff, to provide additional support to students to complete the FAFSA process, as well as other processes that could impede being awarded financial aid;
- Informing students of the various payment options and due dates;
- Notification by Academic Affairs that their courses could be dropped for non payment;
- Having students to contact Student Accounting regarding paying their earned balances or setting up a deferred payment plan.

At the beginning of the 12 week term, 435 students were identified as not selecting a method of payment. By deploying the outlined strategy above, to date, BCCC has been able to reduce this total to 126 students. Presently there are 42 students who are enrolled for the A2 session only who have been identified. These students must identify a method of payment prior to March 28, 2020 (the census date for the A2 session). Faculty and staff are continuing to work with these students to identify potential alternatives (such as leveraging Board of Estimates funds) to make payments so they can remain enrolled.  The campaign that has been outlined is the manifestation of many cross-walked efforts among the various divisions across the college: Student Affairs, Academic Affairs, Business and Finance, Advancement and Marketing, Workforce Development, and Institutional Effectiveness, Research and Planning.

## Additional Enrollment Activities and Updates

- The Office of Admissions continued outreach and made several MSP presentations to local high schools (as noted in the chart below).  The Admissions Office has also added Spanish translated literature regarding the MSP program to their recruitment materials.
- On March 3, 2020, under the Direction of the President, Baltimore City Public School System (BCPSS) met with representatives from BCCC to further discuss the framework and planning for Dual enrollment.
- On March 10, 2020 BCCC met with representatives from the BCPSS to align scheduling and planning for the MSP program. Some of these activities include, but are not limited to SAT Prep Day on March 25, 2020, MSP information sessions to be held at BCCC during the month of April and May, and presentations to BCPSS during professional development days.
- The Student Success Center (SSC) aided more than 1,075 students over the last month. The advisors assisted students with the twelve-week session registration as well as the eight-week acceleratedsession.

The staff continued to conduct Pre 100 classroom visits to informing students of various campus resources, advising processes, and offer success strategies for meeting academic goals.

Emails are scheduled and deployed to all enrolled students every Monday to remind them that registration for A2 is still open. The Student Success Center team are working with students who may have completed placement testing, but may not have enrolled for the 12 week session.

**Admissions Applications overview (as of 03/05/2020)**

| Spring 2020 | Summer I 2019 | Summer II 2020 | Grand Total |
|---|---|---|---|
| 3276 | 197 | 33 | 3506 |

**February 2020 Off-Campus Recruitment Activities:**

| Event | Sponsoring Organization | Location | Actual Prospects |
|---|---|---|---|
| MSFAA Workshop | CASA MD | 158 N. Linwood Avenue, Baltimore, MD | 40 |
| MSP Information Session | Reach Partnership HS | 2555 Harford Road, Baltimore, MD | 34 |
| MSP Information Session | Joseph Briscoe Academy | 900 Druid Hill Av, Baltimore, MD | 3 |
| MSP Information Session | Youth Opportunity | 1510 W. Lafayette Ave, Baltimore, MD | 10 |
| MSP Information Session | Baltimore Design School | 1500 Barclay Street, Baltimore, MD | 1 |
| MSP Information Session | Reginald F. Lewis HS | 6401 Pioneer Drive, Baltimore, MD | 30 |
| MSP Information Session | Latino Providers Network | 600 S. Conklin St., Baltimore, MD | 83 |
| MSP Information Session | Paul Laurence Dunbar HS | 1400 Orleans St, Baltimore, MD | 45 |
| MSP Information Session | National Academy Foundation high school | 540 N Caroline St, Baltimore, MD | 12 |
| MSP Information Session | NACA Freedom HS | 2500 E. Northern Parkway, Baltimore, MD | 19 |
| MSP Information Session | Western High School | 600 Falls Rd, Baltimore, MD | 23 |
| MSP Information Session | Academy of College and Career Exploration (ACCE) | 1300 W 36th St, Baltimore, MD | 6 |
| MSP Information Session | Forest Park High HS | 3701 Eldorado Ave, Baltimore, MD | 26 |
| MSP Information Session | Mergenthaler Vocational-Technical High School | 3500 Hillen Rd, Baltimore, MD | 24 |
| MSP Information Session | Green Street Academy | 125 N. Hilton St Baltimore, MD | 70 |
| MSP Information Session | Vivien T Thomas | 100 N. Calhoun Street, Baltimore, MD | 20 |
| MSP Information Session | Digital Harbor HS | 1100 Covington Street, Baltimore, MD | 35 |
| Resource Fair | Baltimore City Department of Recreation and Parks | 1601 Pennsylvania Ave Baltimore, MD | 0 |
| Resource Fair | Thread | 2401 Liberty Heights Ave, Baltimore, MD | 3 |
| Veterans Treatment Court | Maryland College Collaboration for Student Veterans Commission | University of Baltimore | 0 |

**Spring 2020 Session**
Classes began: January 21, 2020 (16-week period)
Last day of classes: January May 10, 2020

| | | |
|---|---|---|
| Accelerated I | (8 week): | January 21, 2020-March 15, 2020 |
| 12-week: | | February 17, 2020-May 10, 2020 |
| Accelerated II | (8 week): | March 16, 2020-May 17, 2020 |

The below information reflects enrollment/registration activity for **Spring 2020** as of March 9, 2020.
- 4,157 credit students are currently enrolled compared to 4,077 (**+2%**) in Spring 2019 (Figure 1).
- 1,103 credit FTEs are generated from eligible Maryland residents, compared to 1,066 (**+3%**) in Spring 2019 (Figure 2).
- Eligible FTEs will generate State aid in two years.
- 119 ineligible credit FTEs were noted in Spring 2020 compared to 132 in Spring 2019 (Figure 3).
- In Spring 2020, there were two purges for no established payment arrangements. There was no recent purge for the equivalent time in Spring 2019.
- For Spring 2019, BCCC reported 4,023 as the final headcount to the Maryland Higher Education Commission (MHEC) (via the Enrollment Information System file in April), 1,053.17 as the final eligible FTEs and 129.73 as the final ineligible FTEs to MHEC in August 2019 (via the CC-2 and CC-3 submissions).
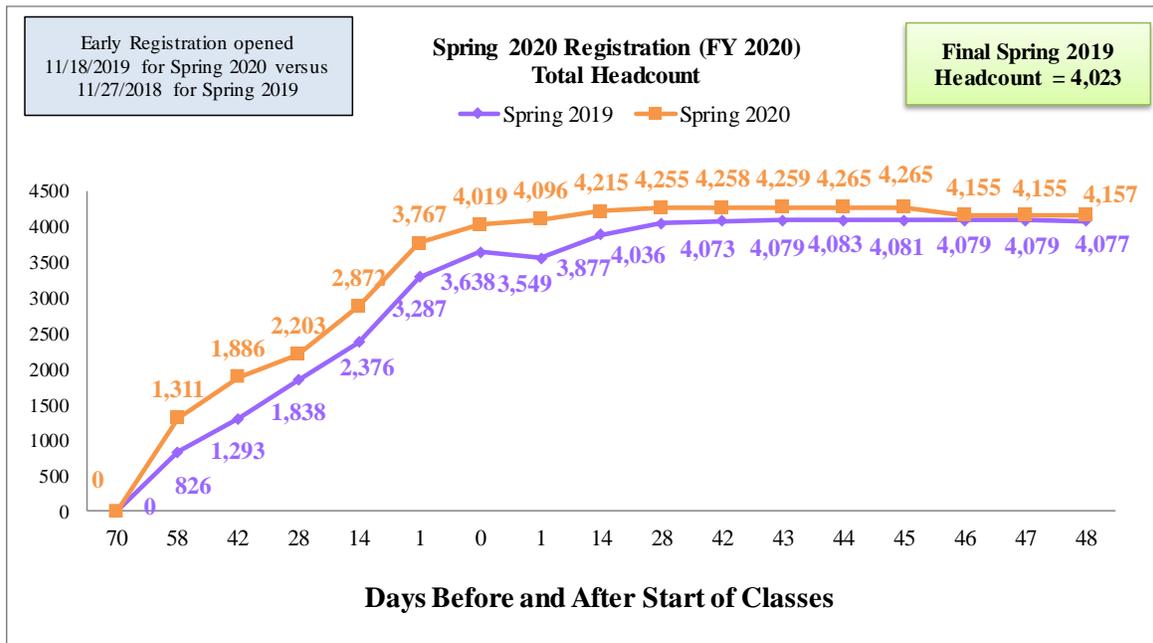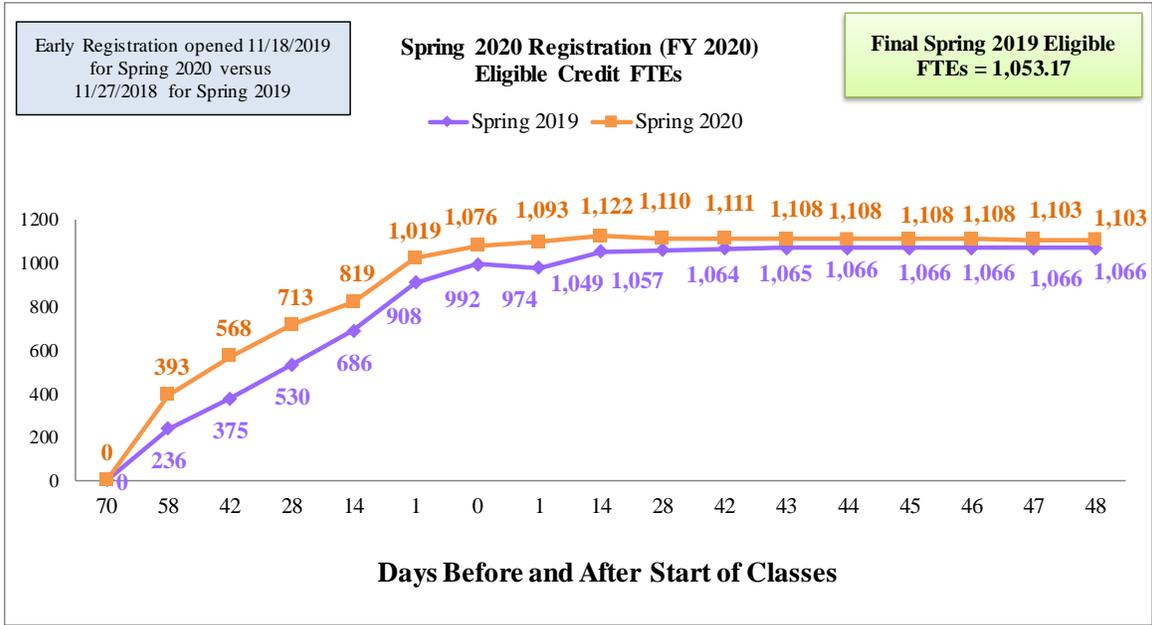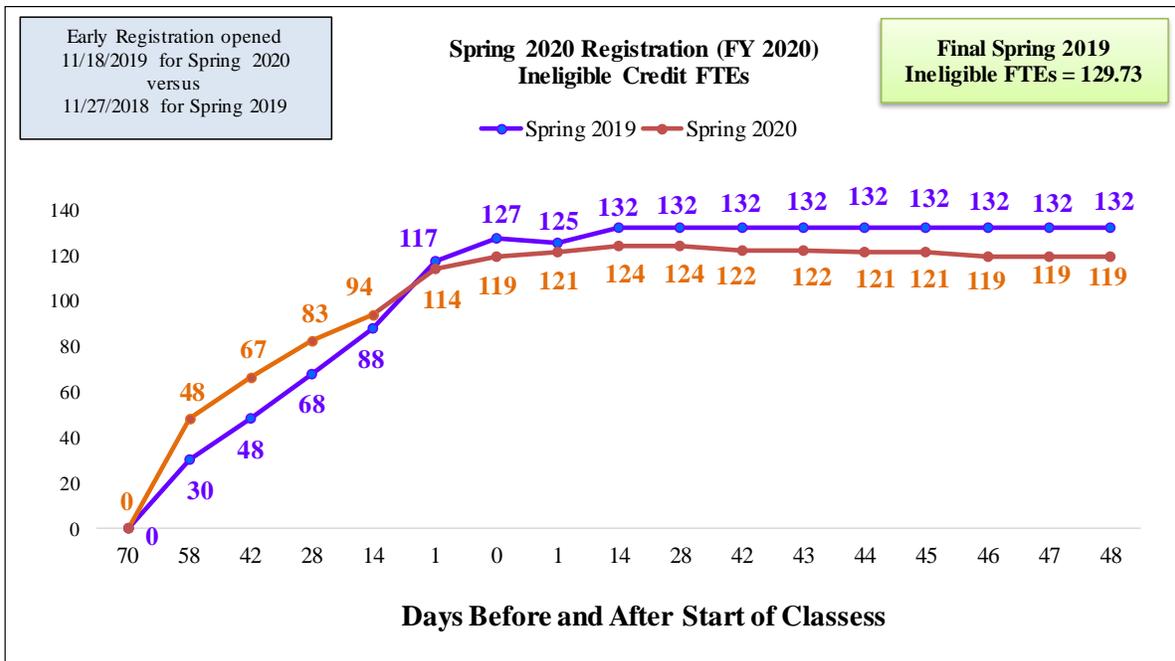
**Figure 1.**



**Figure 2.**

**Spring 2020 Registration (FY 2020)
Eligible Credit FTEs**

Spring 2019    Spring 2020

**Days Before and After Start of Classes**

**Credit Enrollment Update
Spring 2020
March 10, 2020
Continued**

**Figure 3.**

**Spring 2020 Registration (FY 2020)
Ineligible Credit FTEs**

Spring 2019    Spring 2020

**Days Before and After Start of Classess**

4

| | Div | PIN # | Position | Oversight | Date(s) posted | Status 2/6/20 | Status 3/5/20 |
|---|---|---|---|---|---|---|---|
| 1 | AA | 81589 | Assistant Professor/Coordinator of Criminal Justice | Melvin Brooks | 8/13/2019 | 2nd Round of Interviews Complete; Awaiting Selection | Awaiting Selection |
| 2 | SA | TBD | Registrar | Dr. Stanley Singleton | 10/29/2019 | Resumes forwarded to Vice President | Resumes forwarded to Vice President |
| 3 | SA | TBD | Director of Financial Aid | Dr. Stanley Singleton | 11/22/2019 | Resumes forwarded to Vice President | Resumes forwarded to Vice President |
| 4 | A&F | 73966 | Director of Procurement | Donal Christian | 5/2/2019 | Resumes forwarded to T. Carter | Resumes forwarded to T. Carter |
| 5 | A&F | 62619 | Director of Facilities | Michael Thomas | 7/1/2019 | Resumes forwarded to Vice President | Resumes forwarded to Vice President |
| 6 | A&F | 86279 | Police Officer II | Freddie DeGraffinried | 11/26/2019 | 2nd Round of Interviews Being Scheduled | Search Re-opened |
| 7 | A&F | 81699 | Police Officer II | Freddie DeGraffinried | 11/26/2019 | 2nd Round of Interviews Being Scheduled | Search Re-opened |
| 8 | A&F | 66982 | Director of Budgets | Donal Christian | 1/23/2020 | Resumes forwarded to President | Resumes forwarded to Vice President |
| 9 | PO | TBD | Executive Administrative Assistant | Dr. Debra McCurdy | 4/26/2019 | Resumes forwarded to President | Resumes forwarded to President |
| 10 | PO | 66676 | Staff Internal Auditor/EEO Compliance Coordinator | Lyllis Green | 8/1/2019 | 1st Round of Interviews Being Scheduled | Additional interviews being scheduled |
| 11 | PO | TBD | Director of Enterprise Applications | Stephan Byam | 9/20/2019 | Resumes forwarded to the CIO | Resumes forwarded to the CIO |