

**Baltimore City
Community College**

**Board of Trustees
Open Session**

Dr. Debra L. McCurdy
President

Mr. Kurt L. Schmoke
Chair

WEDNESDAY | OCTOBER 19, 2022

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

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BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 2 | September 21, 2022 Minutes

TAB 2 | September 21, 2022 Closed Session Meeting Summary

TAB 2 | October 13, 2022 Finance/Audit Committee Meeting Minutes

BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | 4:00pm September 21, 2022 (Virtual Zoom Meeting)

Board Members Present: Chair Kurt L. Schmoke, Mr. J. C. Weiss, Dr. John Lewis, Ms. Leonor Tannhauser Blum, Dr. Rachel Pfeifer, Mr. John Goeken, Ms. Lelia Parker

Absent: Mr. Jason Perkins Cohen, Dr. John Brothers

Also Present: President Debra L. McCurdy

1. Call to Order

Student Trustee, Mr. John Goeken, was introduced to the Board of Trustees by President McCurdy and welcomed by Chair Schmoke. Mr. Goeken is active with the Student Government Association and the LatinXUni2 Student Club.

Chair Schmoke received written request from the President of AFSCME Local 1870, Ms. Nena Kutniewski, to speak for three minutes.

Ms. Kutniewski addressed the Board and spoke on issues of concern:

- a. Transparency – little change since last bringing these issues to the Board.
- b. Job Description – stays the same, although new duties added which affects completion of the yearly evaluation of staff.
- c. Virtual Helpdesk – now is staffed by fewer employees.
- d. Teleworking Policy – has been requested, but still has not addressed. Such a policy would be beneficial with the changing nature of the workforce and would increase productivity by employees who may need flexible working arrangements.
- e. ERP Implementation – has been a disaster for staff and students.
- f. Administration needs to work with ASCME Leaders.

Adoption of Agenda

- a. Approval of the September 21, 2022, Agenda

Chair Schmoke asked for a motion to adopt the September 21, 2022 Agenda. Trustee Weiss moved to adopt the Agenda and Trustee Lewis seconded it. There were no objections and the Agenda was adopted.

II. Board Actions / Consent Agenda

- a. June 15, 2022 Open Session Minutes
- b. June 15, 2022 Closed Session Meeting Summary
- c. September 15, 2022 Finance/Audit Committee Meeting Minutes
- d. AFSCME Local #1870 at BCCC Report/Comments
- e. Faculty Senate Report

Chair Schmoke asked for a motion to approve the Consent Agenda. Trustee Pfeifer moved to adopt the motion and Trustee Tannhauser Blum seconded it. There were no objections, and the Consent Agenda was adopted.

III. Items Removed from the Agenda

- a. Student Government Association Report

IV. New Business

- a) Cultural Diversity Report

President McCurdy stated that Dr. Jade Borne, Vice President for Student Affairs, leads the initiative in preparing the report. It had a September 1st reporting date; however, BCCC's summary needed Board of Trustees approval before the final document could be submitted to MHEC.

Each year in September, Baltimore City Community College (BCCC) is required to submit a report to the Maryland Higher Education Commission (MHEC) on the college's progress toward implementing the Cultural Diversity plan. The Commission monitors each institution's progress towards achieving the goals outlined in the plan and ensures compliance with the State's goals for higher education.

Highlights of the 2021-2022 summary:

1. As previously approved by the Board, BCCC's diversity and inclusion efforts were developed around five goals:
 - Goal 1 -To cultivate and sustain a diverse and multicultural student body.
 - Goal 2 - To integrate the principles of diversity, equity, and inclusion into all aspects of the College.
 - Goal 3 - To identify impediments to creating a diverse and inclusive environment.
 - Goal 4 - To ensure a variety of channels are utilized to attract and retain a diverse, qualified, and competitive faculty and staff.
 - Goal 5 - To provide a supportive and nurturing learning environment to prepare students to collaborate with diverse communities in a culturally sensitive manner.
2. This report required BCCC to provide details on diversity and inclusion activities provided in 2021-2022 for students, faculty, staff, and the administration differing from the last report. Below are examples of activities for each group.
 - Students: Ten activities were highlighted in the summary report and included Student Life and Engagement activities related to bringing awareness to cultural diversity and inclusion to the entire student community.
 - Faculty: Seven activities related to faculty development and training on diversity and inclusion were highlighted in the summary report. The activities included training and awareness of culture and diversity, and how these concepts impact teaching and learning.
 - Non-faculty Staff: The summary report calls attention to the efforts made in Student Affairs and other service areas of the College on professional development training related to diversity, inclusion, and equal access to support services and academic programs.

- Administration – With the goal of analyzing and understanding the racial diversity of BCCC’s employees, BCCC’s Human Resources Department continued to review demographic data to determine if the College’s faculty and staff mirror the diversity of BCCC’s student populations. Additionally, issues related to diversity, equity, and inclusion continued to be an important topic of discussion at all levels of the College. Additional efforts made by the administration include directing marketing materials in both English and Spanish.
3. Data - Data and enrollment trends are included in the report and continue to be a key tool needed to ensure access to the instructional and support programs. Performance measures and overall demographic data analysis continues to be a valuable tool needed to analyze overall effectiveness of the College’s central mission.
 4. Strategic Planning - More intentional strategic planning for diversity and inclusion is needed at BCCC. The College will prioritize this work by developing key performance indicators designed to assess the impact these efforts have on the awareness of the community and the overall success of our students.
 5. Student Voice - The Cultural Diversity report highlights the efforts made by the College to assess the needs of our students. In addition to including students in programs related to cultural diversity and access, the College administered the Community College Survey of Student Engagement and other surveys. These surveys were designed to assess student opinions related to instruction and support services and overall feeling of “belongingness” at the College. The College will examine this data and will incorporate the findings into College-wide planning.

Chair Schmoke asked if MHEC will return to asking for statistical information next year? Vice President Borne responded that the past years’ pandemic could have had an impact on the reporting. BCCC must tie the efforts to the outcomes.

The approval form for the Cultural Diversity Report will be sent to Chair Schmoke via Adobe Sign for his signature.

Chair Schmoke asked for a motion to approve the Cultural Diversity Report. Trustee Weiss moved to adopt the motion and Trustee Pfeifer seconded it. There were no objections, and the report was approved.

b) Performance Accountability Report

The Performance Accountability Report (PAR) is an annual requirement for the Maryland Higher Education Commission (MHEC) for all Maryland public colleges and universities.

The Report provides an opportunity for the State, MHEC, colleges and universities, and governing boards to review and evaluate institutions’ efforts to advance the goals (student success, student access and innovation) of the State and fulfill their missions.

Maryland’s 16 community colleges collaborate with MHEC to ensure clarity and consistency in the 28 Performance Indicators and 11 Institutional Characteristics utilized for two-year institutions through affinity groups including the Maryland Community College Research Group, Maryland Association of Community College Chief Business Officers, Maryland Community College Association for Continuing Education and Training, Maryland Council of Community College Chief Academic Officers, and Maryland Community College Chief Student Affairs Officers.

MHEC compiles all PARs and develops a report highlighting trends and initiatives.

Chair Schmoke asked if it is possible to use the data from this report to respond to the 12 Realignment Tasks for the General Assembly. Ms. Eileen Hawkins, Director of Institutional Research stated that some information can be pulled, but this information is specific to BCCC. President McCurdy stated that the full realignment document is due in November 2022 and a lot of this information probably will be reflected in that document.

Chair Schmoke asked for a motion to approve the Performance Accountability Report. Trustee Weiss moved to adopt the motion and Trustee Tannhauser Blum seconded it. There were no objections, and the report was approved.

- c) Finance/Audit Committee, September 15, 2022
 - i. Procurement Awards over \$25,000 to \$99,999
 - Main Building Duct Cleaning (\$64,120)
 - Microsoft EES Renewal (\$93,393.73)
 - IT Ticketing System (\$26,094.50)
 - IT Banner Consultant (\$48,750)
 - Juniper Network Support (\$52,995)
 - Audit Services (\$43,800)
 - OKTA (One-Sign On) IT Services (\$70,758.37)
 - Nursing Instruction Aid Training (\$49,755)

Chair Schmoke stated that the Finance/Audit Committee meeting was held on September 15th and Trustee Weiss and Trustee Lewis granted approval of the requests. President McCurdy shared that these items only needed the President and Cabinet's signatures for the expenses; they were provided to the Board of Trustees for transparency on spending. The Department of Public Works (DPW) passed the fund request for OKTA, IT Services and Nursing Instruction Aid Training.

- ii. Approval Requests \$100,000 and Over
 - MEEC Adobe Enterprise (\$110,120.88)

President McCurdy noted that the ETLA MEEC Adobe Enterprise License will need Board of Trustees approval. This contract is to purchase an enterprise license for the College on all Adobe products. Mr. Michael Rading, Chief Information Officer shared that having the license will give BCCC access to Adobe to create documents.

A motion was needed from the Board of Trustees to approve the Finance/Audit Committee's request. Trustee Tannhauser Blum motioned to approve the ETLA MEEC Adobe Enterprise. A second motion was not needed. There were no objections.

- International Rescue Committee – Modification No. 1 (\$174,298)

Vice President Michael Thomas, Workforce Development and Continuing Education, shared that this contract is being presented to the Board of Trustees again for an increase from \$173,372 to \$347,670, due to the increase in Immigrants and the need for more classes and testing resources.

Chair Schmoke asked about the source of funding. Vice President Thomas stated that it is funded through MORA (Maryland Office of Refugees and Asylees). Ms. Anna Lansaw, Director of Procurement, added that this contract is going through as a Sole Source because it is awarded yearly. Grants exceeding \$100,000 will come to the Board of Trustees.

V. College Policies

- a. None

VI. Presentations

a. Enrollment Report

Vice President Becky Burrell, Institutional Research and Planning, presented the Credit Headcount Enrollment Trends for summer and fall 2022, as of September 8, 2022. The below is the summary:

- d) Post returning to campus was impacted by COVID
- e) Mayor's Scholars Program (MSP) Bridge Program – to lead Baltimore City Public Schools' (BPCS) students to take course work during the summer to enroll in college in the fall.
- f) Attendance leveled off in 2022 – declined by over 300 from 2020-2021; number of BCPS High School graduates which will impact BCCC's enrollment. MSP Fall 2022 target was 443.

Fall Headcount Enrollment Trends

- Fall 2022 as of September 16, 2022, there is a 7.6% decline in enrollment; a 9.8% across all Maryland Community Colleges
- The fall target was 4,164.
- There is still additional session start dates in October to increase enrollment and meet target numbers. Never attends must be included.

Chair Schmoke asked if we must wait until October 2022 to do the census? Vice President Burrell said no, it is 20% to term date.

Realignment Task 5 – The BCCC budget with realistic enrollment projections published from MHEC was an increase of almost 19 points. MHEC is expecting that BCCC will have more realistic enrollment goals.

Vice President Jade Borne discussed strategies related to Realignment Task 5 – Strategic Enrollment and Recruitment Planning.

- New dedicated recruitment team – filling three Recruiter positions and anticipating the Director of Dual Enrollment position.
- An extended recruitment team.
- A comprehensive model for Strategic Enrollment Management planning.
- New recruitment tools which will help set recruitment targets.

Trustee Pfeifer asked any way to get qualitative data from students? Vice President Burrell replied, yes, through CSSE – spring 2022 but there is room for other feedback.

Trustee Tannhauser Blum asked if a new Recruiter for Latino students will be hired. President McCurdy responded yes, currently interviewing for an Assistant Vice President whose duties will include responsibility for recruitment of the Hispanic population. Also, our publications are now in Spanish and English. Discussions are being held about BCCC becoming a Federally designated Hispanic Serving Institution.

BCCC works with the PEPSICO foundation, that also reaches out to Latino populations and will look at the Dual Enrolment focus on attracting the Latino population.

b. Enterprise Resource Planning (ERP) Update

Mr. Rading shared the following ERP updates:

- BCCC maintains a GREEN status with the Department of Information Technology (DoIT).
- The Project team continues to meet regularly with DoIT's Oversight Project Manager to provide project updates and exchange ideas.
- BCCC continues to submit a monthly Health Assessment, to the State, providing details on monthly project activities, including milestones, deliverables, and spending.
- The President's Cabinet continues to receive project updates.
- The ERP project is slated to be completed by December 2023.
- All core-modules of the ERP are now being used in the College's day-to-day operations.

Chair Schmoke asked what is the Health Assessment? Mr. Rading replied it is the gathering of information about the progress scope of the project, including a financial summary that is sent to the State. Chair Schmoke further asked if this is how BCCC gets its GREEN status? Mr. Rading replied yes. Chair Schmoke asked is this a public document? Mr. Rading replied no, but a copy is sent to President McCurdy and the BCCC Leadership.

Additional components on the ERP Roadmap:

- CRM Recruit
- Ellucian Experience
- Ellucian Degree Works
- Ellucian e-Transcripts
- Ellucian Analytics

Data Migration into the new ERP system included:

- Cross-functional teams involved that included data owners from Academics, Student Affairs, WDCE, Student Accounting, Financial Aid, HR, Institutional Research, and IT.
- Data exported, imported in non-production environment, and validated before migration into new ERP (9/20/2021 – 2/25/2022).

Training and Support provided:

- Resources such as quick start guides, how-to-videos, and self-service portals for students, faculty, and staff.
- Training sessions were held for faculty and staff; and additional training and office hours will continue for the Fall semester.
- Pop-Up Sessions will provide opportunities for internal stakeholders to bring forward any ERP related questions and challenges.
- Regular meetings will be held between the College leadership and the ERP vendor as part of the implementation; and vendor expert consultants will provide advice and support, along with the product support team.

Chair Schmoke asked is it the responsibility of the vendor or staff to address the company's level of change or challenges? Mr. Rading responded by saying it was very stressful and will take a full year for all to learn the new system. This is ongoing conversations with the vendor for support. Trainings and pop-up sessions have helped a lot.

VII. President's Report

- a. Operational
- b. Realignment

President McCurdy began by saying that BCCC is continuing with the student first model. She then introduced Dr. Cripps, who joined BCCC on September 7th 2022 as Vice President of Academic Affairs, from Howard Community College where she served most recently as Associate Vice President for Academic Affairs (2020-2022) and as interim Vice President for Academic Affairs (2022). Also, Mr. Steven Hardy recently joined BCCC as the Vice President for Finance and Administration.

Legislative Priorities/Initiatives

- Operating requests
- Capital requests
- Facilities Renewal Grant
- Community College Universal Promise
- Tuition Waiver
- Baccalaureate Access
- Expanding Equity and Access for Workforce needs
- Address central workforce shortages
- Proving access and equity to underserved populations
- Responding to evolving needs of employers

In Academic Affairs, new program proposals have been submitted to MHEC, several required changes:

- Certificate in Digital Marketing
- AA in Geoscience Technology (changes were made and the proposal will go back to MHEC for final approval).
- Associate of Applied Science in American Sign Language Deaf Studies
- Associate of Applied Science in Cybersecurity and Digital Forensics
- Associate of Arts in Communications
- Certificate in Communications

Annual Reports due dates were shared. The reports call within the Institutional Research area to provide a spreadsheet of when these reports are due, so that BCCC can stay in good standing with its accrediting bodies.

- Emergency Medical S 5/15/2022
- Respiratory Care 7/1/2022
- Surgical Technology 8/1/2022

Middle States visit is approaching and these dates served as reminders for the Board.

- October 14, 2022 – Self Study Design due to MSCHE
- October 24, 2022 – MSCHE Liaison Campus visit
- December 7-9, 2022 – MSCHE Conference
- TBA – Fall 2023 – MSCHE Conference
- TBA – Self Study – last completed 2013-14; 2016 the Monitoring Report was accepted.
- TBA – Spring 2024 Peer Evaluations campus visit

COVID Update

- Relief funding paid out - Summer I and II payment of \$1,281,642. Records of spending are monitored. The State may eventually require an audit for all Maryland Community Colleges.
- Student and Administrative spending is taking place from COVID funds.

- As BCCC staff/ faculty/ student returned, COVID protocols remained in place: mask wearing, plexiglass, temperature check and hand sanitizer stations.
- Information gathered from other institutions to see what they were doing in reference to COVID protocols.
- Public Safety supported the enforcement of COVID related safety measures.

BCCC Perimeter Loop Road Project

- New exit is not usable yet, until Loop Road is finished.
- Repairs to steps and the retaining wall at Liberty Heights will not be complete until December 2023. A lot of work must be done to hold up the wall. BCCC is not out of money, but the project's cost has escalated.

New Student Life Center upgrades (games, new furniture-ordered), room expansion) have been completed.

MHEC Facilities Renewal Grant – updates in FY 21 projects

- Fine Arts Wing – restrooms have been replaced, but HVAC repairs continue.
- Physical Education Center – hot water project completed.
- Life Sciences Building – Vice President Michael Thomas relayed that the Fire Alarm systems have been failing; so, as a result, Public Safety Officers had to be placed in each building. Completion of this project is slated for December 2022.
- ADA Water Fountain Replacements were completed and water has been tested as usable. Bottled water was used prior to the project's completion, but ordering has been cut back.
- Greenhouse Renovation – construction began 4/7/2022 and was completed 8/20/2022. This was a huge project to get rid of the mold, repair the leaks, and replace the flooring.
- Deferred maintenance regarding the South Pavilion is ongoing. There has been interior renovations and flooring installation. The HVAC repairs are complete.
- Cameras and Access Control is 85% complete. This is a \$3M project approved by the Board last year.
- Door and Card Access installation scheduled for September through October 2022.
- Bard Building demolition – the Downtown Partners, President McCurdy and Vice President Thomas met recently regarding the landscaping and public safety side and its usage. This is a BCCC project involving the landscaping and public safety; the land belongs to BCCC.

The Department of Budget Management and the Department of General Services visited the campus to review the buildings and projects. Instead of \$10.5M, BCCC will submit a request for \$16M, due to the escalating cost of supply and demand.

There were no questions from the Board of Trustees about the President's report, at this time.

VIII. Active Search Listing

The listing was included in the Board packets.

IX. Motion for Adjournment

Chair Schmoke asked for a motion to adjourn the Open Session. The meeting will continue in Closed Session. The motion was moved by Trustee Weiss and seconded by Trustee Lewis. There were no oppositions.

Pursuant to the General Provisions Article, Sections 3-305(b) (1) (7), (8), and (14), the meeting will now be closed so that the Board can discuss personnel matters involving specific employees, pending litigation, and the College's participation in a competitive proposal procurement process.

This statement was made by Kurt L.Schmoke, Board Chair.

The Trustees adjourned at 5:51pm and reconvened in Closed Session at 6:00pm.

Respectfully submitted,

Debra L. McCurdy, PhD
President

Next Board Meeting: October 19, 2022

Attendance:

Mr. Steven Hardy
Ms. Eileen Hawkins
Mr. Michael D. Thomas
Ms. Lyllis M. Green
Ms. Maria E. Rodriguez
Mr. Michael Rading
Dr. Laura Cripps
Dr. Jade Borne
Ms. Anna Lansaw
Ms. Kristin McFarlane
Mr. Michael Berends
Mr. Peter Farrell
Mr. Mark Conard

BCCC Faculty/ Staff:

Nena Kutniewski
Aquila Evans
Christina Carter
Theresa Tunstall
Carol Taylor
Jamie Cofield
Jà Hon Vance
Dawna Attig
Saleemah Franklin
Cynthia Wilson
Will Hug
Dr. Charice Hayes
Kimberly Woolford

Alesa Robinson
Patricia Raines
Valerie Grays
Wanda Walker
Constance Mannone
Sung Yoon Kim
Lorraine Ricks
Jacqueline Blackwell
Glenn Peterson
Avonelle Colbert
Johnnie Owens
William Johnson
Noah Grant
Dr. Denise Holland
Norrine Harper
Dr. Nicole L. Deutsch
Cassandra Wilks

Guest

Michelle McIntosh



BOARD OF TRUSTEES BALTIMORE CITY COMMUNITY COLLEGE

Closed Session Summary | September 21, 2022 (Virtual Zoom Meeting)

Board Members Present: Chairman Kurt L. Schmoke, Esq.; Ms. Leonor Tannhauser Blum; Mr. John Goeken; Dr. Rachel Pfeifer; Mr. J.C. Weiss III.

Board Members Absent: Mr. John Brothers; Mr. John Lewis; Mr. Jason Perkins-Cohen; Ms. Lelia F. Parker, Esq.

Also Present: Dr. Debra L. McCurdy.

Also in Attendance: Ms. Maria E. Rodriguez, Esq.; Ms. Kristin McFarland, Esq.; Ms. Becky Burrell, V.P. Institutional Effectiveness and Research; Dr. Jade Borne, V.P. Student Affairs; Dr. Laura Cripps, V.P. Academic Affairs; Ms. Lyllis Green, Internal Auditor; Mr. Steven Hardy, V.P. Administration and Finance; Mr. Michael Rading, Chief Information Officer; Mr. Michael Thomas, V.P. Workforce Development and Continuing Education.

The open meeting was closed at 5:51 PM pursuant to a unanimous vote of Board Members following Chairman Schmoke's reading of a Closing Statement. Chairman Schmoke brought the closed session meeting to order at 6:05 PM.

The Trustees discussed and heard from management members and Attorney Rodriguez about issues involving collective bargaining negotiations and personnel matters.

On a motion made by Mr. Weiss and seconded by Dr. Pfeiffer, the Trustees unanimously voted to adjourn at 6:33 PM.

Respectfully submitted,

Debra L. McCurdy

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Finance Committee Meeting Summary |

8:00am October 13, 2022 (Virtual Zoom Meeting)

I. **Call to Order (Vote)**

Chairman Schmoke called the meeting to order at 8:00am; Trustees Weiss and Lewis were present for the committee meeting.

II. **Procurement Policies and Procedures (Overview)**

President McCurdy acknowledged that the Procurement Policies and Procedures would remain on the agenda as the College had already received approval from the Department of Public Works; but it was there simply to refer to the guidelines, as necessary.

III. **Procurement Awards over \$25,000 to \$99,999 (Information)**

a. Mailing Services (\$39,925.00)

There was no need to vote on the item that fell under the \$100,000 threshold for the Board. The President has the approval authority for this item and it is on the Agenda for the Committee's information.

IV. **Approval Requests (Vote)**

a. West Pavilion Fire Alarm Security Upgrades and Equipment Replacement (\$458,000.00)

This is a compliance and safety matter to replace the Fire Alarm System, Fire Pump and Controllers at the West Pavilion. The solicitation was advertised on eMaryland Marketplace website and received three (3) bids; it was designated to the Small Business Reserve program; assigned a 15% MBE goal (awarded to Hopeday, LLC). Trustee Weiss made the motion for the expenditure and Trustee Lewis seconded. The motion passed.

b. Data Refresh (\$475,500.00)

This contract includes the hardware, software, licensing and installation services to replace the College's aging server/storage and backup/recovery systems in the primary data center. Two contractors submitted proposals and the award was to CAS Severn, LLC. This supports Realignment Task #9 on infrastructure renovation to modernize the infrastructure.

Trustee Weiss made the motion for the expenditure and Trustee Lewis seconded. The motion passed favorably.

c. Core Network Infrastructure Refresh (\$124,392.66)

This is a three (3) year software maintenance contract which includes all maintenance and security upgrades. Without the software, the BCCC network will not be able to function and will not allow devices to connect to the network. This supports BCCC's Realignment Task #9 on infrastructure.

Trustee Lewis made the motion for the expenditure and Trustee Weiss seconded. The motion passed favorably.

V. **Motion for Adjournment (Vote)**

With no further business, Chairman Schmoke called for a motion to adjourn the meeting. Trustee made the motion to adjourn and Trustee Lewis seconded. All were in favor and the meeting was adjourned at 8:22am

Submitted:

Dr. Debra L. McCurdy
President

BOARD OF TRUSTEES
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TAB 3 | Student Government Association Report

- No Report Submitted

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 4 | AFSCME Local #1870 at BCCC Report/Comments

BOARD OF TRUSTEES
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TAB 5 | Faculty Senate Report

Monthly Report- October 2022

Faculty Senate Report
to the
Baltimore City Community College (BCCC) Board of Trustees

On behalf of the Academy at Baltimore City Community College, the Senate Executive Committee, and the Faculty Senate Officers (Vice President Dr. Denise P. Holland and Secretary Dr. Rochelle Lemon Howard) please find our report to the BCCC Board of Trustees.

New Faculty Senate Initiatives

Faculty Handbook Revision Committee (Ad Hoc)

About This Committee:

This Ad hoc committee's purpose is to update the January 9, 2019 Faculty Senate Handbook. Specifically, the components related to the Senate Constitution, Bylaws, and Procedures. It is also hoped that Standard Operating procedures will be added as an addendum to the Handbook. Other components of the Handbook that involve college-wide stakeholders or are under the direct oversight of other administrative departments will be developed with faculty participation (shared governance) as applicable, and/or provided by those areas directly for inclusion in the handbook. President McCurdy has respective members of the Cabinet (i.e. Human Resources Office, Student Affairs Division, etc.) looking at their sections as well to match this revision process seamlessly

The Committee will present drafts of its components at various stages of the document's development for vetting by the Senate during the academic year.

The committee is chaired by Dr. Denise P. Holland, the Faculty Senate Vice-President.

Start Date: Monday October 17, 2022

Faculty Senate's Multi-Generational Committee

About This Special Committee:

The BCCC Faculty Senate Committee on Multi-Generational Teaching and Learning has as its mission exploring ways in which to better prepare our college and its students for today's age-diverse college classroom, workplace, and society. The Committee has several functions, chief among which are conducting research into the generational differences and similarities in BCCC

student learning and workplace-preparatory needs and sponsoring a speakers' series on generational topics, particularly those related to teaching and learning.

To begin, the Committee looks forward to accomplishing the following goals in 2022-2023:

1. Proposing at least one research study (or survey) into a multi-generational teaching and learning topic
2. Providing a means by which to address the "loneliness epidemic" gripping so many communities by sponsoring at least one multi-generational social event (e.g., a Zumba or yoga event, reception, etc.) per semester
3. Sponsoring at least one speaker on a multi-generational teaching and learning topic

This committee is chaired by Dr. Carole A. Quine, Senator.

Start Date: Monday October 24, 2022

Good News

Student Achievements:

Practical Nursing Students

The Practical Nursing Faculty announced in September that 23 out of 24 students from a blended cohort matriculated successfully, were pinned (8/26/2022) and preparing to take their national licensure exams. Since then 10 have registered to take the exams and the two who have taken exams passed. A new 2023 cohort of 25 prospective students are being vetted.

Dental Hygiene Students

The Dental Hygiene Faculty announced that the remaining students from the 2021 cohort finished their clinical requirements (following delays caused by the pandemic) and two have obtained their licensure and are practicing hygienists.

Respiratory Care Students

The Respiratory Care faculty report that its 2023 student cohort did an outstanding job on their clinicals.

Faculty Achievements:

Department of Nursing

Professor Becky Boucand is beginning her doctoral studies in Nursing.

Department of Education, Social and Behavior Sciences

Keeping It Real Lecture Series: "The U.S. Government's War on Black Leaders"
Here & Abroad"

Baba Zak A. Kondo -BCCC History Professor, Author, Scholar, Lecturer, Activist
Friday, October 14, 2022 6 - 8 pm

Sponsored by the Office of Student Life and Engagement, History Club, Anthropology and Sociology Club, and the Dept. of Education, Social and Behavior Sciences

Faculty Invitations/Appointments:

Recently, members of the Academy have been invited to serve on the following BCCC committees by President McCurdy:

- *The Middle States Commission on Higher Education (MSCHE) Steering Committee*
- *The Middle States Commission on Higher Education (MSCHE) Self-Study Design Committee*
- *The Middle States Commission on Higher Education (MSCHE) Working Group*

Additional opportunities for faculty participation and engagement will be forthcoming.

Meetings

with Dr. McCurdy and Dr. Cripps (9/29 and 9/28 2022)

Topic: Verbiage to align the Faculty Teaching Observation Forms (for face-to-face and virtual/online courses) with approved policy and current organizational practice.

Outcome: (1) Inclusion of the term “Dean”. (2) Specification of what mastery means. (3) Notice of observation a week out. (4) Inclusion of the month of November (for observations).

We stressed that instructions needed to be provided to the designated observer in writing. To that end, Dr. Cripps provided a list of six instructions embedded into the observation forms.

The documents were placed on the agenda to be vetted at the October 7, 2022 Senate Executive Meeting

SEC Meeting (10/7/2022)

- Prior to that meeting, concerns raised by the Academy related to understanding the 2022 COLA and Merit pay increase distribution process at the college were posed to Dr. Debra L. McCurdy, President. Dr. McCurdy accepted our invitation to attend and addressed these concerns during a portion of the meeting. In short all monies, including the recent 4.5% COLA, won by the hard work of AFSCME Maryland (Council 3), will be included in our pay effective November 1, 2022. Dr. McCurdy informed the SEC that the Faculty Salary Scale we requested in July from HR would be available with the requisite step and rate increases clearly delineated in November 2022. Dr. McCurdy also shared that it is the State of Maryland, not the college, who distributes the increases. The college is required to verify the list of employees for the state prior to the application of pay increases occurring. The meeting was extremely helpful in clearing up the confusion about processes for the Academy.

- Dr. Laura Cripps, VPAA met with the SEC during another portion of the meeting to review, line by line, the changes to the documents with enduring debate and discussion. The SEC vetted and approved the Teaching Observation templates to be used for the 2022 Faculty Evaluation process with a few additional edits for consistency. The documents to be used have been distributed to the Academy as well as the designated observers (Deans/Associate Deans and Program Directors, where applicable). It was a good working session and exemplified what shared governance can be at BCCC.

Monthly Meeting with Dr. McCurdy (10/10/2022)

Topics presented:

- Competitive Adjunct Pay Rates – the college is losing adjunct faculty in certain disciplines because our adjunct pay rate is lower than many of our competitors
- P-Tech Course Scheduling Problems (timing, finding faculty)
- Problems with Student Access to Books or Electronic Access Codes
- Canvas Glitches Prohibiting Student Access
- Adjunct Faculty Missing October 5 Pay
- Adhere to more Accurate Class Size/Seat Limits (especially for labs)
- Overloads/End of Year Payout (request made to reconsider classifying winter teaching for fulltime faculty equivalent to adjunct teaching for pay purposes)

Follow-up to Monthly Meeting with Dr. McCurdy (10/10/2022):

- Send Dr. McCurdy a list of adjuncts we are aware of that have not been paid.
- Send Dr. McCurdy a list of students we are aware of who cannot get into Canvas or get books/access codes
- The President will resolve these identified issues with appropriate Cabinet members ASAP. Dr. McCurdy and the Cabinet will continue to alleviate the other recurring concerns with deliberate speed.

This concludes the October 2022 Board of Trustees Report from the BCCC Academy.

Aequitas in educationi,

Katana L. Hall

Katana L. Hall, Ph.D.

Professor of English and Theatre

Faculty Senate President

Department of English, Humanities, Visual and Performing Arts

Baltimore City Community College

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 6 | Items Removed from the Agenda

- Student Government Association Report

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 7 | New Business

- a. Finance/Audit Committee, October 13, 2022
 - i. Procurement Awards over \$25,000 to \$99,999 **(Information)**
 - Mailing Services (\$39,925)
 - ii. Approval Requests \$100,000 and Over **(Vote)**
 - West Pavilion Fire Alarm Security Upgrades & Equipment Replacement (\$458,000)
 - Data Refresh (\$475,500)
 - Core Network Infrastructure Refresh (\$124,392.66)



PROCUREMENT AWARDS
Contracts, Modifications, and Renewals Options
\$25,000 to \$99,999
BOT Finance Committee October 13, 2022

Contract No. / Contract Title	BCCC-FY23-RS-001 Mailing House Services		
Description/Remarks:	This service is needed to send request to members during the fiscal year. The mailing service sends 70,000 pieces of mail 7 times per year for additional contributions, new members, and lapsed member mailings. Renewal mailing is also provided 12 times per year, 1,000 pieces each month. This service also includes packaging bulk mailing and transporting to the post office. When additional resources are needed, provides printing of necessary supplies. This procurement is exempt from a formal procurement process in accordance with Section 1.3.2.12, as it supports the on-going operations of WBJC and assists the membership department to generate more than 70% of the annual revenue received through the mass mailing services.		
Procurement Method:	Exempt	Category:	Services
Awarded Contractor:	KM Printing, LLC dba Strategic Factory		
Award Amount:	\$39,925.00	Contract Term:	10/10/22 – 10/09/2023
No. of Bids:	N/A		
College Department:	WBJC	Fund Source:	03352/0873

**BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEE – FINANCE COMMITTEE
ACTION ITEM
OCTOBER 2022**

Contract ID: BCCC-FY23-WP-001
West Pavilion Fire Alarm Security System and Equipment
Upgrades

Contract Description: The Contractor shall provide all labor, equipment, tools, materials, supplies, etc. required to replace the Fire Alarm System, Fire Pump and Controller at the West Pavilion campus located at 3100 Towanda Avenue, Baltimore, MD 21215.

Award: Hopeday, LLC.
Washington, DC

Contract Term: 120 Calendar Days from NTP

Contract Amount: \$458,000

Procurement Method: Competitive Sealed Bid

Bids:	Star Vision Enterprise, LLC Beltsville, MD	\$489,400
	Advance Fire Protection Systems, LLC Baltimore, MD	\$466,879

Small Business

Reserve (SBR) Designated: Yes

Minority Business

Enterprise (MBE) Goal: 15%

Requesting Remarks: This solicitation was advertised on eMaryland Marketplace website on June 27, 2022. Three bids were received August 3, 2022. This procurement was designated to the Small Business Reserve program and assigned a 15% overall MBE goal. The recommended awarded vendor, Hopeday, LLC has provided previous service to the College and work performed was satisfactory.

Fund Source: E9628/ 1415

MD Tax Clearance: 22-4477-0100

BOARD OF TRUSTEES ACTION

THIS ITEM WAS:

APPROVED

DISAPPROVED

DEFERRED

WITHDRAWN

WITH DISCUSSION

WITHOUT DISCUSSION

**BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEE – FINANCE COMMITTEE
ACTION ITEM
OCTOBER 2022**

Contract ID: BCCC-FY23-IT-003
Data Refresh

Contract Description: This contract includes the hardware, software licensing, and installation services to replace BCCC’s aging server/storage and backup/recovery systems in the primary data center located in the Life Science Building. The new server/storage solution that will be installed is Nutanix and the new backup/recovery solution is Rubrik.

Award: CAS Severn, LLC

Contract Term: 10/24/2022 – 10/23/2025

Contract Amount: \$475,500

Procurement Method: Intergovernmental Cooperative Purchasing Agreement

Small Business

Reserve (SBR) Designated: Yes

Minority Business

Enterprise (MBE) Goal: 6%

Requesting Remarks: As a listed MEEC member, the College is permitted to utilize any of the MEEC contracts. The College requested proposals from two (2) contractors awarded under the MEEC Hardware Contract 2017 (Contract No: UMD-972016). The College received two responses. Upon evaluation of both proposals, it was determined that CAS Severn, LLC provided the best value to the College. The solutions proposed by CAS Severn (Nutanix and Rubrik) are industry-recognized leaders in their respective areas. CAS Severn was the original vendor who installed our current data center equipment ten years ago, and they are familiar with the BCCC environment and requirements.

The contract includes three (3) years of hardware support and software subscriptions. This supports the College’s Realignment task #9 on infrastructure renovation to modernize infrastructure for critical applications, drastically reduce risk of outages and failures, simplify management and operations, move the College to a hardened, immutable ransomware proofed data protection and create opportunities for a more comprehensive disaster recovery strategy to safeguard College resources.

Fund Source: 06618

BOARD OF TRUSTEES ACTION	THIS ITEM WAS:		
APPROVED	DISAPPROVED	DEFERRED	WITHDRAWN
	WITH DISCUSSION	WITHOUT DISCUSSION	

**BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEE – FINANCE COMMITTEE
ACTION ITEM
OCTOBER 2022**

Contract ID: BCCC-FY23-IT-004
Core Network Infrastructure Refresh

Contract Description: This contract includes the software licensing and support for BlueCat Address Manager and BlueCat DNS & DHCP, which makes up the core network software that manages the BCCC network.

Award: EC America, Inc.

Contract Term: 10/24/2022 – 10/23/2025

Contract Amount: \$124,392.66

Procurement Method: Intergovernmental Cooperative Purchasing Agreement

Requesting Remarks: This procurement was conducted under an intergovernmental cooperative purchasing agreement awarded by the General Administrative Services (Contract No. GS-35F-0511T) that specially allows higher education institutions to utilize this contract. Therefore, in accordance with Section 1.3.2 of the College’s Procurement Policies and Procedures exempts a formal procurement process when utilizing a cooperative agreement established by another governmental agency. However, the College did solicit additional proposal from another vendor on another cooperate agreement; however, EC America provided the best value to the College at the lowest price.

This is a 3-year software maintenance contract, which includes all maintenance and security upgrades. This contract also includes one (1) year of premier support to aid BCCC in migrating our production system to the latest version of the software.

Furthermore, this contract supports the College’s Realignment task #9 on infrastructure renovation to modernize infrastructure for critical applications, drastically reduce risk of outages and failures, simplify management and operations, move the College to a hardened, immutable ransomware proofed data protection and create opportunities for a more comprehensive disaster recovery strategy to safeguard College resources. Without this software, the BCCC network will not be able to function, and will not allow devices to connect to the network.

Fund Source: 06618

BOARD OF TRUSTEES ACTION	THIS ITEM WAS:		
APPROVED	DISAPPROVED	DEFERRED	WITHDRAWN
	WITH DISCUSSION	WITHOUT DISCUSSION	

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 8 | College Policies

- Institutional Review Board Policy

Office of Institutional Effectiveness, Research & Planning
Office of Institutional Research
Institutional Review Board
Policy & Procedures Summary

Proposed Policy for the Institutional Review Board

The Office of Institutional Research (OIR) has developed a proposed policy to establish an Institutional Review Board (IRB) at Baltimore City Community College (BCCC). The process started with researching the IRB practices at the other 15 Maryland community colleges. At the time the research was conducted, 12 of the 15 had active IRB information on their respective websites. Since that time, one more institution has added an IRB presence. Materials from Howard Community College, Prince George’s Community College, Montgomery College, and Community College of Baltimore County offered the most useful models. In addition, the federal regulations and history related to IRBs were reviewed and incorporated.

Upon drafting the early versions of the policy, procedures, and forms, OIR shared the materials with the Vice President (VP) for Institutional Effectiveness, Research, and Planning (IERP). The documents were presented to the Student Affairs Leadership Team (SALT), Program Review and Evaluation Planning Team, Academic Affairs leadership (Associate VP, Deans, and Associate Deans), Faculty in SASS, BSTEM, and SNHP, Human Resources leadership, and the Cabinet for review and input. Valuable feedback was obtained which was incorporated into the documents. The VP IERP coordinated with the Human Resources Office to share the revised versions of the policy and procedures with the College community for further review and input.

Purpose and Responsibility

The purpose and responsibility of the IRB is to protect the rights and welfare of human subjects from any harmful aspects of proposed research involving data collection that may affect the participants, affiliated organizations, or the integrity of the institution. The primary function is to review proposals for research from members of the College, affiliated persons, or organizations that involves BCCC’s information, staff, faculty and/or students.

The IRB will meet to review research proposals, conduct other business matters under the purview of the Board, and render decisions on research proposal status designation and approval status of proposed projects. The IRB will maintain a shared calendar for its meetings.

The IRB will consist of individuals from faculty, staff, students, and the community, in addition to the Chair, to ensure representation of areas fundamental to data collection as well as potential subjects. IRB members will be required to complete online federal training periodically. In accordance with Code of Federal Regulations (CFR) Title 45, section 46.107(e), the IRB may “at its discretion, invite individuals with competence in specialized areas to assist in the review of issues that require expertise beyond or in addition to that available on the IRB. These individuals may not vote with the IRB.”

Procedures

The following procedures are applicable to individuals or organizations submitting research proposals for review by the College's Institutional Review Board that involve human subjects or sensitive information.

- Principal Investigators (PI) conducting research involving human subjects must complete the BCCC IRB application process. A PI is any individual who assumes full responsibility for a research project, including the supervision of any co-investigators, research assistants, staff, and students.
- The IRB application includes a detailed description of the research protocol (e.g., the rationale for the study, research questions, hypotheses, research methods, selection of subjects including sampling methods, potential benefits/risks, managing confidentiality, any compensation for subjects, etc.). All required documents must be submitted with the application including the following.
 - A copy of all questionnaires, survey instruments, and/or focus group questions
 - Informed consent document(s) and/or minor assent document(s)
 - Letters of IRB approval from cooperating institutions (if appropriate)
 - All required signatures and responses to all documents requiring signatures and responses.
- Upon receipt of the application, the IRB will inform the PI that the application has been received and note its status in terms of completeness.
- Upon review and final determination by the IRB, the IRB Chair forwards a letter of recommendation for approval/disapproval to the Vice President of Institutional Effectiveness, Research, and Planning, who in turn sponsors the application on the President's Cabinet agenda for a final review and before the IRB grants final approval. The Cabinet may not approve research that has not been approved by the IRB.
- The PI will receive a final letter of approval or disapproval from the IRB. Approval to proceed is valid for one year from the start date noted in the final approval letter. If the research proposal is not approved by the IRB, a letter stating the reasons for the disapproval will be sent.
- It is the PI's responsibility to inform the IRB Chair of any adverse events that may occur during the study that could impact study participants. Concerns related to research involving BCCC faculty, students, or staff should be directed to the IRB Chair.
- Upon completion of the study, the PI is expected to provide a summation of the study process and a report of the study's findings. All reports and documentation, both physical and electronic copies, will be archived by the IRB and made accessible to Board members and other College staff, as appropriate. The PI will inform the Board if there are proposed follow-up or similar studies planned via a notification to the IRB email address.

Title of Policy: Baltimore City Community College Institutional Review Board Policy

Effective Date: TBD

Implementation Date: TBD

Originator/Division: Office of the President

Proposed by: Becky Burrell, Vice President, Institutional Effectiveness, Research, and Planning

Policy (Check one.)

New Revised

Applies To:

Faculty Staff Students

Division/Department College

Policy

Research activities involving the use of human subjects are to be reviewed and approved by an Institutional Review Board (IRB) before data collection can begin. Investigators may not solicit subject participation or begin data collection until they have received written approval from the IRB.

Baltimore City Community College (BCCC) will establish and maintain an IRB to review proposals for research submitted by members of the College, affiliated persons, individual researchers, or organizations that involve BCCC's information, staff, faculty, and/or students. The IRB serves to protect the rights and welfare of human subjects from any harmful aspects of proposed research involving data collection that may affect the subjects, affiliated organizations, or the integrity of the institution.

Federal Regulations

In 1974, the National Research Act was passed to curtail or mitigate concerns about ethics violations and disregard for human subjects. This law created the National Commission for the Protection of Human Subjects. The Code of Federal Regulations (CFR) Governing the Protection of Human Subjects in Research includes the two regulations noted below.

- a) Basic Department of Health and Human Services (DHHS) policy for the protection of human research participants: Code of Federal Regulations (CFR) Title 45, [Part 46](#)
- b) Protection of Human Subjects: CFR Title 34, Subtitle A, [Part 97](#)
- c) Student Rights in Research, Experimental Programs, and Testing: CFR, Title 34, [Part 98](#)

Proposed Research

Proposed research projects will be designated as Exempt, Expedited, or Full Board Review status. Established criteria for each category will be made available to the Principal Investigator (PI). These criteria will be used to differentiate research proposals for maximum processing efficiency.

Exempt

Projects that generate data that will not be used beyond the classroom, are for internal institutional use only, and/or are mandated for reporting to state, federal, or other oversight bodies are likely to be identified as Exempt.

Expedited

Research proposals that involve minimal risks to human subjects would qualify for Expedited Review and require limited review and follow-up.

Full Board Review

Research proposals that may involve greater risks to human subjects will be identified for a thorough Full Board Review.

The IRB will ensure that research conducted at BCCC meets high standards of quality and rigor, safeguards the privacy and safety of participants, is consistent with the mission and goals of the College, and minimizes the burden from such research on the College community.

An essential function of the IRB is to review proposed research projects to determine if participants in the studies will be at any physical or mental risks, and if risks are involved, to certify that the following conditions are met.

- a) Risks to participants are minimized.
- b) Participants in the study (and their guardians if applicable) are fully aware of the risks and know that they may withdraw from the study at any time without any form of penalty.
- c) The risks to the participants do not outweigh the sum of the benefits to the participants and the importance of the knowledge to be gained warrants a decision to allow the participants to voluntarily accept these risks.
- d) The rights and welfare of any such participants are protected.
- e) Legally effective, informed consent is obtained by adequate and appropriate methods in accordance with the provisions delineated in CFR Title 45, [Part 46](#).
- f) Conduct of the activity is reviewed at intervals determined by the IRB.

Requests to conduct surveys or focus groups, either in person or virtually, with BCCC students, faculty, staff, and/or alumni shall fall under the purview of the IRB. The IRB may grant approval if it determines the survey supports the College's mission and goals. The IRB has the right to reject surveys or require a change in the timeline so that the survey's administration does not conflict with other academic calendar or instructional priorities. The IRB may request that surveys be combined or request additional review from subject matter experts.

Institutional Review Board Structure

The IRB will meet to review research proposals, conduct other business matters under the purview of the Board, and render decisions on research proposal status designation and approval status of proposed projects before the board. The IRB will maintain a publicized calendar in which meetings are conducted for review of submitted proposals.

The IRB will consist of individuals from faculty, staff, students, and the community, in addition to the Chair, to ensure representation of areas fundamental to data collection as well as potential subjects. IRB members will be required to complete online federal training periodically. In accordance with CFR Title 45, section 46.107(e), the IRB may “in its discretion, invite individuals with competence in special areas to assist in the review of issues that require expertise beyond or in addition to that available on the IRB. These individuals may not vote with the IRB.”

Related College Policies

- a) Federal Family Educational Rights and Privacy Act (FERPA)
- b) BCCC Social Media Policy Procedure
- c) Telecommunication Use Policy

Procedure No: _____

Title of Procedures: Baltimore City Community College Institutional Review Board

Effective Date: TBD

Implementation Date: TBD

Originator/Division: Office of the President

Proposed by: Becky Burrell, Vice President for Institutional Effectiveness, Research, and Planning

Procedures (Check one.):

New X Revised _____

Applies To:

Faculty X Staff X Students X
Division/Department _____ College X

I. Procedures

The following procedures are applicable to individuals or organizations submitting proposed research involving human subjects or on sensitive information for review by the College's Institutional Review Board (IRB). The point person submitting the proposed research is designated as the Principal Investigator (PI). These procedures apply to employees and students at Baltimore City Community College (BCCC) as well as anyone outside of BCCC who wishes to conduct research involving the College's information, employees, students, or alumni.

- A. The PI conducting research involving human subjects must complete the BCCC IRB application process. If the PI is a student, the application must be approved and signed by the applicant's faculty sponsor and department Chair. Additionally, individuals conducting research from another institution must submit an approved IRB or appropriate authorization notification from their affiliated institution.
- B. The IRB application includes a detailed description of the research protocol (e.g., the rationale for the study, research questions, hypotheses, research methods, selection of subjects including sampling methods, potential benefits/risks, managing confidentiality, compensation of subjects if any, etc.).
- C. All required documents must be submitted to the BCCC IRB in either paper or electronic form to include the following.
 - A copy of all questionnaires, survey instruments, and/or focus group questions.
 - Informed consent document(s) or minor assent document(s)
 - Letters of IRB approval from cooperating institutions (if appropriate)

- All required signatures and responses to all documents requiring signatures and responses.
- D. One of the main ethical responsibilities of the PI is to ensure that potential participants receive all the information they need to know about the research project before they begin participating. The PI must do the following.
 - Disclose all relevant information about the research to the potential participants.
 - Make efforts to ensure potential participants' comprehension of the information.
 - Make efforts to ensure potential participants' voluntary agreement, free of coercion, and undue influence.
- E. Obtain approval to conduct research at BCCC
 - 1) The IRB will provide acknowledgement of receipt of application and affirm that all documentation that is required is in order.
 - 2) Research proposals are reviewed for approval by the IRB.
 - 3) The IRB will issue a final letter of approval or rejection.
 - 4) Research approval is valid for one year from the start date noted in the final letter of approval.
 - 5) If rejected, the letter will detail the reason(s) why the research proposal was rejected.
- F. In conducting the research, it is the responsibility of the PI to provide the Board with any unusual or unforeseen developments or occurrences during the study.
- G. Upon completion of the study, it is the PI's responsibility to share final reports or publications of the research with the IRB.

II. Meeting Schedule and Categories of Review

- A. The IRB will meet three times in the fall semester and three times in the spring semester for a total of six formal meetings. Meetings will take place on the second Tuesday of each meeting month. The meeting months for the fall semester are September, October, and November. The meeting months for the spring semester are February, March, and April. The Chair reserves the right to call additional ad hoc and emergency meetings when necessary.
- B. All research proposals must be submitted in their most complete form at least four weeks prior to a meeting date on which action is to be taken on that proposal. For each meeting month, the PI or submitting organization, has until the last day of the preceding month to submit their research proposal.
- C. The table below reflects the schedule for submitting applications and the timeline for meetings where they will be reviewed.

Submission and Meeting Schedule			
Fall Semester	September	October	November
(All research proposals are due on the last day of the month for processing, the following month).	Meeting: 2 nd Tuesday	Meeting: 2 nd Tuesday	Meeting: 2 nd Tuesday
Spring Semester	February	March	April
(All research proposals are due on the last day of the month for processing, the following month).	Meeting: 2 nd Tuesday	Meeting: 2 nd Tuesday	Meeting: 2 nd Tuesday

D. Categories of Review

Research proposals are designated into one of three categories of review.

- 1) Exempt - Research proposals with no risks to human subjects, mandatory compliance requirements, and or accreditation requirements can qualify for exempt status. Proposals appearing to meet this status will be addressed by the Board. If the research proposal meets the preset guidelines for Exempt Status, the Board would greenlight the proposal. On rare occasions, the Board may seek further documentation, suggest modifications, clarifications and even recommend further review. Review time should take a week to two weeks maximum.
- 2) Expedited - Research proposals that involve minimal risks to human subjects would qualify for expedited review and require limited follow-up. Grant sponsored studies with sensitive deadlines may fall into this category. The Board reviews the proposal after the apparent exempt proposals are concluded. In this category, the risks to human subjects are minimum and prolonged deliberation is not necessary. Suggested review time is a maximum of four weeks.
- 3) Full Board Review - Research proposals that may involve some greater risks defined as potential breeches of anonymity, detrimental psychological, inappropriate inquiry, or that which may contribute to emotional distress of the human subject would be identified for a thorough Full Board Review. A Full Board Review may occur if agreement cannot be reached in the Expedited Review process regarding recommended modifications or other areas of conflict between the PI and the recommendations of the Board. The expected review time is six weeks, but it may be longer if further complications arise.

E. Workflow and Timeline

The workflow of each proposed research project is determined by the category in which it falls. The process is as follows.

- 1) Submission of the research proposal application and all supporting documentation.

- 2) Acknowledgment
 - a. The IRB will inform the PI that they are in receipt of any application submitted and the status of that application in terms of completeness.
 - b. The PI will be either asked for more information or notified of the next steps.
- 3) Once the application is reviewed by the IRB, the project will fall into one of the three categories for review: Exempt, Expedited Review, and Full Board Thorough Review.
- 4) Upon review and final determination by the IRB, the IRB Chair forwards a letter of recommendation for approval/disapproval to the Vice President of Institutional Effectiveness, Research, and Planning, who in turn sponsors the application on the President's Cabinet agenda for a final review and before the IRB grants final approval. Cabinet may not approve research that has not been approved by the IRB.
- 5) The IRB shall notify the PI in writing of its decision to approve or disapprove the proposed research activity, or of modifications required to secure IRB approval of the research activity. If the IRB decides to disapprove a research activity, it shall include in its written notification a statement of the reasons for its decision and give the investigator an opportunity to respond in writing.
- 6) Approval to proceed is valid for one year from the start date noted in the final approval letter. All human subjects' research activities that have been approved by the IRB are subject to continuing review. The continuing review and follow-up will be performed at intervals appropriate to the degree of risk involved in the research.
- 7) A researcher cannot implement any changes to an IRB-approved protocol without prior IRB approval, except where necessary to eliminate apparent immediate hazards to subjects. Once a research proposal is approved, the PI must obtain submit a change form to the IRB for approval to modify the research process in a way that differs from the approved protocol. Researchers may not implement any changes until they have obtained approval.
- 8) It is the PI's responsibility to inform the IRB Chair of any adverse events that may occur during the study that could impact study participants. Concerns related to research involving BCCC faculty, students, or staff should be directed to the IRB Chair.
- 9) Upon completion of the study, the PI is expected to give a summation of the process of conducting the study and to provide the College with a report of the findings and conclusion of the study. All reports and documentation, both physical and electronic copies, will be archived by the IRB and made accessible to Board members and other College staff as appropriate. The PI will inform the Board if there are proposed follow-up or similar studies planned via a notification to the IRB email address.

F. Training

All members of the IRB will be required to complete training annually. The U.S. Department of Health & Human Services (HHS) Office of Human Research Protections offers a free online training program comprised of several components, located on the HHS.gov website (<https://www.hhs.gov/ohrp/education-and-outreach/online-education/human-research-protection-training/index.html>).

- 1) Human Research Protection Foundational Training – This five-hour training satisfies the NIH educational requirement for training on human research protections for investigators and key personnel.
- 2) Considerations for Reviewing Human Subjects Research – These interactive programs enhance your knowledge about protecting human subjects in research.
- 3) Office for Human Research Protections (OHRP) Webinars – Webinars provide a comprehensive understanding of different aspects of the regulations.

G. Membership

Membership in the IRB will consist of an odd number of members so there is no possibility of tie votes. Representation of key areas fundamental to data collection as well as potential subjects that may be included in such research are the guiding principles that will be employed in soliciting members. A member of the Office of Institutional Effectiveness, Research, and Planning (OEIRP) will serve as the IRB's Chair and a member of the board will be selected to serve as Assistant Chair. In addition to members from the College, there will be at least one representative from the greater College community. The Board should include representatives from each of the following areas.

- 1) Office of Institutional Effectiveness, Research, and Planning - Chair
- 2) Office of Human Resources
- 3) Office of Records and Registration
- 4) Faculty – Credit/Academic Affairs
- 5) Instructor/Other Designee - Workforce Development & Continuing Education (e.g., Coordinator or Director who interacts with students)
- 6) Faculty/Representative Alternate
- 7) Office of Student Life and Engagement
- 8) Student body
- 9) Unaffiliated community member
- 10) Academic Affairs Dean or Associate Dean

Except for the Chair, members shall serve for a period not to exceed four years from the anniversary date of their appointment to the IRB. In accordance with 45 CFR 46.108(a)(2), the IRB will “prepare and maintain a current list of the IRB members identified by name; earned degrees; representative capacity; indications of experience such as board certifications or licenses sufficient to describe each member's chief anticipated contributions to IRB deliberations; and any employment or other relationship between each member and the

institution, for example, full-time employee, part-time employee, member of governing panel or board, stockholder, paid or unpaid consultant.”

In the event of a tie, the Vice President of OIERP will cast the deciding vote. The IRB may in its discretion, invite individuals with competence in special areas to assist in the review of issues that require expertise beyond or in addition to that available on the IRB. These individuals may not vote with the IRB.

F. Attachments

- 1) BCCC IRB Application
- 2) BCCC IRB Consent Form

DRAFT

Appendix: Glossary

Definition of common terminology used at institutions of higher education for the Purpose of these Policies and Procedures

- A. “Assent” refers to a child’s affirmative agreement to participate in research.
- B. “Children” refers to persons under the age of 18.
- C. “College community” refers to trustees, students, and all employees of the College as well as any independent contractors or other third parties to the extent articulated under contractual agreements.
- D. “Guardian” refers to an individual who is authorized under applicable State or local law to consent on behalf of a child to general medical care.
- E. “Human Subject” refers to a living individual about whom an investigator (whether professional or student) conducting research obtains:
1. Data through intervention or interaction with the individual; or
 2. Identifiable information including personally identifiable
- F. “Informed Consent” refers to the assurance that prospective participants understand the nature of the research and are sufficiently knowledgeable to decide voluntarily whether to participate. Investigators may seek consent only under circumstances that provide the prospective subject or their representative sufficient opportunity to consider whether to participate, and that minimize the possibility of coercion or undue influence. The information must be written in language that is understandable to the subject or representative. The consent process may not involve the use of language through which the subject or representative is made to waive or appear to waive any of the subject's legal rights, or releases, or appears to release the investigator, sponsor, institution, or agents from liability for negligence.
- G. “Minimal Risk” refers to the probability that the magnitude of harm or discomfort anticipated in the research is not greater in and of themselves than those ordinarily encountered in daily life or during the performance of routine physical or psychological examinations or tests. It is also used here as, “exposure to sensitive or inappropriate subject matter.
- H. “Parent” refers to a child’s biological, step, or adoptive parent. 2 Institutional Review Board Policy and Procedures I. “Vulnerable Populations” refers to human subjects who are likely to be vulnerable to coercion or undue influence and require special treatment with respect to safeguards of their well-being. Populations of students and/or employees may be vulnerable as determined by the IRB. Other examples of vulnerable populations include children, cognitively impaired persons, incarcerated or formerly incarcerated persons, and educationally disadvantaged individuals.

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J. “Workdays” refers to Monday through Friday and does not include weekends, holidays, scheduled breaks, or other days the College is closed.

DRAFT

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 9 | Presentations

- Monthly Financial Performance Report
- Enrollment Update
- ERP Update



Monthly Financial Performance Snapshot Report

Appropriation Year 2023

as of September 2022

Total Revenue by Appropriated Fund FY23

Revenue Fund	Budget FY23	FY23	FY22	Net Change	Percentage change
General (Unrestricted)	62,965,791	20,312,653	26,182,784	(5,870,131)	-22%
Restricted	20,675,565	5,576,547	3,100,233	2,476,314	80%
Total Revenue FY23	\$83,641,356	\$25,889,200	\$29,283,017	-\$3,393,817	-12%
Expense Fund					
General (Unrestricted)	62,965,791	9,530,543	8,965,812	564,731	6%
Restricted	20,675,565	3,542,936	3,162,871	380,065	12%
Total Expenses	\$83,641,356	\$13,073,478	\$12,128,683	\$944,795	8%
Net Surplus	\$0	\$12,815,722	\$17,154,334	-\$4,338,613	-25%

Year-over-Year (YoY) Revenue Comparison

Revenue Sources	Budget FY23	FY23	FY22	Net Change	Percentage change
Unrestricted Revenues	\$62,965,791	\$20,312,653	\$26,182,784	-\$5,870,131	-22%
Board of Estimates - Unrestricted	600,000	-	-	-	0%
Bookstore Revenue	935,232	446,563	337,829	108,734	32%
CONSOLIDATED FEES	950,936	767,655	406,748	360,907	89%
Credit Tuition	11,272,747	5,980,328	2,854,218	3,126,110	110%
Covid Relief Funds	-	-	-	-	0%
FACILITIES CAPITAL FEES	109,971	52,035	39,184	12,851	33%
INDIRECT COST RECOVERY - OTHER	-	10,808	1,300	9,508	731%
Investment Income	364,047	137,511	22,169	115,342	520%
Non-Credit Fee Revenue	377,357	120,500	134,080	(13,580)	-10%
Non-Credit Tuition	532,994	147,720	144,100	3,620	3%
Other Fee Revenue	177,861	1,405	240	1,165	485%
Other Revenue (40)	117,800	137,168	(12,455)	149,623	-1201%
PARKING AND TRANSPORTATION	34,719	5,942	14	5,928	43911%
REAL ESTATE LEASE INCOME	2,331,299	824,511	1,913,933	(1,089,422)	-57%
Registration Fee	299,995	193,378	94,094	99,284	106%
State Appropriation	43,735,135	10,933,784	19,940,034	(9,006,250)	-45%
Technology Fees	739,713	511,957	271,160	240,797	89%
TOWER RENTAL INCOME	131,092	30,950	18,203	12,747	70%
TRANSCRIPTS	39,084	10,005	17,934	(7,929)	-44%
VENDING MACHINE COMMISSION	4,976	435	-	435	0%
WBJC ASSET AGREEMENT	210,833	-	-	-	0%
Restricted Revenues	\$20,675,565	\$5,576,547	\$3,100,233	\$2,476,314	80%
Covid Relief	1,321,559	3,316,296	699,541	2,616,754	374%
Federal Grants & Contracts	13,088,390	1,433,282	1,641,755	(208,473)	-13%



Monthly Financial Performance Snapshot Report

Appropriation Year 2023

as of September 2022

Other Revenue (43)	-	31,250	339	30,911	9110%
Private Gifts, Grants & Contracts	85,792	-	-	-	0%
State & Local Grants & Contracts	4,513,262	599,697	401,214	198,484	49%
WBJC Revenue	1,666,562	196,022	357,383	(161,361)	-45%
Total Revenue	\$83,641,356	\$25,889,200	\$29,283,017	-\$3,393,817	-12%

Expenditure by Category

Description	Object	FY23	FY22	Net Change	Percentage change
		Expenses	Expenses		
Labor: PIN Salaries	1	6,328,379	6,514,211	(185,832)	-3%
Labor: Contractual Employees	2	1,081,162	1,254,897	(173,735)	-14%
Communications	3	109,472	10,679	98,792	925%
Travel	4	67,734	3,908	63,826	1633%
Utilities	6	353,231	240,627	112,604	47%
Contractual Services	8	692,375	492,503	199,872	41%
Supplies	9	341,697	476,207	(134,510)	-28%
	10	-	(1,698)	1,698	100%
New Equipment	11	5,281	69,732	(64,452)	-92%
Scholarships and Fellowships	12	2,971,889	2,205,181	766,709	35%
Fixed Expenses	13	1,122,258	821,844	300,414	37%
Deferred Maintenance	14	-	40,592	(40,592)	-100%
Grand Total		\$13,073,478	\$12,128,683	\$944,795	8%

Current Expenses by Division

Division	Budget	FY23	FY22	Net Change	Percentage change
		Expenses	Expenses		
Academic Affairs	23,092,339	3,968,249	4,174,082	-\$205,833	-5%
Administration & Finance	16,706,159	2,295,954	2,265,824	\$30,131	1%
Advancement & Strategic Partners	1,817,188	123,456	295,605	-\$172,148	-58%
College Wide	5,143,718	1,377,643	902,994	\$474,649	53%
Information Technology	5,366,182	870,352	719,926	\$150,426	21%
Institutional Research & Strategic Priorities	1,057,836	149,214	140,674	\$8,540	6%
President's Office (Executive)	1,677,484	362,380	280,635	\$81,744	29%
Student Affairs	14,666,613	2,637,384	1,861,571	\$775,812	42%
WBJC	1,714,959	207,385	245,319	-\$37,934	-15%
WDCED	12,398,878	1,081,461	1,242,053	-\$160,592	-13%
Total Expenses FY23	\$83,641,356	\$13,073,478	\$12,128,683	\$944,795	8%

Board of Trustees Meeting

Wednesday, October 19, 2022

Enrollment Report

Ms. Becky L. Burrell, Vice President for Institutional Effectiveness, Research & Planning

Dr. Jade Borne, Vice President for Student Affairs

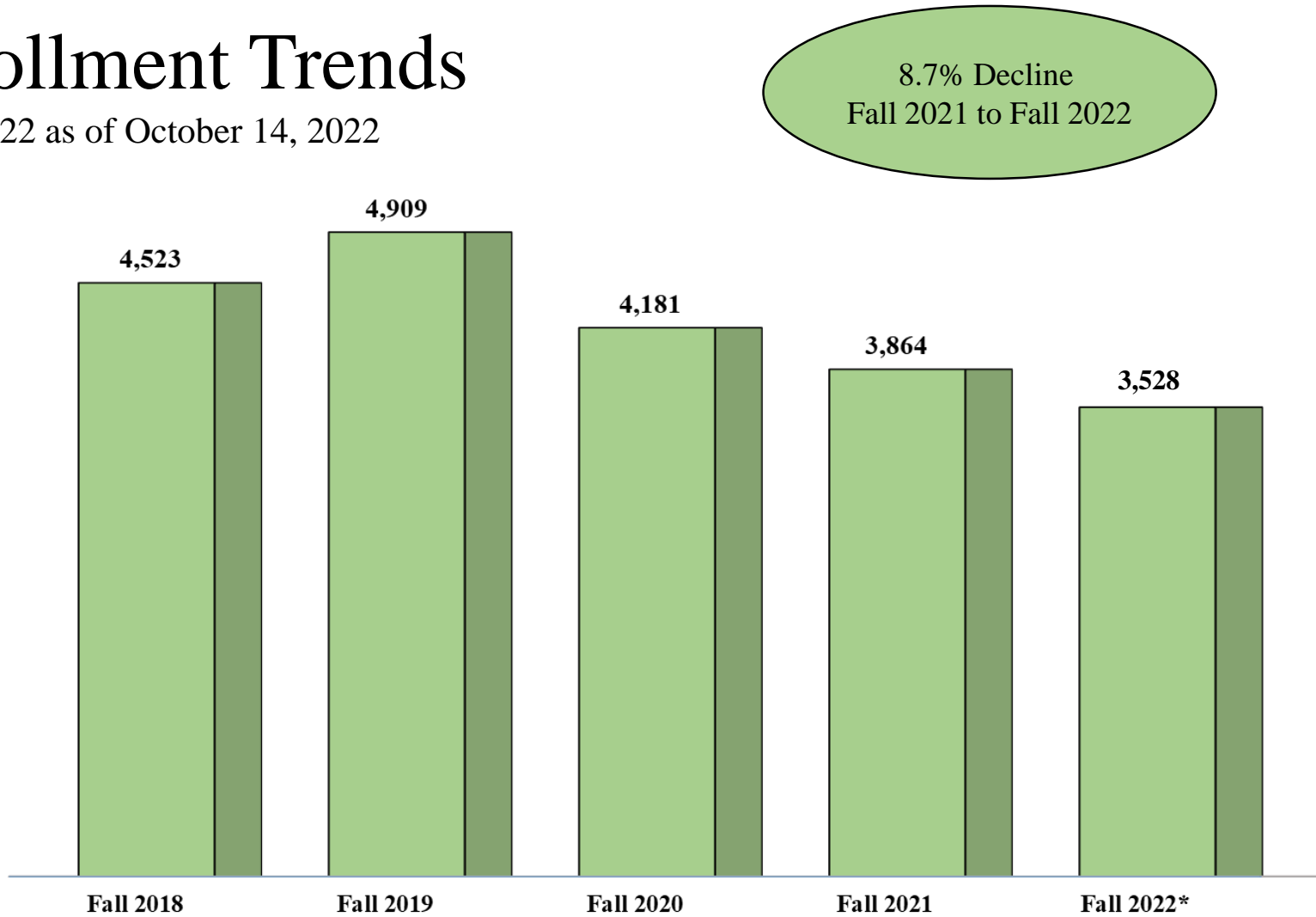
Fall 2022 Credit Headcount Maryland Community Colleges

Fall 2022 Classes
Began on
August 22, 2022

MD Community College	First Day Date	Headcount	
		#	% Change
Allegany College of Maryland	8/22/2022	2,131	4.4%
Anne Arundel Community College	8/29/2022	9,753	-2.1%
Baltimore City Community College	8/22/2022	2,756	-1.1%
Community College of Baltimore County	8/29/2022	14,447	-6.2%
Carroll Community College	8/29/2022	2,854	5.7%
Cecil College	8/29/2022	1,793	6.3%
Chesapeake College	8/22/2022	1,758	3.8%
Frederick Community College	8/20/2022	5,745	6.6%
Garrett College	9/7/2022	524	-1.0%
Hagerstown Community College	8/29/2022	2,951	-6.3%
Harford Community College	8/22/2022	4,475	0.5%
Howard Community College	8/28/2022	8,070	0.3%
Montgomery College	Not Provided	Not Provided	Not Provided
Prince George's Community College	8/22/2022	9,664	-1.7%
College of Southern Maryland	8/31/2022	4,556	-10.9%
Wor-Wic Community College	9/7/2022	2,441	1.8%

Fall Credit Headcount Enrollment Trends

* Fall 2022 as of October 14, 2022



8.7% Decline
Fall 2021 to Fall 2022

9.8% Decline
Fall 2021 to Fall 2022
Across All Maryland
Community Colleges

Fall 2022 Classes
Began on
August 22, 2022

Fall 2022 Target =
4,164

Fall 2022 Credit Course Sessions

Fall 2022 Classes
Began on
August 22, 2022

Fall 2022 Target =
4,164

Fall 2022 Session/Part of Term	First Day of Classes	End of Add-Drop Period	Last Day of Classes (Including Finals)
16-Week	August 22	August 22 - 30	December 16
Accelerated I 8-Week	August 22	August 22 - 23	October 18
14-Week	September 6	September 6 - 7	December 16
12-Week	September 19	September 19 - 20	December 16
10-Week	October 3	October 3 - 4	December 16
Accelerated II 8-Week	October 19	October 19 - 20	December 16

Realignment Task 5

Strategic Enrollment & Recruitment Planning

Weekly Information Sessions for Potential Students - The recruiters hosted 8 virtual “New Student Information Session” in September. These sessions occur twice a week on Tuesday’s at 10:00am and Wednesday’s at 3:30pm. 45 students attended information sessions in September.

High School Visits to BCCC - 64 Baltimore City Public High Schools divided into 3 territories. These schools include Baltimore County Public High Schools, as well as some of the 4-year institutions that reside in Maryland.

High School Recruitment Event - On September 28, 2022, Augusta Fells High School brought 40 juniors and seniors to BCCC to learn about available academic, continuing education, and work-force certificate programs, the Mayors Scholars Program, available support programs and to take a campus tour.

Recruitment Planning – The Recruiters and Student Affairs Recruitment Teams are in the process of developing a comprehensive recruitment plan proposal. The plan will include territory saturation, expanding recruitment for the Mayor's Scholars and Gramble T. Woods programs, international student recruitment, financial aid and advising engagements, and measureable recruitment targets for each department in Student Affairs.

Enrollment and Recruitment Staff Vacancies – Director of Enrollment Management, Recruiter Advisor, Recruitment Coordinator.

Enterprise Resource Planning (ERP) Project Update



Michael Rading, CIO

Date: October 19, 2022

Project Status

The College maintains a **GREEN** status from the State's Department of Information Technology (DoIT).

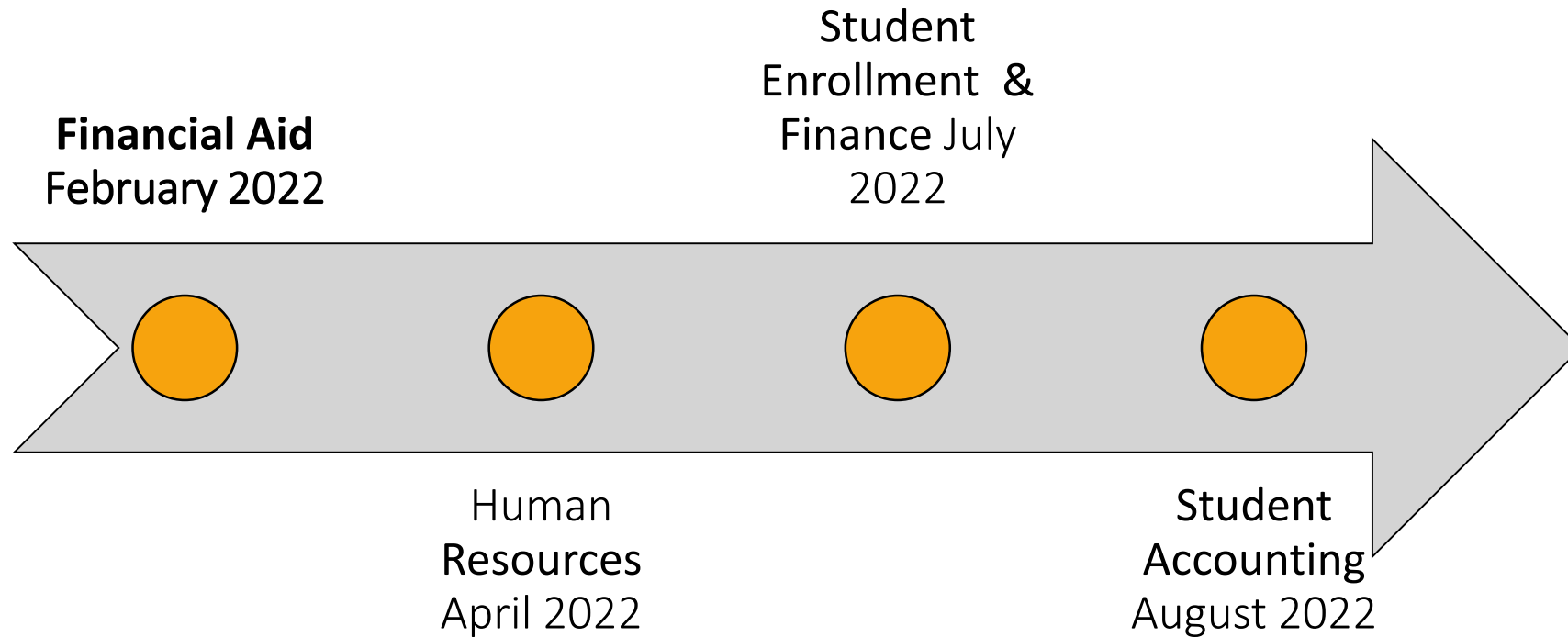
The Project Team continues to meet bi-weekly with the DoIT's Oversight Project Manager for the College to provide project updates and exchange ideas

The College also continues to provide official monthly 'Health Assessment' reports to the State which provides details on monthly project activities, including milestones, deliverables and spending.

The Cabinet receives regular project updates.

Despite adjustments to the internal module go-live dates, the project is still scheduled to be completed by December 2023 as originally scheduled.

Key ERP Modules & Go-Live Timeline



All core-modules of the ERP are now being used in College day-to-day operations

Work Done in the Past Month

- **CRM Recruit** - Comprehensive admission system that supports the entire recruiting and admissions lifecycle. It will fully integrate with Banner and allow the admissions teams to manage recruitment and enrollment functions, facilitate engagement with students, and track enrollment goals.
 - *Setting up workflows to automate communications with prospective students*
 - *Testing of the new module that included Student Affairs and IT teams*
- **Elucian Degree Works** - An academic advising and degree audit tool that provides students easy access to their academic path and helping them understand degree requirements and next steps to graduation. It allows advisors and tutors to target students in need of assistance and help them maintain progress.
 - *Decision Planning Workshops conducted in September 2022*

Work Done in the Past Month

- **Elucian Experience** - Personalized dashboard for students, faculty, staff, and administrators that aggregates content from multiple systems, and presents that information in a responsive web application.
 - *Marketing and Communications and IT worked on developing sample content within a test environment for review and discussion with Cabinet*
- **Training and Planning Sessions** for Student Affairs, WDCE and Academic Affairs
 - *Registrar Office Training*
 - *Student Advisor Training*
 - *Credit and Non-credit Faculty Training*

On-site Meeting between Ellucian and BCCC

September 21st 2022 meeting between BCCC and Ellucian representatives to discuss:

- Remind Ellucian to provide all services contractually bound to provide
- Results of review of ERP contract requirements, associated deliverables and gaps in service delivery
- Identified Issues and related remediation measures
- Follow-up discussions and action items are being tracked to resolution.

Examples of issues

- *Additional training needed in credit and non-credit areas*
- *Additional ERP configuration to meet non-credit needs*
- *Streamlining of software solution to simplify key College processes such as capturing information on Never Attended Reporting that has an impact on other areas such as Financial Aid*
- *Addressing and remediating the cause of incorrect financial transactions in the ERP Production system that interfere with Finance day-to-day operations*



Questions

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 10 | President's Report

- A. Operational Update
 - B. Realignment Tasks Update
-

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, October 19, 2022

Dr. Laura Cripps, Vice President, Academic Affairs

ACADEMIC AFFAIRS UPDATE

Middle States Commission on Higher Education (MSCHE)

The Annual Institutional Update (AIU) for MSCHE was submitted on October 10th 2022, prior to the required deadline. The submission of BCCC's Self-Study Design was extended to October 25th 2022, with a site visit by BCCC's designated Vice President for Institutional Field Relations (VPIFR) now scheduled for November 9th 2022. Co-Chairs for the working group of each Self-Study Standard have been identified, and the Self-Study Steering Committee is meeting on October 14th 2022 and October 20th 2022 for a final review of the self-study design.

Curriculum

Academic leadership finalized the academic schedule for winter 2023 and spring 2023 in September. A revised process for book orders was established in conjunction with Administration and Finance. This schedule is now being uploaded into Banner. In addition, duration tables were run in September against existing fall classes to ensure compliance with COMAR.

Training on the curriculum *Acalog* curriculum software has been scheduled so that the updated academic catalog can be finalized and shared to the website.

Faculty Development

In September the VPAA met with the Senate Executive Committee (SEC) to review the process and timeline for Faculty teaching observations and evaluation. This is a process for which faculty have been requesting more transparency. Modifications to the faculty observation form were discussed and approved by SEC, and the document and workflow has been shared with faculty.

Library

In September, the Library undertook several presentations to student groups including the TRIO Student Support Services Program (TRIO SSS). Library guides for certain courses have also been updated. Library Guides saw increased usage in September by 911 views. BCCC's systems librarian continues to work with the ITS Department to generate student files from Banner ERP System to load into our Symphony Library System. This integration will reduce the workload at the circulation desk.

Library Statistics for September 2022

Who did we serve?	Sept. 2022	Sept. 2021	Year to date FY 2023	Year to date FY 2022
Database Sessions				
Database Searches	1,731	2,454	4,352	5,543
Articles Retrieved	1,296	1,411	3,115	3,248
Library Online Public Access Catalog (OPAC) Searches				
eBook downloads	16	27	112	89
Use of Group Study Rooms	231		290	0
Laptop Usage	13		13	0
Printed Pages	5,226	0	9,495	0
Gate Count	8,405		23,026	0
Registration of new Patrons	25		64	0
Registration/Update of Community patrons	0		0	0
Information Services				
Information Literacy Sessions	12	19	25	26
Information Literacy Attendance	167	202	306	284
Technology Training Sessions	2	2	4	4
Technology Training Attendance	1	1	2	2
Training Center Use by Other College Departments	3	0	3	0

Center for Academic Achievement:

Since the start of the fall 2022 semester, the Center for Academic Achievement’s staff have been assisting tutoring services and providing answers to academic related questions, course selections, educational plans, registration, and campus resources. A total of 106 drop-in tutoring requests were received in September. In-person tutors are also embedded in various courses (see table below). Virtual tutors are covering the tutoring shells in Canvas; 17 drop-in tutoring requests were received in Canvas for the month of September. Interviews will soon begin for the position of Director of the Center for Academic Achievement.

Tutoring Schedule and Assignments:

Tutoring Schedule and Assignments			
In-Person Tutors			
Name	Subject	Schedule	Embedded Section(s)
Ihechikara Edoziem	Writing (MNB 102)	MWF 9:00-2:00PM TR 10:00-2:00PM	RENG 92 Friday 9:00-10:25AM MNB 125 RENG 92: CRN 791 MW 11:00-12:40PM MNB 130
Cora Ray	Writing (MNB 102)	TR 10:00-3:00PM	ENG 200: CRN 434 TR 12:00-1:15PM MNB 154
Jean Wells	Psychology/Writing (MNB 102)	TR 10:00-3:00PM	PSY 104: CRN 249 TR 11:00-12:15PM MNB 151
Keffene Zeleke	Math (MNB 104)	WF 10:00-3:00PM T 12:00-5:00PM	MAT 86: CRN 423 MWF 11:00-12:25PM LSB 246
John Klender	Technology (MNB 320)	T 12:00-5:00PM R 9:00-5:00PM Sat 9:00-2:00PM	BUAD 112: CRN 389 TR 1:00-2:15PM MNB 327
Denise Foster	Technology (MNB 104)	MW 9:00-2:00PM TR 9:00-5:00PM	CLT 100: CRN 44 W 11:00-12:40PM MNB 326 CLT 100: CRN 34 R 11:00-12:40PM MNB 162
Mark Dreyfuss	Microbiology/GenBio (LSB 302)	MTWR 10:00-12:00; 2:00-4:00PM	BIO 101: CRN 219 MW 10:00-11:15AM LSB 306
Chuks Irebu	GenBio/Chemistry (LSB 302)	MTWRF 5:00-8:00PM Sat 9:00-1:00PM	
Virtual Tutors			
Name	Subject	Schedule	Canvas Tutoring Shells Covered
Kristen Sheffield Frank	Psychology	MTR 12:30-4:30PM	PSY 101, 104
Haimanot Mengistu	Math	MF 8:00-1:00PM T 1:00-6:00PM	MAT 128, 129, 140
Seyed Marashi	Math	MWF 10:00-3:00PM	MAT 86, 92, 107, 128

Christopher Davey	Math	MW 10:00-1:00PM F 10:00-3:00PM	MAT 86, 92, 107, 128
Betty Davis	Writing e-tutoring online	MTWRF 9:00-11:00PM	eTutoringonline.org
John Wiley	Accounting, Business, Management, Economics	TR 12:00-3:00PM	ACCT 221, 222, 230, BUA 100, ECO 201, 202, MGM 180, 222
Volunteer Tutors			
Name	Subject	Schedule	Canvas Tutoring Shells Covered
Michael Marcus	Engineering	MTWRF 9:00-5:00PM (by appointment)	ELC 120
Harsha Rao	A&P I/II	Sun 8:30-10:30AM	BIO 202, 203

Promise Academy

The Promise Academy coordinator recently resigned, and a replacement coordinator is currently being sought. In the interim, the Associate Vice President for Academic Affairs, in conjunction with Ms. Aquila Evans, a retention specialist, are overseeing delivery of support services to Promise Academy students.

SCHOOL OF NURSING & HEALTH PROFESSIONS

On September 21, SNHP faculty and staff welcomed Dr. Ghazanfar Mahmood, Associate Dean for the School of Nursing & Health Professions. Dr. Mahmood is a medical doctor by trade and has an extensive background in higher education, including serving as a classroom instructor and on the academic leadership team at several colleges in California. His initial duties and responsibilities will include oversight of programmatic accreditation (i.e., annual reports, site visits, self-studies), faculty evaluations, and assisting with SNHP's enrollment, retention, and graduation initiatives. Dr. Mahmood will also support all health professions programs (including the Dental Hygiene team) and work to develop new programs.

Dental Hygiene

The Dental Hygiene team has been working diligently to complete their Commission on Dental Accreditation (CODA) self-study. A goal has been made to have the first draft of this document completed for internal review by December 1. The on-campus CODA site visit has been scheduled for March 22, 2023.

The Dental Hygiene faculty and students will participate in the Baltimore Healthy Start Fall Festival on October 21. At this event, the Dental Hygiene students will educate the community on the importance of preventive dental care and tobacco cessation.

Emergency Medical Services

On September 30, the EMS team welcomed the EMS Education Manager and the State Medical Director from the Maryland Institute for Emergency Medical Services System (MIEMSS). The purpose of this

visit was to provide a mid-year follow-up since the program's transition from Probation to Provisional accreditation status. The program faculty were commended for the improvements made to date, including obtaining clinical Memorandum of Understandings (MOUs) with Johns Hopkins Health System, the University of Maryland Medical System, the Baltimore City Fire Department, Pulse, Freestate, and LifeBridge agencies. Areas of opportunity include utilizing various recruitment practices with the potential need to offer multiple formats of the EMS and paramedic courses, including hybrid, weekend, and evening options, to attract more students into the program. Additional opportunities include utilizing various pedagogical techniques within the classroom (i.e., flipped classroom, blended classroom model, etc.).

The site visitors reinforced their desire for the Workforce and Continuing Education team to work closely with the program coordinator and clinical coordinator. Efforts between the two programs should be combined to assure that all EMT courses meet the State requirements and are taught under the auspices of the approved BCCC program.

Overall, the report-out from the visit was very positive and stated that the EMS program is on the right track to gaining full accreditation during its next full site visit.

Health Information Technology (HIT)

On September 20, 2022, the Health Information Technology team received official notification that their annual report was "accepted and the program remains in good standing and will maintain accreditation."

Nursing

The Nursing team is preparing for its annual report due to the Accreditation Commission for Education in Nursing (ACEN) on October 21, 2022.

Twenty-three students completed the Practical Nursing (PN) certificate program requirements during the summer semester.

The Associate's Degree Nursing Program (ADN) is currently recruiting for the Spring 2023 cohort. The first of three information sessions was held in September, where 25 prospective students inquired about the program and its requirements.

Physical Therapist Assistant (PTA)

The PTA team is preparing its annual report due on December 1 to the Commission on Accreditation in Physical Therapy Education – Physical Therapy Assistant (CAPTE-PTA).

Respiratory Care

On September 23, 2022, the Respiratory Care team received a congratulatory letter from the Commission on Accreditation for Respiratory Care (CoARC). This letter stated the following: *"Based on the outcomes you reported, your program has met or exceeded all currently set "thresholds" for success on each of the required outcome measures. This is an accomplishment of which you, your staff, and institution should be proud. No further action is required on your part."*

Surgical Technology

The Surgical Technology team is preparing for its Program Advisory Committee (PAC) meeting on Thursday, October 6, 2022. A search is underway to add a surgeon to this committee who will potentially add value to this team from a high-level clinician perspective.

In conjunction with Johns Hopkins, the SGT team plans to attend a P-TECH career event on October 12, 2022 at Dunbar High School. This event will provide an opportunity for the team to give an overview of the program's requirements and offer a glimpse of what the program entails.

SCHOOL OF ARTS AND SCIENCES

The Dean of SASS and Dr. Evelyn Garcia, Program Coordinator for Criminal Justice, continue to meet every two weeks with representatives from the Baltimore Police Department and the University of Baltimore (UB). In September, the College approved an articulation agreement with the University of Baltimore to allow graduates from BCCC's Law Enforcement program to articulate credits towards UB's Criminal Justice program.

This complements the agreement signed the summer of 2021 with the Baltimore Police Department, allowing graduates of their Police Academy to articulate credits towards the College's associate degree program. BCCC currently has ten such Police Academy graduates enrolled in its Law Enforcement program, and two of those students are set to graduate at the end of the fall semester.

SCHOOL OF BUSINESS, SCIENCE, TECHNOLOGY, ENGINEERING AND MATH

The Business & Technology department has expanded its dual enrollment program by offering BUA 100 Introduction to Business at Forest Park High School on site. The department continues to serve PTECH students at New Era in the Transportation Supply Chain Management and has seen increased numbers of PTECH students in Cyber Security and Computer Information Systems courses. A second CADD major was also recently hired for a CADD Designer position at Legacy Wood Product.

The Mathematics and Engineering department has also seen an increase in DE and PTECH numbers, with sections running for the Baltimore Design School, Dunbar High School, Carver High School and Green Street Academy.

In Natural and Physical Sciences, the Biotechnology program renewed its partnership as a sub awardee with Towson University (TU) for the National Institutes of Health (NIH) Bridges to the Baccalaureate program. This partnership provides for a paid internship for our biotechnology and science transfer students during the summer in the science labs at Towson University. BCCC has partnered with in this program for the past 17 years with many of our students enrolling in TU biomedical degree programs on graduation from BCCC.

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, October 19, 2022

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

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION (WDCE)

WDCE classes have moved to a combination of in-person and virtual instruction, with additional resources for academic support and both remote and in-person testing.

ABE/ELS Program Improvement – Community ABE, ESL, and Refugee classes start each month. In addition, Citizenship classes start quarterly.

- 280 ABE students and 203 Community ESL students were registered for September classes.
- As part of proactive correction, the ESL department has begun to administer both reading and listening CASAS exams. This will allow ESL students to show gains in multiple domains, and likely increase Measurable Skills Gains (MSG) for the MD Dept of Labor Family Literacy grant.
- In September, the testers/advisors administered 249 exams to C-ESL students.
- The ABE/GED began a total of 19 current classes (6-Harbor campus, 13 virtual) with 280 registered students.
- In Community ESL, there are a total of 11 current classes (3- Harbor campus, 8 virtual) with 203 registered students.
- 34 students demonstrated academic readiness and we were encouraged to take the official GED exam. Two students missed passing all four parts by 1 or 3 points; 24 students out of 34 passed a content-specific subject giving us a 71% passing rate
- The GED Ready exam was administered to 53 students and 30 students scored a "Likely to Pass" a content specific area giving the ABE department a 57% "Likely to Pass" rate.
- To date, ABE has a total of 9 students who have attained their MD high school diploma.
- The ABE and ESL departments are strategically recruiting students for the IELCE/IET CNA/GNA class. Orientation is set for October 3 at RPC.
- The ABE department has reestablished partnerships with the following organizations and agencies to offer ABE/GED classes to members of the community: Department of Corrections, Thread, Clay Potts, and HABC.

English Language Institute (ELI)

- Launched 8 Fall semester ELI classes 8/22
- Scheduled, enrolled for, launched an additional three (3) ELI 80 classes 9/7 to accommodate MSP influx
- Led ELI/Student Affairs Collaborative meeting 8/26 about International Students' eligibility for ELI enrollment

Citizenship

- Arranged for/completed IRC staff naturalization information virtual visits in 7 of 8 Summer Citizenship classes
- Registered 46 students for Fall Citizenship classes starting 10/3; expecting about 70 total students
- Contacted about 20 prospective new Citizenship students, shared info/collected corresponding documentation.

- Drafted BCCC portion of USCIS 5th quarter report (Summer classes)
- Scheduled 51 Citizenship post-test appointments and sent Talking Points bilingual appointment reminders resulting in 46 kept appointments

Refugee Youth Project (RYP) and Refugee Assistance Program (RAP)

- The ELS department, in partnership with City Schools, is gearing up for fall programming at three (3) schools: Moravia Park Elementary School, Patterson High School, and Mt. Royal Elementary/Middle School. The afterschool programming will focus on ESL instruction, College and Career Readiness, Dance, Sports, and STEM enrichment classes.
- BCCC/RYP received a \$750,000 ARPA Grant award from the Mayor's office. This money will be used to support Refugee Youth Project's mission of serving refugee and asylee youth, one of the most vulnerable populations in Baltimore.
- Approximately 189 students have either been pre-tested, post-tested, interviewed for intakes, enrolled, reenrolled and registered for eight (8) fall 2022 Refugee Assistance Program (RAP) classes

Workforce Development Program Development and Expansion – The Workforce Development (WD) Department continues to expand partnerships with local community and health agencies to provide opportunities for students to gain training and improve their career outlook.

- Baltimore City Community College will reengage its partnership with Greyhound, FirstGroup Transportation. BCCC will continue to work closely with FirstGroup to deliver a comprehensive training program to address its organizational needs and vacancies, including: mechanics, maintenance technicians, front-line customer service, and drivers. As the premier training center for Greyhound, BCCC provides a range of training and leadership development programs to promote individual success and growth with Greyhound.
 - BCCC Workforce Development will focus on the following training areas: Diesel Mechanic & Technician, Service Technician, Commercial Driver's License, Customer Service Representative. Additionally, students will receive job readiness training in resume development, interview skills, and also participate in an internship with FirstGroup Transportation. Upon successfully completing the program, students will transition into full-time employment with FirstGroup.
- Workforce is working closely with Baltimore Alliance for Careers in Healthcare to offer healthcare training for Baltimore City Residents over the summer months. Collaborating with BACH has assisted with enrollment increases in healthcare programs. The partnership has yielded a total of fifty-seven (57) students, including five Patient Care Technician Cohorts (44 students); one Multi-Skilled Medical Technician (4 students); and Emergency Medical Technician (9 students).
- Workforce worked closely with Center for Urban Families to enroll over seventy-five (75) students in Certified Nursing Assistant (CNA) and Community Health Worker Programs (CHW), Diesel Mechanics, and Commercial Driving License (CDL) programs. Workforce is entering the final year of the BOOST grant partnering with Center for Urban Families (CFUF). CFUF has also received funding for an additional seventy-five (75) students (total 150).
- Workforce Development has worked closely with Concerted Care to provide training opportunities for Baltimore City residents that have been impacted by the opioid

epidemic. Students participated in workforce training in Certified Nursing Assistant and Patient Care Technician (25 students). Concerted Care has received funding for an additional students and training will continue in October.

- Workforce Development has expanded its partnership with Baltimore City Public Schools and offered a workforce training opportunity at Green Street Academy. In September 2022, a cohort of twenty (20) students began training for Certified Nursing Assistant that will lead to licensing. The program is located at Green Street Academy Monday through Friday.

Commercial Driver's License (CDL B)

- Workforce Development offered its first Commercial Driver's License (CDL) class this year. There has been a total of five (5) cohorts offered. In the first two (2) cohorts, 90% of students received their Commercial Driver's Learners Permit and are scheduled to sit for their CDL by the end of October 2022. Of these students, fourteen (14) received their CDLs while five (5) did not pass but will sit to retest. This is a pass rate of 74%. The third cohort will complete their Commercial Driver's Learners Permits and license in September and October. The fourth and fifth cohort began in August and will complete the CDL Permit License in November and December.

Other Funding Opportunities

Workforce Development has also received several funding opportunities to offer workforce training to city residents:

- **Baltimore City Department of Social Services** – 4.8 million over three years to offer workforce training to Baltimore City residents and recipients of DSS benefits
- **Baltimore City Department of Social Services/SNAP** - \$255,000 to offer workforce development training for City residents and recipients of SNAP benefits
- **Department of Human Services SNAP** - \$1.2 million over three years to offer workforce training to Maryland residents and recipients of SNAP benefits.
- **Department of Social Services Sequence** - \$87,250 to offer workforce training in healthcare to City residents
- **GEERS** - \$558,000 to offer workforce training to Maryland residents

Career Services

- Career Services has conducted several Job Readiness courses for current healthcare programs: Emergency Medical Technician (EMT), Patient Care Technician (PCT), and Commercial Driver's License (CDL) programs.
- Career Services has recruitment opportunities in Early Childcare (Kreative Minds Learning Center); Morgan State University, Penske, Blakehurst (CDLs) and University of Maryland Medical Center.
- Career Services continues to work with partners to create career placement trainings opportunities for students. This includes placing students with Kennedy Krieger to work with children and

young adults with developmental disabilities in the Neurobehavioral Unit. There were approximately (9) Community Health Workers (CHW) placed over the summer.

- Career Services continues to coordinate with Workforce to connect students to job opportunities directly related to their training experiences. The Career Services Team coordinates recruitment efforts with Workforce to provide a comprehensive workflow.

Partnering with Baltimore City Schools – Several initiatives led by WDCE support implementation of the college’s Career Pathways, increase early college access, and support for students’ transition to college.

- P-TECH Fall semester is underway for students.
 - There are a total of two hundred and twenty-two (222) P-TECH students taking fifty-three different courses this semester.
 - Eighty-one (81) students are registered from Carver Vocational High School
 - One hundred and eighteen students (118) are registered from Dunbar High School
 - Twenty-three (23) students are registered from New ERA High School
- P-Tech continues to work collaboratively with external partners BCPSS schools New ERA, Dunbar, and Carver High Schools to ensure a smooth transition into college classes for students.
- P-TECH working internally with a panel of BCCC departments, representatives from e-learning, IT, Student Support and Wellness Services, Center for Academic Achievement, BCCC Library, and Disability Support Services Center to best equip students for success.
- P-TECH has five (5) students graduating this fall semester, upon successful completion of coursework.
 - 4 students will be graduating from the general science pathway
 - 1 student will be graduating from the cyber security and assurance pathway
- P-TECH has begun to use individual student scope and sequence plans, student inquiries, and input from internal Deans, Associate Deans, and Program Coordinators to develop the P-TECH tentative spring schedules.
 - Once this stage is complete, P-TECH will collaborate with external partners BCPSS schools Carver, Dunbar, and New ERA to confirm students tentative spring schedules.
- The ELS department, in partnership with City Schools, is gearing up for fall programming at three (3) schools: Moravia Park Elementary School, Patterson High School, and Mt. Royal Elementary/Middle School. The afterschool programming will focus on ESL instruction, College and Career Readiness, Dance, Sports, and STEM enrichment classes. These classes are funded through DHS-MORA’s RSI Grant (Refugee School Impact Grant) which was renewed for FY ’23.
- BCCC/RYP received a \$750,000 ARPA Grant award from the Mayor’s office. This money will be used to support Refugee Youth Project’s mission of serving refugee and asylee youth, one of the most vulnerable populations in Baltimore.

ENVIRONMENT SERVICES AND FACILITIES

Environmental Services and Facilities – This department provides ongoing cleaning, maintenance, and repairs for all campus facilities. This team also supports campus special events, the mailroom, and property control. In addition, the department plans and manages the 10-Year Facilities Master Plan.

- The Loop Road construction project awarded September 1, 2021 is ongoing and 65% complete. The demolition of Harper Hall, installation of the new exit, new curbs, new landscaping, and new bioretention areas are complete. The project continues with the installation of the new HVAC system in the Physical Education Center and the installation of the new stairs allowing access to the campus from Liberty Heights Avenue.
- The lighting in the quad has been repaired, and the handrails in the quad have been installed to improve accessibility. The new ADA entrance with an accessible lift at Fine Arts is now open for use.

Since January 2022, the following construction projects have been completed:

- Receiving flooring project, **Start Date:** 9/10/2022 **End Date:** 9/24/2022
- Greenhouse flooring project, **Start Date:** 4/07/2022 **End Date:** 8/15/2022
- Student Center renovation, **Start Date:** 1/10/2022 **End Date:** 3/25/2022
- South Pavilion Roof Replacement, **Start Date:** 4/12/2022 **End Date:** 7/21/2022
- South Pavilion HVAC Repairs, **Start Date:** 4/07/2022 **End Date:** 8/25/2022
- South Pavilion carpet and rubber stairwells, **Start Date:** 6/27/2022 **End Date:** 8/19/2022
- Life Science Building Chiller Repairs, **Start Date:** 3/07/2022 **End Date:** 5/16/2022
- Life Science Building IT/Data Room HVAC Upgrades, **Start Date:** 3/15/2022 **End Date:** 4/20/2022
- Main Building/Nursing IT/Data Room HVAC Upgrades, **Start Date:** 6/01/2022 **End Date:** 7/02/2022
- Life Science Building Duct Work Cleaning, **Start Date:** 11/18/2021 **End Date:** 12/22/2021 **(This is a 2021 Project)**
- Main Building Duct Work Cleaning, **Start Date:** 7/11/2022 **End Date:** 7/22/2022
- Flagpole lighting installation, **Start Date:** 3/21/2022 **End Date:** 3/25/2022
- Bottle Filler Water Fountains Installation, **Start Date:** 3/23/2022 **End Date:** 6/10/2022

- Ongoing projects include the Cameras and Access Control project, exterior Pavilion lighting repairs, and the Life Science Fire Alarm Replacement. The Life Science Building skylight repairs and the West Pavilion Fire Alarm project are ready for contract award. The College has submitted new furniture orders for student areas including the Student Center, hallways of the Main Building, hallways of the Life Science Building and the Harbor campus.

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).

- Public Safety supported the *Earn While You Learn* Resource Fair at the Atrium of Liberty Campus on September 24th.
- Public Safety continued to support the Camera and Access Control project. Public Safety will continue to attend bi-weekly meetings and support this project for the upcoming months.
- Public Safety supported the in-person CDL, GED, and ESL programs at RPC and WDCED including weekend classes.
- Public Safety continues to support the return to on-campus activities for the college community. Public Safety members continues to enforce safety measures including mask-wearing and COVID screening procedures, especially as the volume of students has increased for the Fall 2022 term.
- Public Safety staff continued to produce and distribute identification cards for students and faculty/staff while following safety protocols including masking, social distancing, and physical barriers. An appointment system using jdcards@bcc.edu was implemented and has been utilized to enhance safety by limiting the number of people serviced at one time.
- Public Safety supported the Loop Road construction project, managing campus access and enforcing COVID related safety measures.

Baltimore City Community College
PRESIDENT'S UPDATE
Board of Trustees, October 19, 2022
Dr. Jade Borne, Vice President, Student Affairs

ADMISSIONS & RECRUITMENT

CRM Recruit Implementation Phase II

For the month of September 2022, Admissions and Recruitment continues to implement Phase II of CRM Recruit - Communication. CRM Recruit is now BCCC's application module for Banner. CRM Recruit Phase II is designed to provide improved communications between prospective students and BCCC. Additionally, CRM Recruit is designed to assist in the enrollment funnel tracking for new students. Once fully implemented, each step in the enrollment process can be monitored for individual and groups of students such as the Mayor's Scholars program and others. Phase II of CRM Recruit is set to go live over the next few months. Admissions and Recruitment staff participated in the following CRM Recruit engagements:

Date	Activity	Number of Staff Attendance
9/8/22	CRM Recruit Phase II – Engagement # 5	15
9/13/22	CRM Recruit Phase II – Post Meeting Discussion and Preparation Materials	8
9/28/22	CRM Recruit Phase II – Creation of Member Lists, Communication Planning, Email Configuration	17

Recruiters

Dual Enrollment Recruitment & Registration - For the month of September 2022, BCCC Recruiters participated in the recruitment and registration for 148 fall Dual Enrollment Students at the following Baltimore Schools:

- Baltimore Design School- 27 students
- Forest Park High School- 34 students
- Green Street Academy- 41 students
- Bais Yaakov- 46 students

Weekly Information Sessions for Potential Students - The recruiters hosted 8 virtual “New Student Information Session”. These sessions occur twice a week on Tuesday’s at 10:00am and Wednesday’s at 3:30pm. This provides a convenient option for future and new students to obtain information about the admissions process and/or any other questions regarding admission into BCCC. For September, 54 potential new students attended the Information Sessions.

High School Visits to BCCC - The recruiters have created an Excel spreadsheet to target for recruitment 64 Baltimore City Public High Schools into 3 territories. These schools include Baltimore County Public

High Schools, as well as some of the 4-year institutions that reside in Maryland. On September 28, 2022, Augusta Fells High School brought 40 juniors and seniors to BCCC to learn about available academic, continuing education, and work-force certificate programs, the Mayors Scholars Program, available support programs and to take a campus tour.

Campus Tours - Recruiters organized and facilitated the first in-person campus tour since COVID. They hosted Augusta Fells Savage High School on 09/28/2022. The school would like us to host another tour for them in mid-November. Recruiters have conducted several tours for individual students/families since 08/2022. Students/families have access to an on-line scheduling tool for tours. In September, the link to request a campus tour was enhanced to include a more comprehensive request form that is designed to rout more quickly to the Admissions Team email box for a quicker response.

TESTING

Assessments - During the month of September 2022, the BCCC Test Center administered a total of 162 exams to BCCC students and members of the community. About 65% of the exams administered were Accuplacer tests. Accuplacer evaluates students' skills in reading, writing and math to place them in the appropriate courses that align with their skill sets. The below data table provides a breakdown of the testing appointments that occurred during the month of September.

Exam Name	Total Exams Given	Walk-In Appointments
Accuplacer	106	38
Accuplacer Retest	6	0
Accuplacer (Mayor Scholars Program)	1	0
BCCC Course Exams (DSSC Students)	5	3
Distance Learning Exams (non-BCCC course exams)	1	0
Biology Exemption	7	0
Biology Exemption- Retest	2	0
Computer Literacy Exemption	13	1
Computer Literacy Exemption-Retest	4	
CLEP	2	0
ParaPro Assessment	15	0
Total Exams Given	162	
Total Number of Walk-In Appointments	42	

Data Trends

- BCCC Test Center administered 162 exams in-person (120 scheduled appointments, 42 walk-ins)
- Exams for community members (non-BCCC students) accounted for approximately 11% of total exams given.
- Revenue Generated in September: (1) Distance Learning Exams -\$33.95, (2) CLEP - \$69.70, and (3) ParaPro Assessment - \$645.05. Total: \$748.70

- Busiest Testing Days in September: Tuesday, Thursday, and Friday
- Busiest Testing Times in September: 10:00am-11:00am; 11:00am-12:00pm; 12:00pm-1:00pm

Upcoming Testing Administrations and Director Ideas

1. The Test Center will administer the Math and English Accuplacer Placement test to students in the Upward Bound Program on Saturday, October 1, 2022.
2. The Test Center is in the process of completing appropriate documentation and contract agreements to begin administering the TEAS exams again for BCCC students interested in applying to the Nursing Program
3. The Director of Testing is in the process of evaluating processes, procedures, tests offered and more. Below is a list of ideas/future plans for the Test Center
 - a. Become a PearsonVue Certified Testing Center and offer GED Testing to Baltimore City and Maryland Community Members
 - b. Collaborate with Academic Affairs to continuously discuss proctoring services for BCCC course exams, state required exams, placement exams and dual enrollment required testing
 - c. Collaborate with DSSC to assist with proctoring course exams for students with approved accommodations
 - d. Collaborate with Mayor Scholars Program and Upward Bound to improve the scheduling and administration process of the Accuplacer Test for their students along with evaluate result outcomes and create a plan of action to further the students' skills
 - e. Collaborate with WDCE/ELI to fully administer the ESL Accuplacer at the Liberty Heights campus
 - f. Restructure RegisterBlast, the Test Center's appointment scheduling and check-in management system
 - g. Update the Test Center Website

INTERNATIONAL ADMISSIONS AND SUPPORT SERVICES

International Student Admissions and Support - Currently, BCCC's serves 70 International Students attending on F-1 Visas. Throughout September the Coordinator of Admissions for International Students collaborated with the English as a Second Language (ESL) staff to recertify our English Language Instructional Program for eligibility. Once the program is certified; many non-native English speakers will be able to enroll in that program full-time. This should significantly expand our international student population.

ESL Testing for Increased Enrollments – Testing and International Admissions continues to work with the ESL Program to develop a process to identify students who would benefit by being tested on the Accuplacer ESL, rather than the regular Accuplacer for Math, Reading, and Writing. Once this process is approved and implanted, new students enrolling into BCCC's ESL program should increase significantly.

Registrar

Banner Implementation and Staff Training

Since September 16, 2022, the Registrar's Ellucian Consultant has held 2-hour weekly training sessions with the entire registrar staff. Ms. Cullum has provided extensive training on registrar-related topics and

processes. Ms. Cullum has provided training documents and resources on the SharePoint box folder to allow the staff to reference and reinforce knowledge of Banner screens. During the month of September 2022, Registrar and Associate Registrar met for approximately 50 hours with Ellucian leadership, BCCC leadership, and BCCC IT via Zoom or to discuss Banner implementation issues and resolutions. During the month of September, Ellucian provided approximately 22 hours of Banner training for registrar staff on the following Registrar/Faculty-related topics: process for begin and end of term activities; processes for entering data for term-based validation and enrollment registration tables; processes for articulating and entering transfer credit from external institutions; processes for entering data for degree audits (until Degree Works is implemented); processes for National Student Clearinghouse enrollment and degree monthly transmissions, to include resolving data errors; and processes for sending outbound transcripts (electronic and mailings); processes for course entering, attendance tracking, and mass registration add and drops. Ellucian has provided registrar-related training materials in the “Box” which includes 65 training files: 18 meeting recordings and 47 process-specific information documents to reference when needed. Below is more detail about the Ellucian training provided to the Registrar’s staff in September:

- 09/02/22
 - Transcript Events & Comments (SHATCMT)
 - Transcripts
 - Requesting (SHARQTC)
 - Printing to Database (SHRTRTC)
 - Mass Adds/ Drops (SFAMREG)
 - Transfer of credit processing (SHATAEQ/ SHATRNS)
 - Showed last date of attendance (SFAALST)
 - Updating curriculum/ major changes (SGASTDN/ SFAREGS)
 - Reviewed curriculum rules (SOACURR)
- 09/16/22
 - NSC (National Student Clearinghouse) reporting error corrections
 - Updating Transcript type rules (SHATPRT)
 - Display final grades (SOATERM à Web Processing Controls à Final Grade indicator)
 - Adding Institutional Honors (SHADEGR)
 - Transcript Events & Comments (SHATCMT)
 - Dean’s list population (SHAINST) manually
 - Academic standing job (SHRASTD)
 - Process historical ‘I’ grade change (SHATCKN)
 - Adding ‘I’ Extension date (SOATERM)
- 09/20/22
 - Updating section part of term (POT) in SSASECT
- 09/23/22
 - Review of pre-req’s (SCAPREQ) at course level
 - Section pre-req’s (SSAPREQ)
 - Where co-req’s & equivalencies live at course level (SCADETL)
 - Co-req’s & equivalencies live at section level (SSADETL)
 - Time Status (SFAREGS)
- 09/30/22 – cancelled due to Degree Works Consultation

REGISTRAR ACTIVITIES

Proposals for New or Revised Related Academic Policies - The Registrar submitted new and revised draft academic policies to coincide with Banner implementation. Policies submitted for review by Academic Affairs and SALT:

- New Withdrawal policy to include withdrawals from a course or courses but not from the College and a complete withdrawal from the College and military call to emergency service
- New Administrative Withdrawal that permits faculty to request a student withdrawal, i.e. withdraw for
- Never Attended policy
- New Class Attendance and Absence Policy
- Revised Academic Renewal Policy; Revised Repetition of Course for Grade Replacement
- Revised Course Load policy

New/revised policies are being reviewed for submission to Cabinet in preparation for Board of Trustees review and adoption.

Course Scheduling for Fall 2022 sessions – The Registrar collaborated with Academic Affairs and Ellucian to correct data errors with fall 2022 course schedules and to ensure COMAR compliance.

Registration Activity and Outbound Transcripts - Records and Registration processed 1,270 registrations during September 2022, to include registrations for Dual Enrollment. The Registrar's Team has taken steps to reduce the time needed to process outgoing transcripts from several days to 24 hours in most cases.

Degree Audits/College Transfer Credit Articulations - Between September 1 and 28, 2022, Records and Registration staff conducted 386 first-time degree audits. Staff subsequently updated 52 with information. Seven hundred fourteen (714) degree audits remain to process for fall 2022.

FINANCIAL AID

Financial Aid Awards - For the month of September, Financial Aid continued to award Pell Grants and other aid to fall 2022 students. Financial Aid worked diligently with student accounting to update the Pell disbursement and refund schedule in order to maintain Federal compliance.

Bookstore Financial Aid charges - Financial Aid worked with Student Accounting and the Bookstore to make sure that students could use their financial aid for all start terms in the fall semester. This process included the manual upload of hundreds of student book awards into a shared system to allow the staff in the bookstore to charge student's books and supplies to their accounts.

MAYOR'S SCHOLARS PROGRAM

Registration and Support - The Mayor's Scholar Program concentrated on completing student registration during the month of September. To help students grasp early student success suggestions and to register as many students as possible for the Fall 2022 semester, the target of September was achieved. For Fall 2022, there are about 193 MSP Cohort 5 students registered. The programming allowed for in-person and online registration sessions in cooperation with the advising team. Written instructions were given to students who missed the opportunities on how to contact BCCC staff and sign up for classes. The Baltimore City Public Schools - City Schools Persists, which collaborates with BCPSS alumni at BCCC

to support college completion through persistence seminars and financial aid, also started monthly programming. The next monthly session will take place on October 11, 2022 at noon in the MSP Lounge.

DISABILITY SUPPORT SERVICES CENTER

DSSC (Disability Support Services Center) is currently servicing and programming for a total of 85 students. During the month of September, the Disability Support Services Center conducted approximately 51 new students' intakes and orientation and conducted a total of 34 renewals for the Fall, 2022 semester. Focus of the month has centered around recruitment and retention enrollment activities which continue to include but not limited to the following: weekly phone banking, texting, and social media publishing for existing and new students; weekly virtual drop-in office hours for existing and new students/parents, bi-monthly program presentation for students, faculty and staff focusing on challenges, diversities, important college dates, registration alerts, etc. DSSC's director also provided classroom presentations throughout the various Fall registration terms, to help bring awareness to the benefits of the college's accessibility and accommodative services. The department also conducted a total of 55 in-person conferences including the perspective/incoming students, some parents and faculty members, etc. to address issues germane to matters related to accommodations services here at the college. We shared in communication and collaboration with the following offices throughout the month: Student Success, Student Life and Engagement, Admission, Student Support and Wellness, TRIO Stairs/Math and Science, Student Athletics, Students Accounting, Bookstore, Marketing, Testing, Human Resources, Office of Institutional Research, Deans and Associate Deans in STEM, Behavioral and Social Sciences as well as Health Professions. Lastly, the DSSC's director continues to provide on-going supervision for the center's MSW graduate student along with another student servicing in the TRIO Math and Science Program.

STUDENT LIFE & ENGAGEMENT

Student Government (SGA) Elections - Student Life solicited student candidates for SGA office from September 1 – 23, 2022. The following student's were elected to office in October:



Darienne Stansbury - President



Kyleen Brown - Vice President

Below are additional events held in Student Life for September:

September 11 Remembrance Event - Monday, September 12

12 - 12:30pm via zoom

Event for BCCC students, faculty, and staff on Zoom to talk about September 11, its impact, and remember those lost.

**SGA and Student Club & Organization Interest Meet & Greet
Wednesday, September 14**

Zoom, 12:30 – 1pm

Event for students to find out about clubs and orgs and how to get involved

Constitution Day

“Is the Constitution a Living Document?” with Delegate Regina T. Boyce of the 43rd District of Baltimore City

Monday, September 19

in Person and Zoom, 12 – 1pm

This event is also in recognition of National Voter Registration Day (September 20).

International Day of Sign Languages- ASL History with Shante Wright

Friday, September 23

Zoom, 1 – 2:15pm

Presenter, Shante Wright teaches us about the history of American Sign Language as well as some other information on the International Day of Sign Language.

STUDENT SUPPORT SERVICES & UPWARD BOUND MATH AND SCIENCE

The Upward Bound Math and Science (UBMS) - UBMS started its Fall programming in September. There was a student and parent information kickoff on Saturday, September 17, 2022. 30 Students and parents attended the session. Information was provided regarding program implementation, student eligibility criteria, and application procedures. UBMS (Upward Bound Math and Science) has 20 students currently enrolled in the program.

Student recruitment began September 6th with school site visits at Digital Harbor, Academy for College and Career Exploration, National Academy Foundation, Edmondson, Forest Park, Frederick Douglass, and Baltimore Polytechnic High Schools. Recruitment will continue until the required number of student participation, (62) per the grant, has been reached.

Scheduled Activities and Meeting Dates for UBMS Students:

October 1	Student Accuplacer Assessment (Collaborated with Student Testing Center)
October 15	Bio Lab (Collaborated with the Dept of Natural and Biological Sciences)
October 29	Trip to the Maryland Science Center
November 12	STEM Speaker
December 10	Bio Park Lab (Collaborated with Student Testing Center)
December 17	Holiday Party/Last day of Fall Programming

TRIO Student Support Services The TRIO program offered various mandated and permissible services in September including coaching, advising, assistance with course selection, and career and decision-making. In addition, the TRIO SSS team conducted 43 virtual and in-person advising sessions.

The TRIO SSS Program sponsored various workshops to increase social engagement and expose participants to new learning opportunities. The program hosted a virtual workshop with the Academic Achievement Center and the Library, where participants learned about resources available to support their academic success. Aquila Evans and Constance Mannone shared resources from their respective areas and answered students’ questions. Also, the program held a Nursing Selection Admission Review workshop which covered the following topics: BCCC Nursing Program Selection admission eligibility criteria, the spring 2023 application process, and important dates. In addition, students were encouraged to attend information sessions sponsored by the Nursing Department and follow up with their SSS advisor.

Collaborations include Upward Bound Math and Science (UBMS) Program and YouthWorks Summer Enrichment Program worksite debriefing meeting with Deborah Moore, UBMS Program Director, and Stephanie Torres, YouthWorks representative. We discussed highlights of the summer experience, challenges, areas of improvement, and planning recommendations. Also, the SSS team met with Student Life and Engagement team to discuss past collaborations and future student leadership programming.

Recruitment efforts included social media blasts, emails, and virtual and in-person classroom presentations in RENG 91/92, ENG 101, and PRE 100 sections. Moreover, SSS Program staff screened and processed 17 program applications, granted 11 application approvals, and six applications are currently under review.

The Program Director attended the Council for Opportunity in Education (COE) Annual Conference in San Diego, CA, from September 21-24, 2022. The conference featured discussions on trends and best practices in college access and connected college TRIO access professionals to networking opportunities. The wide range of information and resources gained from this experience offered new ideas and energy to increase the success of TRIO SSS students.

ATHLETICS

Men's Basketball - The men's team began practice in preparation for the start of the first game November 4, 2022. There will be a press release to announce the restarting of the program. The team is scheduled to play 13 home games this season. The home games will provide the campus with opportunities to rally around the team and the student athletes who represent BCCC.

Interviews of candidates for the Athletic Trainer position have begun. Arrangements are being made by the facilities office to secure transportation for the team to away contests.

A schedule has been developed to provide the general student population opportunities for open recreation in the Physical Education Building.

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, October 19, 2022

Michael Rading, Chief Information Officer

IT OPERATIONS

IT Staffing

There were key leadership vacancies within IT for the Director of Client Services and Director of Enterprise Applications.

- Director of Client Services – The new Director of Client Services, Dawna Attig, started on September 12. The focus during her first month was on:
 - Reviewing current standard operating procedures and identifying and remediating any immediate gaps
 - Working with client services supervisors to review Client Services staff skills, identify strengths and weaknesses
 - Training client services support staff on Banner to better support students and staff
 - Meeting with key BCCC vendors to understand their service catalog and support for key College applications
 - The new Director of Clients Services will focus on introductions with other offices to establish relationships with leaders and functional areas
- Director of Enterprise Applications – Two candidates went through multiple rounds of interviews in September but were not selected for the position. Two additional candidates are slated to be interviewed in the next two weeks.

IT Security

The Maryland Department of Information Technology (DoIT) conducted IT security assessments with all state agencies. In the last two months BCCC went through a security review conducted by DoIT. As a follow-up to these assessments BCCC just underwent an industry standard practice of penetration testing in September 2022, which involves external IT experts reviewing the College's network to determine if there are any vulnerabilities that need to be remediated. As a follow-up to this penetration testing exercise, identified vulnerabilities that pose a high risk to the institution will be remediated to improve the college's security posture.

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, October 19, 2022

Becky L. Burrell, Vice President, Institutional Effectiveness, Research & Planning

OFFICE OF INSTITUTIONAL RESEARCH

I. State and Federal Reporting Led by the Office of Institutional Research

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

Department of Budget Management (DBM)

- *Managing For Results (MFR)* – Based on the newly approved revised goals, objectives, and performance measures, OIR developed updated trend data for new and continuing measures, guided the process to update enrollment and outcomes two-year projections, and provided necessary documentation to support full budget submission including selected schedules with FTE, headcount, outcomes, and student and staff characteristics data. In collaboration with the Budget Coordinator, the Director presented data to Cabinet members and their direct reports to facilitate engagement and establishing targets. OIR met the submission deadline of September 2, 2022.

Maryland Higher Education Commission (MHEC)

- *Winter and Spring 2022 Student Registration System Files* - Developed data files to reflect credit student-level data for winter and spring 2022 enrollment. OIR met the submission deadline of September 15, 2022.
- *Winter and Spring 2022 Course Information System Files* - Developed data files to reflect credit course section level data for winter and spring 2022. OIR met the submission deadline of September 15, 2022.
- *Performance Accountability Report* – Developed current data for 11 characteristics and 28 performance indicators related enrollment, outcomes, finance, and staffing; created customized timelines, data workbooks, and narrative templates for each Cabinet area; and led data workshops and discussions with all Cabinet areas. Developed narrative based on data, input from Cabinet areas, and various reports to prepare draft Performance Accountability Report narrative and performance indicator spreadsheet for presentation to the Board of Trustees at its September meeting. The Board-approved Performance Accountability Report package was submitted to MHEC prior to the deadline of September 30, 2022.
- *FY 2022 English for Speakers of Other Languages (ESOL) FTEs and Pass Rates* - Facilitated team comprised of colleagues from Information Technology Services (ITS), Workforce Development and Continuing Education's (WDCE) English Language Services, and Records and Registration to develop ESOL FTEs report and credit and non-credit ESOL course pass rates. The approved FTE Report and pass rates were submitted prior to the deadline of October 1, 2022.
- *CC-6 Total Unduplicated Non-Credit Headcount Enrollment* - Developed data based on FY 2022 CC-3 (Continuing Education FTEs) Report submitted to MHEC reflecting characteristics of the eligible students enrolled in continuing education courses in Summer 2021 through Spring 2022 to meet the submission deadline of October 14, 2022.
- *S-7 Opening Fall Enrollment Form*
- *End-of-Term System Winter and Spring 2022 Files* – Developed data files to reflect student-level data to reflect academic totals data for winter and spring 2022 credit students to meet the submission deadline of October 14, 2022.

Maryland State Department of Education (MSDE)

- *FY 2022 Perkins Career & Technical Education (CTE) File* – In collaboration with ITS, developed data workbook to facilitate meetings to guide Academic Affairs’ review of courses tied to all MSDE-approved CTE programs and creation of student-level data for file to be submitted to MSDE by October 14, 2022.
- *FY 2022 Perkins Technical Skills Assessment (TSA) File* – Developed data workbook and conducted meetings to guide Academic Affairs in capturing student-level data from Academic Affairs regarding attempts and technical skills attainment for industry-recognized credentials prior to graduation for creation of student-level data file to be submitted to MSDE by October 14, 2022.

Middle States Commission on Higher Education (MSCHE)

- *Annual Institutional Update (AIU) and Mid-Point Peer Review Responses* – The Director serves as the portal delegate for the AIU, which is primarily composed of enrollment, outcomes, and financial data and reports. In addition, narrative responses are required related to the institution’s Mid-point Peer Review (MPPR) items and topics of interest from MSCHE. Created SharePoint repository and component tracker, developed data, reviewed prepopulated information from IPEDS, and supported Controller in development of financial data. Collaborated with Cabinet areas to develop responses to AIU topics of interest and MPPR items. AIU was submitted ahead of the due date of October 12, 2022.

National Center for Education Statistics (NCES)

- *IPEDS Fall Collection* - Began developing data to complete the Completion and 12-Month Enrollment Survey and identified components needing information from other Cabinet areas in preparation for submission by October 19, 2022.

United States Department of Education

- *Student Right to Know Disclosure* – In accordance with federal guidelines, developed updated graduation, transfer, retention, employment, and licensure examination data. Collaborated with Marketing Office to publish on BCCC’s website. The link to this disclosure is a component of the Annual Institutional Update for the Middle States Commission on Higher Education.

II. College Collaborations for External Reporting or Stakeholder Needs

OIR supported other College offices to prepare data, narrative, and/or overall quality assurance related to the following initiatives.

Audit Support – Support Controller and Budget Office in developing and reviewing data to support requests from external auditors.

Baltimore City Public Schools System - Attend regular meetings to provide support as needed for dual enrollment and Mayor’s Scholars Program initiatives.

Jeanne Clery Act – Provided review of the annual Clery Report.

Maryland Higher Education Commission

- *FY 2024 Budget Presentation* – Developed enrollment, retention, and outcomes data and prepared PowerPoint presentation to support the College’s meeting with MHEC led by the Finance & Administration Division.

United States Department of Education

- *Fiscal Operations Report for 2021-22 and Application to Participate (FISAP) for 2023-24* - Developed enrollment data to support completion of FISAP Report which was submitted by Financial Aid by the due date of September 30, 2022.

External Meetings

- BCCC Team Meetings with Baltimore City Public Schools System representatives
- Ellucian Consultant and Leadership Team Meetings
- Ellucian Executive Team/Site Visit Meetings
- LatinX Academic Pathway Program (LAPP) Partnership Meetings (UMBC)
- Maryland Association of Community College's Data Book Review/Standards Workgroup
- Maryland Community College Research Group (MCCRG) monthly meeting
- Maryland Higher Education Commission (MHEC)– Review of potential changes to annual collection requirements with MHEC's Director of Research and Policy Analysis
- NIH Bridges to Baccalaureate with Howard University Partnership Meetings
- NIH Bridges to Baccalaureate with Towson University Partnership Meetings

Grant Support

- *AmeriCorps Vista* – Developed MAT 107 grade distribution, retention, and graduation data to support the quarterly report submission due October 5, 2022.
- *NIH Bridges to Baccalaureate with Towson University Grant* – Developed student characteristics data and narrative regarding enrollment in selected programs as compared to all College programs.
- *LatinX Academic Pathway Program (LAPP) with UMBC Grant* – Developed data and narrative and provided extensive review and feedback for proposal and supporting documents.

Middle States Commission on Higher Education (MSCHE)

- *Core Team, Resource Team, and Working Group* – The Director serves on the Core and Resources team to prepare Self-Study Design, develop working groups, and timelines. Presented history of MSCHE 2013-14 standards and workgroup membership to inform proposed workgroups to support 2023-24 MSCHE Standards. Developed data and components of narrative for the 2023-24 Self-Study Design and acronym list. Created repository on SharePoint for MSCHE documents generated for and from the 2013-14 Self-Study. The Research Analyst II will serve as a member of a working group. The Office will provide research and survey support for all working groups.

Program Accreditations

- *Accreditation Commission Education in Nursing (ACEN)* - Developed workbook including graduation rate data along with trend data for program enrollment, degrees awarded, and licensure exam pass rates in accordance with ACEN guidelines. Serve on team to conduct final review in preparation for Report due by October 24.
- *Commission on Dental Accreditation* – Provided summary level data and results from Graduate Survey. Serve on team to provide final review of report due by October 15.
- *Maryland Institute for Emergency Medical Services Systems* – Served on planning team to provide enrollment and grades data, response tracker from 2021 visit, and “walk-through” and organizational support in preparation for mini-site visit held on September 30.

III. Support for Internal Priorities

OIR developed data and/or provided other support or guidance for the following internal priorities.

Enrollment Updates

- *BioPark Enrollment Trends* – Developed updated trend data to reflect “seats” at BioPark to support the VP of Academic Affairs.
- *Credit Enrollment Updates* - Developed and distributed for Summer 2022 enrollment via traditional data collection. In August 2022, developed an abridged version for distribution after transition to Banner ERP system.
- *Credit Enrollment Presentation* - Presented enrollment update at September 2022 Board of Trustees meeting.
- *Continuing Education Enrollment Updates* – Develop monthly continuing education enrollment data by term and department to support WDCE leadership team through FY 2022.
- *Grades Data* – Developed updated grade distribution data for summer 2022 credit courses to support Academic Affairs.

Enterprise Resource Planning (ERP) Implementation - Serve on planning teams for data migration and validation processes and action items related to Reporting, Academic Affairs, WDCE, and Student Affairs. Attend weekly check-in meetings with VPIERP.

- Attended leadership team meeting with Ellucian and BCCC staff.
- Collaborating with ITS to develop means to extract and report student and course level data with confidence via Banner standard reports or development of queries in the new Argos reporting tool.
- Created a template to coordinate effort to request training for Cabinet areas and key users related to Banner’s standard reports and document concerns related to data.
- Developed credit and non-credit registration trend data to assist in planning for rollover from HP-LAN to Banner (the new ERP) for fall 2022 registration and conclusion of summer registration activity for continuing education courses. Developed and provided supplementary data files to support mapping of data in legacy system with Banner fields and configuration.
- Participated in planning and conducting data validation initiatives.
- Conducted data validations to support data migration related to student characteristics, academic history, testing data, and registration holds, contact information, course information, Veterans data, and international student coding, and fall registration activity.
- Meet with Ellucian team to discuss specific details regarding validation issues and provide recommendations for solutions to support institutional reporting needs.
- Share feedback with Ellucian/BCCC leadership team.
- Provide additional support for Student Affairs related to identifying processes needing guidance from Ellucian and further internal decisions.
- Advocate for guidance related to continuing education registration and data collection processes.
- Participate in sessions related to Banner student and accounts receivable areas, CRM Recruit, Elevate, and Degree Works components and integrations. Provide input and data to support efforts.

New Program Proposals

- Developed updated enrollment and awards data to support the new program proposal process for Cybersecurity Digital Forensics program.

Policy Development

- *Institutional Review Board (IRB) Policy, Procedure, and Process Chart* – Incorporated feedback from review with the Program Review and Evaluation Planning Team. Conducted review with the Human Resources leadership team; Academic Affairs Associate Vice President, Deans, Associate Deans, and Program Coordinators; faculty; Cabinet; and Program Review and Evaluation Planning Team. Integrated

feedback from various groups. VPIERP coordinated the distribution of policy and procedures to the College community for review prior to sharing with the Board of Trustees at the October 2022 meeting.

Professional Development

- ERP Training Sessions (CRM and DegreeWorks)

Program Review and Evaluation Committee (PREC)

- Conducted review sessions with Academic Deans and departments to update surveys for students, faculty, and advisory board members for fall 2022 distribution. Completed revisions, as appropriate, and created links for distribution and monitoring of results for surveys.

Surveys

- *Program Accreditation Surveys* – As noted above based on respective accreditation requirements.
- *Program Review and Evaluation Committee Student, Faculty*

Teams/Workgroups

- *Curriculum and Instruction Committee (CIC)* - Attending meetings to support new program development needs.
- *Drop for Non-Payment Team* – Attend meetings with Finance & Administration, Financial Aid, and Student Accounting representatives and provide data as needed.
- *MSCHE Core Team, Resources Team, and Working Group*
- *Program Review and Evaluation Committee (PREC) Planning Team* - Serve as member and participate in weekly meetings.
 - Conducted review sessions with Academic Deans and departments to update surveys for students, faculty, and advisory board members for fall 2022 distribution. Completed revisions, as appropriate, and created links for distribution and monitoring of results for surveys.
 - Provided ongoing updates regarding input to proposed IRB policy and procedures.
- *Search Committees*
 - Serve as a member of the search committee for the Director of Grants position.
 - Serve as a member of the search committee for Director of Public Relations/Outreach
 - Conducting a search for a Research Associate to join the Office of Institutional Research

OFFICE OF ASSESSMENT

I. Academic Assessment

The Office of Assessment met with the Student Learning Outcomes Assessment (SLOA) Committee to conduct a year-in-review of Academic Year 2022, discussing the status of academic assessment and next steps for systematizing data collection and analysis. The Office of Assessment presented draft templates for course-level outcomes data and program-level curriculum mapping. The next step is to discuss the templates and proposed processes with Academy leadership to update and realign assessment practices.

The screenshot shows a spreadsheet template with two main data tables. The first table, 'Section-Level Data Table', has columns for Faculty, Academic Year, Semester, Environment, Time of Day, Section, Student Learning Outcome, Assessment Method, and three columns for student counts (Enrolled, Participating, Successful). The second table, 'Aggregate Data Table', has columns for Academic Year, Learning Outcome, Assessment Method, and the same three student count columns. Both tables include dropdown menus for selection and a 'Result' column with a formula dropdown.

Figure 1: Course-Level Learning Outcomes Data Collection Template

The screenshot shows a form-like spreadsheet template. It includes a 'Program Coordinator' section with fields for Name, Rank, Title, Email, and Phone. Below that is a 'Curriculum Map' section with a dropdown for 'Program Learning Outcome' and a row of dropdowns for 'Course1' through 'Course8'. A 'Mastery' dropdown is also present with options for '1 Introduced', '2 Utilized', and '3 Proficient'. A yellow callout box provides instructions on how to use the template.

Figure 2: Program-Level Outcomes and Curriculum Mapping Template

The Office continues to work in the College’s cloud-based assessment software, TracDat (Nuventive Improve), to align the structure and terminology within the site to reflect the College’s academic assessment practices.

The screenshot shows the Nuventive Improve software interface. On the left is a navigation menu with options like Home, Reports, Documents, Unit Management, Personnel, Configuration, Summary Rpts, Labels, List Values, Custom Fields, Courses, Navigation Settings, Lock Date, Assign Courses, Instructions, Nuventive Impact Libraries, and Application Settings. The main area displays a table of goals with columns for Goal Type and Description. The first goal is 'Academic Discipline' with a description: 'This is a goal specific to an academic discipline that is not a General Education Core Competency.' Other goals include 'Arts and Aesthetic Awareness', 'General Education Core Competency', 'Critical Thinking', and 'Data Structure, Content, and Information Governance'.

Figure 3: Updating Program and General Education Core Competency Goals to Match Academy Curricula

II. Director of Grants Hiring Committee Chair

The Director of Assessment continues to Chair the ongoing search for a Director of Grants. No applications were received in September. One applicant is actively under consideration.

III. Office of Grants Development Interim Oversight

The Office of Assessment continues to serve the Office of Grants Development in an interim capacity in the absence of a Director of Grants. An Institutional Grants workbook has been developed to document all grants awarded to the College. The Grants Development SharePoint site has also been updated and organized to maintain all grant processes and documentation.

Status	Category	FY Category	FY Cn	Identifier	FY Start	FY End	Begin Date	End Date	Program Title	Award Amount	Funding Source	Primary Investigator	External Manager	Funding Usage
Active	Federal	Federal	Shortened		2020	2024	12/01/19	09/30/24	NSF InnovATEBIO National Biotechnology Education Center	\$ 114,701.00	National Science Foundation (NSF)			
Closed-Out	Federal	Financial	Shortened		2020	2022	06/15/20	02/28/22	MHEC Complete College Maryland - One Step Away	\$ 51,184.00	Maryland Higher Education Commission (MHEC)	Director MSP / Asst. Priscilla Moore 410-767-7269 priscilla.moore@maryland.gov	Director Admissions	Near-Completer Facilitation
Closed-Out	State	State	Shortened		2021	2022	07/01/20	08/30/21	MSDE Pathways in Technology Early College High School (P-TECH)	\$ 1,953,465.00	Maryland State Department of Education (MSDE)	Nina Rowa 410-767-5904 nina.rowa@maryland.gov		Supplemental Program
Active	State	State	Full		2021	2023	07/01/20	06/30/22	MD DHS Supplemental Nutrition Assistance Program (SNAP FY2021)	\$ 424,580.00	MD Department of Human Services (MD DHS)	Director Workforce & Employment Placement Michelle Williams 410-767-5504 michelle.williams@maryland.gov		Supplemental Program for Underserved Students
Closed-Out	Federal	Calendar	Full-Shifted		2021	2022	01/17/21	01/16/22	USDE Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act 2 (Federal Institutional)	\$ 5,138,057.00	US Department of Education (USDE)	Tiwanda Burse HEERT@ed.gov		COVID Supplemental Program for Underserved Students
Closed-Out	Federal	Calendar	Full-Shifted		2021	2022	01/17/21	01/16/22	USDE Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act 2 (Federal Student)	\$ 1,438,078.00	US Department of Education (USDE)	Tiwanda Burse HEERT@ed.gov		COVID Supplemental Program for Underserved Students
Closed-Out	State	Calendar	Full-Shifted		2021	2022	03/01/21	03/30/22	USDE - MHEC Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act 2 (COVID Coronavirus Response)	\$ 558,224.00	Maryland Higher Education Commission (MHEC)	Program Coordinator Early Childhood Education Benee Edwards benee.edwards@maryland.gov		COVID

Figure 4: Institutional Grants Excel Workbook

An operational schedule that will reflect internal grant management processes and external dates and deadlines is in development.

Category	Item	Recurrence	Month	Day	Responsible Position Title	Notes
OOGD	Weekly Summaries to Leadership	weekly		Friday	Office of Grants Development team	
OOGD	Monthly Summary to Vice President	monthly	All		Director of Grants	
OOGD	Board Summary to Vice President	monthly	All		Director of Grants	June, July, August consolidated into a Summer Board Report
Institutional	Juneteenth Observed	annually	June			
Institutional	Independence Day - College Closed	annually	July			
Proposals	MD DHS Supplemental Nutrition Assistance Program (SNAP) Proposals Due	annually	July		WDCE Director of Budgets and Contracts	
Proposals	MD DHS MORA Proposals Due	annually	August		WDCE Director of Budgets and Contracts	
Institutional	Fall Professional Development Days	annually	August			
Institutional	Faculty On Contract	annually	August			
Grants Accounting	Financial Inventory	annually	September		Director of Grants	Grants Accounting, Controller
Proposals	MD DLIR/ABC/FIS Proposals Due	annually	September		WDCE Director of Budgets and Contracts	
Institutional	Labor Day Holiday - College Closed	annually	September			
Proposals	NIH T34 Bridges to Baccalaureate Proposals Due	every 5 years	September		BSTEM Primary Investigator	2022, 2027, 2032, ...
Institutional	American Indian Heritage Day - College Closed	annually	November			
Institutional	Thanksgiving Holiday - College Closed	annually	November			
Reporting	PepsiCo Foundation Uplift Scholarship Closeout Due	annually	December		Director of Special Programs	
Institutional	Winter Break	annually	December			
Institutional	Christmas Holiday Observed - College Closed	annually	December			
Institutional	Winter Professional Development Days	annually	January			

Figure 5: Office of Grants Development Operational Schedule

IV. Quality Assurance and Project Management

The Office of Assessment serves as a quality assurance reviewer of all external reports and project manager of all grant proposals and reports. The following reports and proposals were evaluated for submission this month:

- National Institutes of Health – Towson University Bridges to Baccalaureate Research Training Program T34 Grant
- Maryland Department of Labor, Licensing, and Regulation Adult Basic Education and Family Literacy Services Continuation Grant

V. Middle States Commission on Higher Education (MSCHE) Self-Study Core Team

The Office of Assessment continues to serve on the Core Team, coauthoring the Self-Study Design and preparing for the visit with the MSCHE liaison in October.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, October 19, 2022

Mr. Steven Hardy, Vice President for Finance & Administration

Budget Office

1. Appropriation Year (AY 23) Year Revenue Summary as of 09/30/2022

Revenue Fund	Revenue Amount
General (Unrestricted)	\$20,312,653
Restricted	\$5,576,547
Total Revenue	\$25,889,200

Unrestricted Revenue: Total Unrestricted Revenue through September 2022 is \$3.4 Million (12%), lower than the revenue earnings through the same period in last appropriation year.

- *Real Estate Lease: decrease of 57%* Leasing revenues are significantly lower than the same point in time last fiscal year. This is due to a significant decrease in Real Estate Lease Income.
- *State appropriation: decrease 45%* The State pays the appropriations quarterly. In FY 2023, the 2nd quarter payment was not received in October. In FY 2022, the 2nd quarter payment was received in September, thus the timing difference.

2. Appropriation Year (AY 23) Year Expenditures Summary as of 09/30/2022

Expense Fund	Expense Amount
General (Unrestricted)	\$9,530,543
Restricted	\$3,542,936
Total Expenditures	\$13,073,478

Unrestricted Expenditures: AY 2023 Unrestricted expenses increased by 6% or \$564,731 compared to this same period in AY 2022, primarily due to an increase in expenses for personnel and contractual vendor services.

Restricted Expenditures: AY 2023 restricted funds expenses increased by 12% or \$380,064 compared to this same period in AY 2022, primarily due to an increase in State and contractual employee salary expenses.

Net Surplus/(Deficit): As of September 30, 2022, the net surplus for AY 2023 is \$12,815,722, down 25% or \$4,338,612 compared to the same period in the last appropriation year.

Controller’s Office/General Accounting/Grants/Foundation

1. BCCC (BALTIMORE CITY COMMUNITY COLLEGE) (College Audit), BCCC Foundation Audit, WBJC, and CC-4

- The Controller’s Office is working closely with Clifton Larson Allen (CLA) to provide the requested materials for the College Audit and WBJC. Several items are waiting on CLA to review and provide feedback.

- Internally, the Controller’s Office is working with other areas to provide requested information.
- Part of the process includes the auditors providing information to select samples. Many samples have been selected, and several of these have been returned.
- The last of the original requests for the Foundation were provided. The auditors just provided sample selections, and those are being addressed.

2. **COVID RELIEF Spending**

- Quarterly reporting will be posted to the College’s website this week.
- Spending continues to be monitored between the Budget Office and Controller’s Office.

3. **Grants**

- The Controller’s Office continues to work with the various divisions to provide support and comply with reporting requirements.

Accounts Payable

Total Payables

Summary	Totals
<31	\$143,439.27
31-60	350,150.77
61-90	126,375.33
>90	14,040.69
Total Payables	
\$634,006.06	

1. **Highlights**

- The majority of the older invoices relate to contract issues that Procurement is working with the areas to resolve.
- A continuing challenge is for Accounts Payable to be given the invoices.

Accounts Payable

1. **Aging Report**

- Work is underway with IT to transfer HP LAN postings from 07/27/22 – 10/05/22 to Banner to generate an accurate aging report. The main challenge to generating an accurate aging report is the continued posting of transactions into the old ERP system, HP LAN. The risk of dual systems is the risk of duplicating transactions. The objective is to generate an accurate aging report from Banner to identify accounts in need of pre-collection actions then final submission to the Central Collections Unit for additional collection efforts, removal of holds from accounts that are paid in full, and to identify accounts with balances that may be eligible for CARES Act funds assistance.

2. **Refunds**

- We are progressing with TouchNet, a payment software company that integrates with Banner, to provide payment plans, online payments, and eRefunds capabilities to BCCC students. Student Accounting has completed testing of the eRefunds module in the testing environments. The next

phase is to test the issuance of eRefunds on five students in the production environment. The challenge is establishing a way to fund the refunds. As a State institution, BCCC must use GAD to issue payments to vendors via direct deposit. However, vendors may not debit the State bank account. Thus, options are being explored to remedy this dilemma.

3. Workforce Development Fall 2022 and Beyond Student Billing

- For Fall 2022, Workforce Development billing will continue to take place in HP LAN for Fall 2022 semester. BCCC continues to work with Ellucian to configure Banner to bill this population of students for future semesters.

Procurements

From September 1, 2022 to September 30, 2022 a total of 22 procurements were conducted in the total amount of \$292,08514:

Category	No. of Awards	Total Amount
Commodities	12	\$103,871.58
Maintenance	5	\$115,198.56
Services	5	\$73,015.00

1. Highlights

- Credit Card: 186 credit card transactions were conducted for September in the total amount of \$137,902.46.
- The Asset & Inventory Tracking Services was advertised and received eight bids. Currently under evaluation for award.
- The College designated 11.7% of its procurement to the Small Business Reserve Program, and 17.7% of all procurement payments went to the small businesses that were qualified in the program for the Fiscal Year 22. The overall state goal is 15%. In the previous fiscal year, the College only designated 0.07% of its procurement to the SBR program and 9.4% of procurement dollars to qualified small businesses.

Baltimore City Community College

PRESIDENT’S UPDATE

Board of Trustees, October 19, 2022

Ms. Lyllis M. Green, Chief Internal Auditor

INTERNAL AUDITS (IA), REVIEWS, and INVESTGATIONS

Internal Audit activities have been focused on internal reviews and investigations as well as assistance in researching, interviewing, and preparing institutional reports. Activities included:

- Annual financial Audit
- Annual EEO Report
- Follow-up Audits and Investigations
- Interview panels for executive and third tier position vacancies

EXTERNAL AUDITS

Annual Financial Audit

Office Legislative Auditors (OLA)

The 2022 OLA Report has eight audit findings which include two repeat findings from the prior 2016 audit. Summary information on the repeat findings, including the scheduled follow-up, is provided in the following chart:

Status of 2016 Findings

Prior Audit Finding	Finding Description	Implementation Status	Internal Auditor Comments
Finding 5 - PII	Sensitive personally identifiable information maintained by BCCC was stored without adequate safeguards.	Repeated (Current Finding 6) Partially implemented	It was noted that some SSNs that remained in the legacy system are now in Banner and in process of being removed. ITS estimates that most of the SSNs from the Legacy system have been removed. Follow-up January 2023
Finding 8 - Inventory	BCCC did not maintain complete and accurate equipment records, could not locate certain equipment, and could not document that it conducted physical inventories of equipment as required. In addition, 40 computers purchased several years ago were never placed into service.	Repeated (Current Finding 8) The 40 Computers were located and deployed in 2017. A procurement is in progress for a physical inventory. The Procurement Director is evaluating bids	Procurement is progressing in accordance with procurement guidelines: <ul style="list-style-type: none"> • September 2022 posted on eMaryland’s Marketplace Advantage (eMMA), Maryland’s public portal. • Vendors were allowed two site visits • Procurement Director received vendor questions • October 2022 - Eight bids received • The Procurement Director is currently evaluating the bids Follow-up December 2022

The follow-up to current findings began in May 2022 including the following related activities:

- Bi-weekly meetings between the Internal Auditor and Information Technology (IT) staff to discuss all IT-related findings. Meetings provide an opportunity to present evidence in support of resolving the finding.
- Periodic (at least monthly) communication with the Procurement Director to track progress on procurement activity needed to eliminate or mitigate audit findings.
- Periodic communication with the Director and staff in the Office of Human resources to ensure that the College’s responses to payroll-related findings remain accurate.
- Monthly follow-up of all resolved findings to ensure current compliance

Results of current follow-ups are provided in the chart below (*Note: the chart does not include payroll issues as these items are considered sensitive and are discussed in closed session*):

<i>Finding</i>	<i>OLA Recommendation (excerpt from February 9, 2022, Report)</i>	<i>Response</i>	<i>Internal Auditor’s review as of 10/11/2022</i>
1. Student PII	“Comply with State law by having the vendor to obtain a formal control assessment report, such as a SOC 2, Type 2 report, and implement a process to obtain and review the results to ensure sensitive student information provided to the vendor is properly safeguarded.”	Agree.	The vendor did not have a SOC 2 Type 2 report, however; did provide a report showing the required compliance and internal controls.
2. Student Financial Aid	“...ensure that manual adjustments to financial aid awards, as well as required verification of financial application data and satisfactory academic progress by financial aid recipients is subject to independent supervisory review and approval”	Agree	Transitioning to the new ERP began during March 2022; however, follow-up is delayed due to some transition issues.
3. Payroll	Description and details removed from report due to sensitive information		
4. Procurements and Disbursements	<p>“...ensure that:</p> <ul style="list-style-type: none"> a. Contracts are awarded through a competitive procurement process as appropriate, and other documentation of the procurement be maintained; b. all bid solicitation and award publishing requirements are adhered to; c. contracts receive proper independent approval as applicable; d. vendor invoices are correct by verifying invoice charges to contractual billing rates; and 	Agree	The recommendations are being implemented and will be reviewed with the Procurement Director. It should be noted that Recommendation “e” will be reviewed as soon as a consolidated procurement is executed.

	e. purchases from vendors are consolidated to maximize the State’s purchasing power.		
5. Resource Sharing Agreements (RSAs)	<p>a. “Establish new agreements for any expired RSAs which include consideration for higher rates”</p> <p>b. Consider widely advertising solicitations for RSAs and submit them to the appropriate authorities...</p> <p>c. Include all significant provisions in future RSAs, and modify its existing agreements to include those provisions to the extent allowed.”</p>	Agree	As of 10/11/22, no new RSAs have been created since the June 2022 report. The latest agreement includes a 3% increase in the annual rent due, payable in monthly installments.
6. Information Systems	“Perform inventories of all servers, identify all PII...”	Agree	Over the next few months, BCCC will be reviewing the remaining values in the legacy ID field to ensure there are no remaining SSNs
7. Malware Protection Controls	“Ensure malware protection software is installed and maintained on all computers by regularly monitoring related software management consoles”	Agree	The malware report is being reviewed by ITS staff and a copy was forwarded to Internal Audit for review. The finding is on the agenda for the next bi-weekly meeting.
8. Equipment – physical inventories	9. “Conduct timely periodic documented physical inventories of sensitive and non-sensitive equipment and reconcile the results to the detail inventory record (repeat)”	Agree	<p>Procurement is progressing in accordance with procurement guidelines:</p> <ul style="list-style-type: none"> • September 2022 -- posted on eMaryland’s Marketplace Advantage (eMMA), Maryland’s public portal. • Vendors participated in two site visits • Procurement Director received vendor questions • October 2022 - Eight bids received • The Procurement Director is currently evaluating the bids

The OLA issued the College's closeout letter on Tuesday, April 5, 2022, stating in part:

“We found the actions indicated in the response address the recommendations contained in the audit report...

We will review the actions taken with respect to the recommendations in the audit report during the next audit of BCCC.”

The Legislative Auditors are expected to return to the College during or after 2024 in accordance with their scheduled review plan. BCCC's OLA Report is on OLA's website at:

<https://www.ola.state.md.us/Search/Report?keyword=&agencyId=5a8ac903cc9d721804e01114&dateFrom=&dateTo=&reportTypeId=1>

Baltimore City Community College

CABINET UPDATE

Board of Trustees, October 19, 2022

Advancement & Strategic Partnerships

WBJC

WBJC Staff Community Engagement

Opportunities taken by WBJC staff to extend the BCCC brand in the community via WBJC.

Baltimore Center Stage: Director of Artistic Partnerships & Innovation, Annalisa Dias, was interviewed about the current production of *Our Town* and the theatre's 60th anniversary.

Music Series at St. David's: Director of Music, Douglas Buchanan, was interviewed about their 2022-2023 season by Judith Krummeck.

The Ivy Bookshop: Judith Krummeck was featured in their program *A Celebration of Writing and Conversation* alongside poets Hiram Larew and Patti Ross.

Baltimore Symphony Orchestra: Pulitzer Prize winning composer Joseph Schwantner was interviewed about his symphonic setting of the words of Martin Luther King, Jr. in *New Morning for the World* by Kati Harrison.

Maryland Opera: Organist and Artistic Director, James Harp, was interviewed by Kati Harrison.

GALA Hispanic Theatre of Washington DC: Music Director, David Peralto, and mezzo-soprano, Laura Virella, were interviewed about the theatre's production of *Revoltosa* (The Troublemaker), a show about relationships and gender roles in a working-class community by Dyana Neal.

Bach in Baltimore: Founder and Music Director, Herb Dimmock, was interviewed about their 2022-2023 season by Jonathan Palevsky.

Opera Baltimore: Director of Community Engagement, Catrin Davies, was interviewed about *Opera on the Avenue* by Jonathan Palevsky.

Baltimore Classical Guitar Society: Guitarist Marco Topchi was interviewed about the Baltimore International Guitar Competition by Jonathan Palevsky.

Baltimore Chamber Orchestra: A pre-concert talk for their September 18th show was delivered by Jonathan Palevsky.

Candlelight Concert Society: A pre-concert lecture for their September 9th show was delivered by Jonathan Palevsky.

Annapolis Symphony Orchestra: A pre-concert talk for their September 16th show was recorded by Jonathan Palevsky.

Osher programs of Towson and John Hopkins Universities: Lectures on *Great Symphonies and Music, Revolutions and Nationalism* were delivered by Jonathan Palevsky.

BCCC Event Promotion

BCCC campus events and initiatives that were promoted on-air during the month.

Public Service Announcements: multiple daily reads by WBJC hosts.

- Panther Portal

WBJC Corporate Support Partnerships

Businesses who underwrite programs and content on WBJC

Returning Clients

Baltimore Symphony Orchestra, The Kennedy Center, St David's Church, Church of Redeemer, Bach In Baltimore, Washington Bach Consort, Johns Hopkins Symphony, Shriver Hall In Series, Candlelight Concerts, Cynipid Fund, Baltimore Opera, Maryland Lyric Opera, Community Concerts at 2nd, First and Franklin, Elville and Associates, Culligan Water, Zeke's Coffee, Strathmore Performing Arts Center, Maryland State Boys Choir, Columbia Orchestra, Baltimore Chamber Orchestra. New Carroll County Arts Council, Atwaters, Freedom Car, Annapolis Chamber Orchestra, PNC Bank.

WBJC PROGRAM HIGHLIGHTS

WBJC programs and content of note for the month.

Music in Maryland

Live performances from some of Maryland's finest classical ensembles, made possible by a generous grant from the Maryland State Arts Council.

- 9-10-22 Candlelight Concert Society 50th Anniversary.
- 9-17-22 Baltimore International Guitar Competition.
- 9-24-22 Bloch for the Holidays.

Book Notes

Interview series on WBJC hosted by Judith Krummeck and devoted to the world of books — from different genres to book awards, to local and national authors.

- 9-3-22 Snug Books co-owner, Emanuel Figuaroa, was interviewed for Hispanic Heritage Month.
- 9-17-22 Reviews of the following books – *Lucy by The Sea* by Elizabeth Strout, *Lessons* by Ian McEwan, *The Marriage Portrait* by Maggie O'Farrell, and the new compellation *Marple: Twelve New Mysteries*.

Marketing & Communications

The College developed numerous initiatives to support efforts by departments in the following areas:

Internal Office Support

Basketball

The College developed a men's and women's basketball flyer and billboard to support tryout participation.

Program & Certificate Cards

The College continues to develop new program cards for all programs and certificates.

MSP Brochure

The College printed a new English and Spanish brochure for recruitment use with Mayor's Scholars Program prospective students.

Dual Enrollment Brochure

The College printed a new English and Spanish brochure for recruitment use with Dual Enrollment Program prospective students.

Career Pathways

The College printed a newly designed English and Spanish Career Pathways brochure for recruitment use.

Wellness Workshops

The College developed a flyer, billboard, and social posts to promote Wellness Workshops

Website Billboards

The College developed website billboards to promote ASL History with Shane Wright event, Thanksgiving & American Heritage Day, Veterans Day, Election Day, I Will Listen events, Fall Enrollment, Wellness Workshops, and program promotion.

Website image headers

The College has created web page images for use on key landing pages. This is a continuing effort to build brand understanding through photography use on web pages.

Student Life & Engagement

The College developed social media posts and SGA election flyers to promote the SGA election.

Mission, Vision & Values

The College is developing flyers and signage promoting BCCC's Mission, Vision, and Core Values.

Promotional Items

The College has researched potential promotional items for consideration and purchase.

Social Media Creative

The College has created social posts to promote program enrollment.

Rebranding

The College is working to rebrand the following brochures:

- Fast Facts postcard conversion to a brochure
- BCCC viewbook
- Creation of ASP Marketing web page with brand information and downloads
- Web page nomenclature alignment with links and MHEC

Brand Building

Spotify Advertising

The College has been working with Spotify to develop a multi-channel campaign to include broadcast, streaming, geofencing, and targeted email across Spotify platforms.

CUBE (subway entrance) Refresh

New art designs were created to refresh the CUBE (subway entrance) located in downtown Baltimore.

Bus Signage

New art designs were completed and approved to refresh current bus signage.

Fall 2022 Digital Advertising Campaign

Facebook Fall Digital Advertising Campaign Update – 7/18/2022 – 9/30/2022 (Start date through 8/31/2022):

- Cumulative ad reach: 562,577
- Cumulative Clicks: 11,512

Google Fall Digital Advertising Campaign Update - 7/28/2022 – 8/31/2022 (Start date through 8/31/2022):

- Cumulative: 55,300 impressions
- Cumulative Clicks: 17.800 (32.11% Interaction Rate)

Pole Signs (update)

Pole signs have been installed at the Liberty Campus, Liberty Heights Avenue, Towanda Avenue, and Lombard Street.

Social Media Analytics:

- ***Facebook: 9/1/2022 – 9/30/2022***

Page Reach: 157,120 (Down 22.3%)
Page Visits: 4,745 (Up 38.6%)
New followers: 29 (Down 21.6%)

- ***YouTube: 9/1/2022 – 9/30/2022***

Monthly views: 621 (Down 879)
Watch time: 20.8 (29.2 less than usual)
Subscribers: 6 (200% more than previous 28 days)

- ***Instagram: 9/1/2022 – 9/30/2022***

Reach: 1,865 (Down 77%)
Profile Visits: 351 (Down 42.2%)
New followers: 34 (Down 24.4%)

Note: Instagram has changed their algorithm to increase use of video as compared to non-video posts. While Instagram has experienced a user backlash since phasing in changes to its feed and user experience, regulars now see fewer photos and posts from those they follow and instead are fed more video and more algorithmically selected posts as recommendations.

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Tweets: 22 (Up 29.4%)
Tweet Impressions: 2,190 (Up 8.8%)
Profile visits: 1,754 (Up 5.7%)
Mentions: 10 (Up 11.1%)
Followers: 1,743 (Up 2)

Web page Content Updates (Ongoing)

The College continues to develop web page edits, page restructuring, and navigation/page nomenclature that can improve the user experience and align with best practices. Additional edits to pages include:

- ***Webpages Content Updates (Ongoing)***
 - Coronavirus Updates
 - Purple Alert Bar renewed
 - Website Billboards
 - I will listen
 - National Hispanic Heritage Month
 - Virtual Yoga
 - ASL History with Shante Wright
 - Register for Fall 2022
 - Associate of Science Robotics/Mechatronics
 - Thanksgiving (Ready for publishing)
 - Veterans day (Ready for publishing)
 - Information To Know
 - BCCC Shuttle Bus Schedule 2022-23
- ***Routine Website Maintenance and Webpage Content Updates***
 - Analytics
 - Website Calendar updates
 - Nursing webpage update
 - Workforce Information sessions webpage update
 - MyBCCC update
 - Bookstore payment options updated
 - Nursing Information Sessions updated
 - Financial Aid webpage update
 - Touchnet 'How to' video published on website
 - Touchnet 'manual' pdf published
 - Facilities webpages update and published
 - Facilities forms webpage update
 - Nursing ADN admission application published
 - Student life webpages updated
 - Workforce brochure 2022 updated and published
 - Board of Trustees meeting schedule updated
 - Board of Trustees agendas updated
 - Board of Trustees June Minutes updated
 - Banner Image hosting completed
 - Fall Credit Schedule published to website
 - MTA Bus Pass webpage update
 - Student support & wellness updates to website (Navigation)
 - Dual Enrollment webpage updated and published

- Website directory updated
- 2022 Student Right to Know published
- HR webpage update
- PN Advanced Standing/Transfer application published

- **Other**
 - User Experience Design
 - Infosec IQ training
 - Removal of outdated PDF's
 - BCCC Custom google search published
 - CRM meetings

- **Ongoing**
 - CRM Recruit Meetings
 - Website Refresh project
 - Blackboard Research
 - Marketing team meetings

Website Statistics

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home, Apply and Register web pages. Specifically, the volume of unique (new) visitors to the apply and register webpages shows significant increases over September 2021 by 302.21% and 48.64% respectively.

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- CMS research
- Advertising supporting BCCC's BioPark location
- WBJC co-branding

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The College developed and implemented a new brand design for the CUBE (subway entrance) located in downtown Baltimore.

Bus Signage






The College developed and implemented a new brand design for bus signage.

Fall 2022 Advertising Campaign

Facebook Paid Fall Digital Advertising Campaign Update

7/18/2022 - 9/30/2022 (Start date through 9/30/2022)

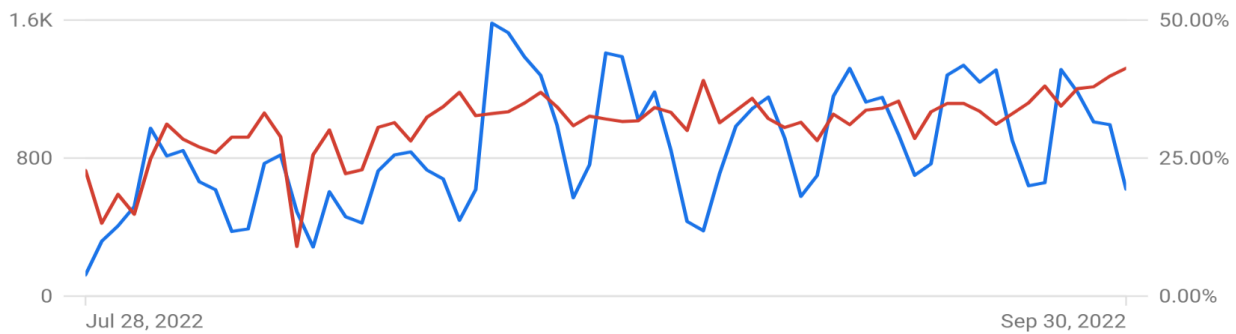
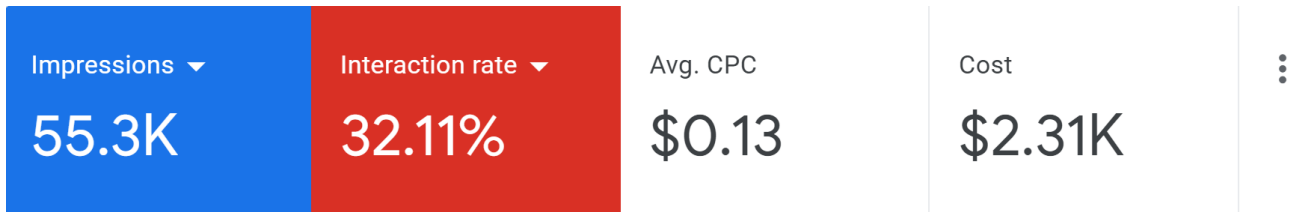
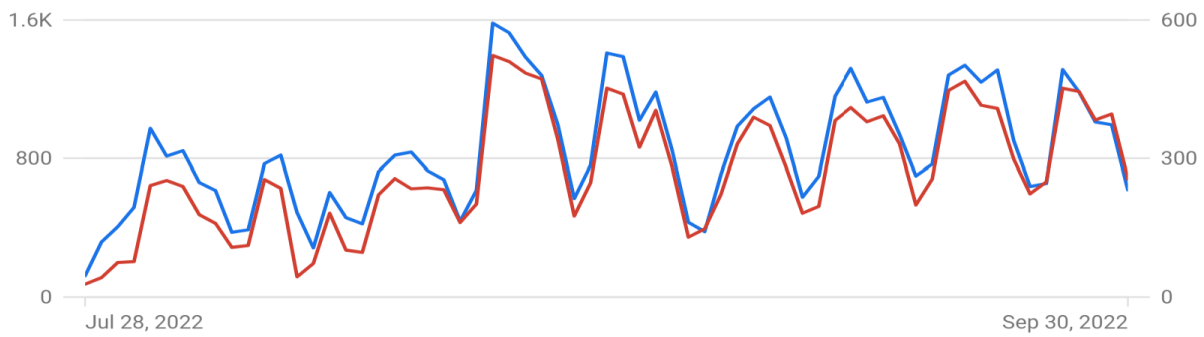
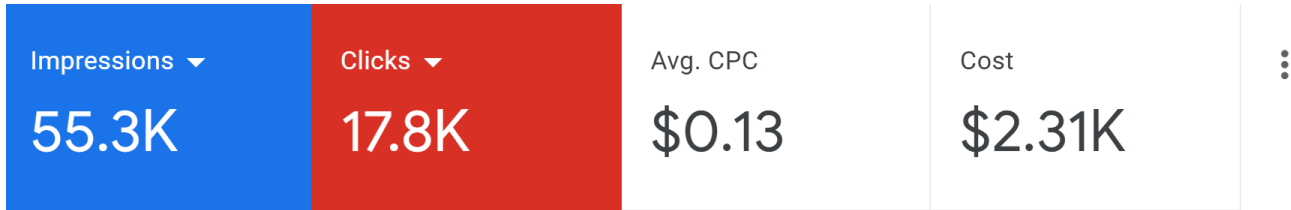
The Fall 2022 digital campaign has reached 562,577 prospective students in the target group of 18-40, with 11,512 link clicks leading to the apply (bccc.edu/apply) or register (bccc.edu/register) pages.

Ads	Reach	Objective	Amount spent
<p>Website promotion</p>  <p>Jul 18 • Created by Michae... Website visitors Veterans can co...</p> <p>Active</p>	119K Reach	2,275 Link clicks	\$2,258.27 Spent at \$40.00 per day
<p>Website promotion</p>  <p>Jul 18 • Created by Michae... Website visitors BCCC has the wo...</p> <p>Active</p>	124.3K Reach	2,514 Link clicks	\$2,257.45 Spent at \$40.00 per day
<p>Website promotion</p>  <p>Jul 18 • Created by Michae... Website visitors Did you take a br...</p> <p>Active</p>	115.9K Reach	2,163 Link clicks	\$2,258.53 Spent at \$40.00 per day
<p>Website promotion</p>  <p>Jul 18 • Created by Michae... Website visitors For 75 years BCC...</p> <p>Active</p>	95,477 Reach	2,272 Link clicks	\$2,255.02 Spent at \$40.00 per day
<p>Website promotion</p>  <p>Jul 18 • Created by Michae... Website visitors Current BCCC stu...</p> <p>Active</p>	107.9K Reach	2,288 Link clicks	\$2,258.77 Spent at \$40.00 per day

Google Paid Fall Digital Advertising Campaign Update

7/28/2022 – 9/30/2022 (Start date through 9/30/2022)

The Fall 2022 digital campaign has reached 55,300 prospective students in the target group of 18-40, with 17,800 clicks to the apply (bccc.edu/apply) or register (bccc.edu/register) pages. This equates to a 32.11% interaction rate.



Market Research

- Instagram algorithm changes
- Orientation video options

Social Media Analytics:

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Page Visits: 4,745 (Up 38.6%)
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Web Page Updates

The College continues to develop web page edits, page restructuring, and navigation changes that can improve the user experience continue. Additional edits to pages include:

- **Coronavirus Updates**

- Purple Alert Bar renewed

- **Website Billboards**

- Labor Day
- Fall 2022 Class Registration
- Welcome Week
- Deferred Payment Plan
- New Panther Portal
- Federal Work-Study Jobs

- **Information To Know**

- Apply to Federal Work-Study
- CDC's Guidance
- BCCC Shuttle Bus Schedule 2022-23

- **Routine Website Maintenance and Webpage Content Updates**

- Analytics
- Website Calendar updates
- Nursing webpage update
- Updated Homepage published
- Page/Link Name Project – Mike updates published
- Banner Application link published site wide
- Board of Trustees webpage update
- New Panther Portal links published site wide
- Bookstore webpage update
- Student Support & Wellness Services webpage update
- About Us website section refresh drafted & published
- Board of Trustees Meeting Schedule webpage update
- Touchnet website payment system launched site wide
- Economic Impact Report webpage updated
- Citizenship webpage updated (August & September schedules)
- Welcome week webpage updated and published
- Federal Work-Study positions added and published
- Federal Work-Study webpage updated
- Deferred Payment Plans webpage drafted and published
- COVID-19 Icon published on header of homepage
- 2022 Campus Map published
- Adult Basic Education webpage update
- Veteran's Day Billboard (Draft)
- Election Day Billboard (Draft)
- TRIO Student Support Services webpage update
- HR Staff webpage update
- Payment Plan Schedules update
 - BCCC Shuttle Schedule published
 - Marketing – Redirects created alongside program cards

- **Other**

- User Experience Design
- Infosec IQ training
- Removal of outdated PDF's
- President's forum

- **Ongoing**

- CRM Recruit Meetings
- Website Refresh project

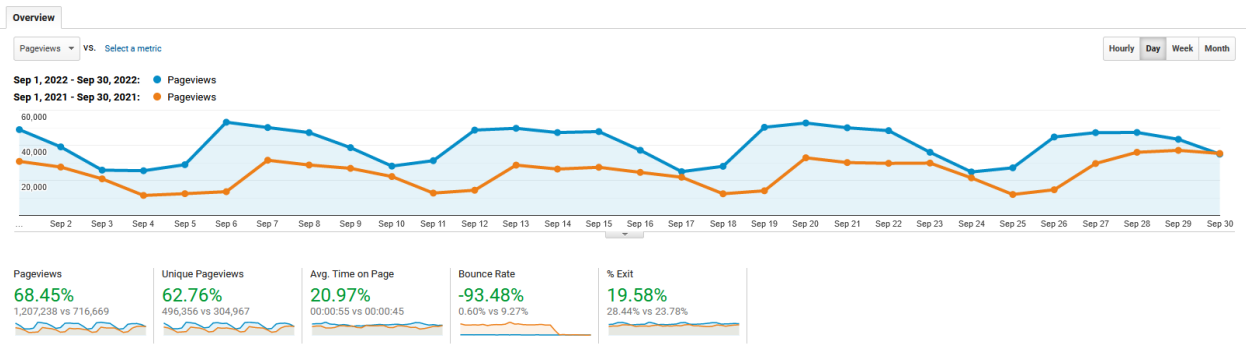
- Hannon Hill presentation
- Blackboard Research
- Marketing team meetings

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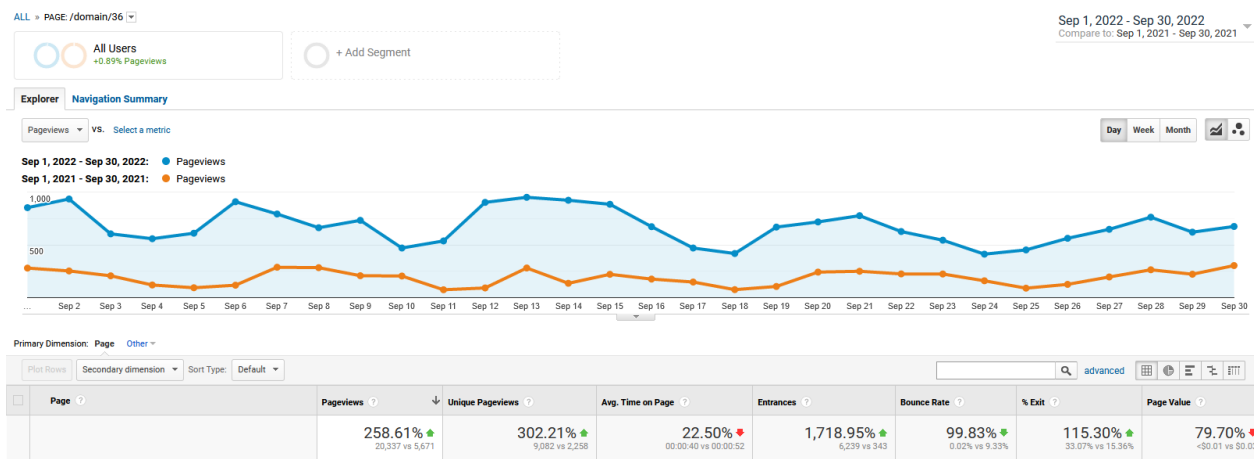
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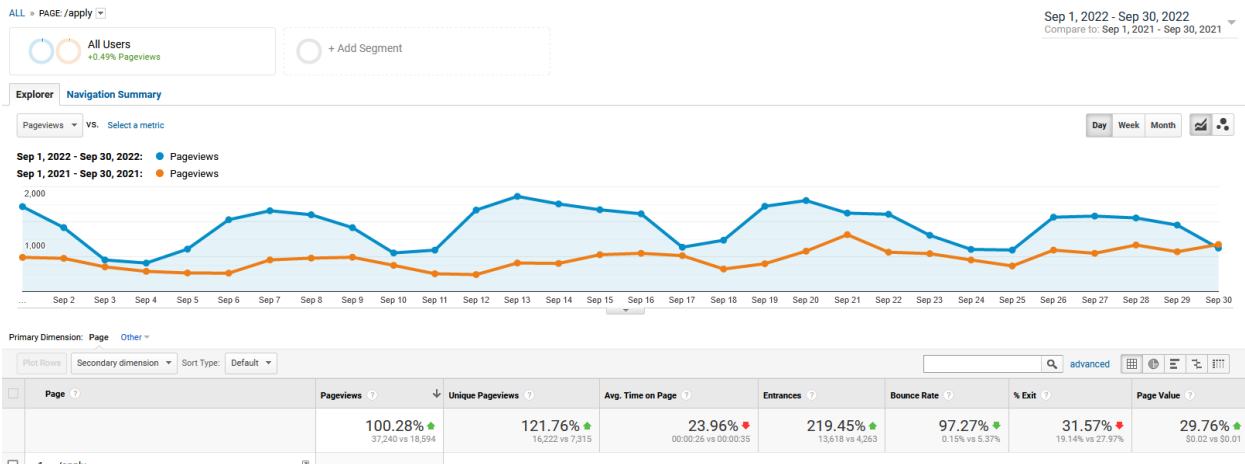
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<https://www.bccc.edu/domain/36> (All traffic)

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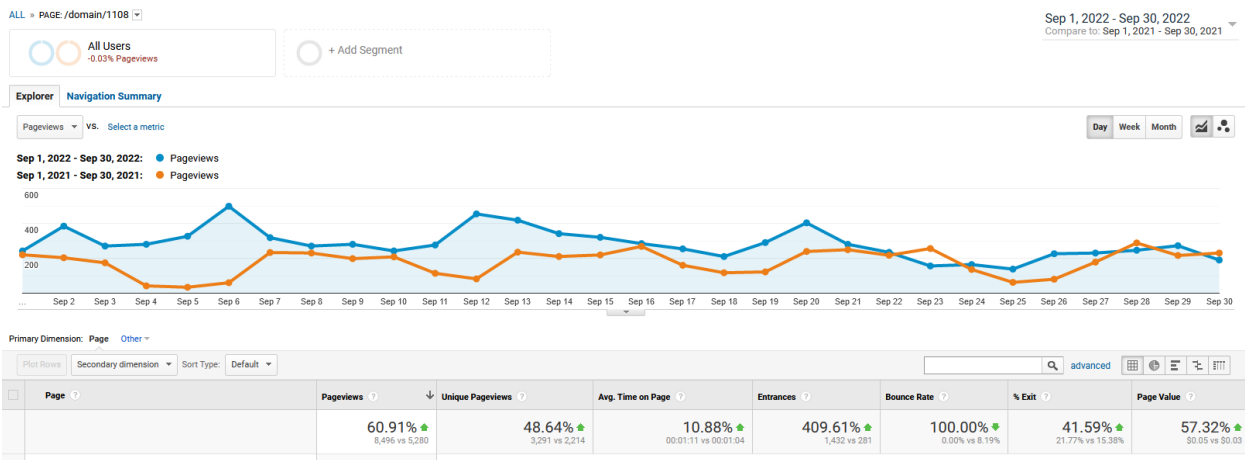
Apply Webpage: September 1, 2022 – September 30, 2022 vs. same period in 2021
bccc.edu/apply (redirect; used with print and advertising)

- Pageviews increased by 100.28% (18,594 in 2021 vs. 37,240,671 in 2022)
- Unique (new) pageviews increased 121.76% (7,315 in 2021 vs. 16,222 in 2022)
- Average time on page decreased by 23.96 (00:00:35 in 2021 vs. 00:00:26 in 2022)



Register Webpage: September 1, 2022 – September 30, 2022 vs. same period in 2021

- Pageviews increased 60.91% (5,280 in 2021 vs. 8,496 in 2022)
- Unique (new) pageviews increased by 48.64% (2,214 in 2021 vs. 3,291 in 2022)
- Average time on page increased by 10.88% (00:01:04 in 2021 vs. 00:01:11 in 2022)



Future Projects

- CMS research
- Advertising supporting BCCC’s BioPark location
- WBJC co-branding

Baltimore City Community College
Realignment Tasks Update
Board of Trustees, June 15, 2022

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.”

Dr. Laura Cripps, Vice President, Academic Affairs

September witnessed several positive accreditation reports for the School of Nursing and Health Sciences. The Emergency Medical Services program received a mid-year follow up from the Maryland Institute for Emergency Medical Services System (MIEMSS). This visit resulted in very positive feedback concerning progress and improvements within the curriculum and clinical placements associated with the EMS program since August 2021. In addition, on September 20, 2022, the Health Information Technology team received official notification that their annual report was "accepted and the program remains in good standing and will maintain accreditation" while on September 23, 2022, the Respiratory Care program received a congratulatory letter from the Commission on Accreditation for Respiratory Care (CoARC), stating “your program has met or exceeded all currently set "thresholds" for success on each of the required outcome measures. This is an accomplishment of which you, your staff, and institution should be proud. No further action is required on your part."

As part of the ongoing ERP implementation, Academic Affairs has begun to review all course pre-requisites and historic course equivalencies, for an accurate migration of these data into Banner. In addition, Education Plans are being reviewed in order to map the General Education requirements at program level. This process will provide a timely review of existing program curriculum and will highlight any inconsistencies in program information between Education Plans and the 2022-2023 Academic Catalog.

Realignment Task #2

“Make workforce development and job placement top educational priorities of BCCC.”

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

Workforce Development Program Development and Expansion – Workforce continues to expand partnership with local community and health agencies to provide opportunities for students to gain training and improve their career outlook. Additional activities include:

- Baltimore City Community College will reengage its partnership with Greyhound, FirstGroup Transportation. BCCC will continue to work closely with FirstGroup to deliver a comprehensive training program to address its organizational needs and vacancies, including: mechanics, maintenance technicians, front-line customer service, and drivers. As the premier training center for Greyhound, BCCC provides a range of training and leadership development programs to promote individual success and growth with Greyhound.
 - BCCC Workforce Development will focus on the following training areas: Diesel Mechanic & Technician, Service Technician, Commercial Driver’s License, Customer Service Representative. Additionally, students will receive job readiness training in resume development, interview skills, and also participate in an internship with FirstGroup Transportation. Upon successfully completing the program, students will transition into full-time employment with FirstGroup.
- Workforce is working closely with Baltimore Alliance for Careers in Healthcare to offer healthcare training for Baltimore City Residents over the summer months. Collaborating with BACH has assisted with enrollment increases in healthcare programs. The partnership has yielded a total of fifty-seven students, including five Patient Care Technician Cohorts (44 students); one Multi-Skilled Medical Technician (4 students); and Emergency Medical Technician (9 students).
- Workforce worked closely with Center for Urban Families to enroll over seventy-five (75) students in Certified Nursing Assistant (CNA) and Community Health Worker Programs (CHW), Diesel Mechanics, and Commercial Driving License (CDL) programs. Workforce is entering the final year of the BOOST grant partnering with Center for Urban Families (CFUF). CFUF has also received funding for an additional seventy-five students (total 150).
- Workforce Development has worked closely with Concerted Care to provide training opportunities for Baltimore City residents that have been impacted by the opioid epidemic. Students participated in workforce training in Certified Nursing Assistant and Patient Care Technician (25 students). Concerted Care has received funding for an additional students and training will continue in October.
- Workforce Development has expanded its partnership with Baltimore City Public Schools and offered a workforce training opportunity at Green Street Academy. In September 2022, a cohort of twenty (20) students began training for Certified Nursing Assistant that will lead to licensing. The program is located at Green Street Academy Monday – Friday.

Commercial Driver's License (CDL B)

- Workforce Development offered its first Commercial Driver’s License (CDL) class this year. There has been a total of five (5) cohorts offered. In the first two (2) cohorts, 90% of students received their Commercial Driver’s Learners Permit and are scheduled to sit for their CDL by the end of October 2022. Of these students, fourteen (14) received their CDLs while five (5) did not pass but will sit to retest. This is a pass rate of 74%. The third cohort will complete their Commercial Driver’s Learners Permits and license in September and October. The fourth and fifth cohort began in August and will complete the CDL Permit License in November and December.

Other Funding Opportunities

Workforce Development has also received several funding opportunities to offer workforce training to city residents:

- **Baltimore City Department of Social Services** – 4.8 million over three years to offer workforce training to Baltimore City residents and recipients of DSS benefits
- **Baltimore City Department of Social Services/SNAP** - \$255,000 to offer workforce development training for City residents and recipients of SNAP benefits
- **Department of Human Services SNAP** - \$1.2 million over three years to offer workforce training to Maryland residents and recipients of SNAP benefits.
- **Department of Social Services Sequence** - \$87,250 to offer workforce training in healthcare to City residents
- **GEERS** - \$558,000 to offer workforce training to Maryland residents

Career Services

- Career Services has conducted several Job Readiness courses for current healthcare programs, Emergency Medical Technician (EMT,) Patient Care Technician (PCT), and Commercial Driver's License (CDL) programs.
- Career Services has recruitment opportunities in Early Childcare (Kreative Minds Learning Center); Morgan State University, Penske, Blakehurst (CDLs) and University of Maryland Medical Center.
- Career Services continues to work with partners to create career placement trainings opportunities for students. This includes placing students with Kennedy Krieger to work with children and young adults with developmental disabilities in the Neurobehavioral Unit. There were approximately (9) Community Health Workers placed over the summer.
- Career Services continues to coordinate with Workforce to connect students to job opportunities directly related to their training experiences. The Career Services Team coordinates recruitment efforts with Workforce to provide a more comprehensive.

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.”

Dr. Laura Cripps, Vice President, Academic Affairs

This fall, Perkins grant funds and the Americorps VISTA grant have continued to support success coaches and tutors to help address low pass rates in gatekeeper courses in math, English and the sciences. Between July and September, 208 students were supported in sections of MAT 107 (Summer or Fall 2022) with regular outreach to assist students in resource access and help making connections for campus resources.

Tutors have been embedded within two sections of developmental English (RENG 92) and one section of Math (MAT 86). An additional 106 drop-in tutoring requests were serviced in September.

In building the winter 2023 and spring 2023 course schedules, emphasis has been placed on returning developmental English and Math sections to an on-campus, face-to-face modality. Existing BCCC data shows that success rates, particularly for developmental math, are higher for students in face-to-face sections.

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.”

Dr. Laura Cripps, Vice President, Academic Affairs

In September, the Vice President of Student Affairs met with Baltimore City Public Schools to discuss ways to improve and extend dual enrollment offerings to City school students. An additional meeting is scheduled, and the intent is for the divisions of Student Affairs and Academic Affairs to begin working with school partners to identify and register students for spring courses, in late November.

Fall PTECH courses are progressing well. On September 29, 2022, BCCC administrators and faculty met with local school leadership for P-TECH orientation, organized by the Division of Workforce Development and Continuing Education. Presentations from BCCC, Carver High School, Dunbar High School and New Era high School, examined the P-TECH student experience and discussions focused on expectation setting and strategies for student success. The faculty in attendance shared how valuable this kick-off was and indicated a need for further professional development about P-TECH program goals and student success strategies, in the future. This fall, BCCC Nursing and Health Professions faculty are participating in a series of P-TECH student luncheons at Dunbar high school, focusing on careers in Health. The first of these took place on October 4th 2022 and focused on careers in Surgical Technology. BCCC dean, Dr. Courtney Ross and associate dean, Dr. Ghazanfar Mahmood, both presented to students.

Realignment Task #5

“Align the budget of BCCC with realistic enrollment projections.”

Mr. Steven Hardy, Vice President, Finance & Administration

Dr. Jade Borne, Vice President, Student Affairs

Ms. Becky Burrell, Vice President, Institutional Effectiveness, Research & Planning

The Office of Fiscal Planning and Reporting is finalizing two methods of projecting revenues and expenditures. The new VP for Finance and Administration will review the projections and then bring them to the President’s Cabinet to review and select the best method. Soon after approval, the initiative to develop a five-year projection model as outlined in the BCCC Alignment Task 5 will be completed.

Office of Institutional Research oversaw the development and submission of the Maryland Higher Education Commission (MHEC) reports to in support of the College’s task to realign enrollment projections.

- *Performance Accountability Report* – Developed current data for 11 characteristics and 28 performance indicators related enrollment, outcomes, finance, and staffing; created customized timelines, data workbooks, and narrative templates for each Cabinet area; and led data workshops and discussions with all Cabinet areas. Developed narrative based on data, input from Cabinet areas, and various reports to prepare draft Performance Accountability Report narrative and performance indicator spreadsheet for presentation to the Board of Trustees at its September meeting. The Board-approved Performance Accountability Report package was submitted to MHEC prior to the deadline of September 30, 2022.
- *Winter and Spring 2022 Student Registration System Files* - Developed data files to reflect credit student-level data for winter and spring 2022 enrollment. OIR met the submission deadline of September 15, 2022.
- *Winter and Spring 2022 Course Information System Files* - Developed data files to reflect credit course section level data for winter and spring 2022. OIR met the submission deadline of September 15, 2022.
- *FY 2022 English for Speakers of Other Languages (ESOL) FTEs and Pass Rates* - Facilitated team comprised of colleagues from Information Technology Services (ITS), Workforce Development and Continuing Education’s (WDCE) English Language Services, and Records and Registration to develop ESOL FTEs report and credit and non-credit ESOL course pass rates. The approved FTE Report and pass rates were submitted prior to the deadline of October 1, 2022.
- *CC-6 Total Unduplicated Non-Credit Headcount Enrollment* - Developed data based on FY 2022 CC-3 (Continuing Education FTEs) Report submitted to MHEC reflecting characteristics of the eligible students enrolled in continuing education courses in Summer 2021 through Spring 2022 to meet the submission deadline of October 14, 2022.
- *Submitting the S-7 Opening Fall Enrollment Form*
- *End-of-Term System Winter and Spring 2022 Files* – Developed data files to reflect student-level data to reflect academic totals data for winter and spring 2022 credit students to meet the submission deadline of October 14, 2022.

Realignment Task #7

“Establish strong relationships with key stakeholders.”

Advancement & Strategic Partnerships

WBJC Staff Community Engagement

Opportunities taken by WBJC staff to extend the BCCC brand in the community via WBJC.

Baltimore Center Stage: Director of Artistic Partnerships & Innovation, Annalisa Dias, was interviewed about the current production of *Our Town* and the theatre’s 60th anniversary.

Music Series at St. David’s: Director of Music, Douglas Buchanan, was interviewed about their 2022-2023 season by Judith Krummeck.

The Ivy Bookshop: Judith Krummeck was featured in their program *A Celebration of Writing and Conversation* alongside poets Hiram Larew and Patti Ross.

Baltimore Symphony Orchestra: Pulitzer Prize winning composer Joseph Schwantner was interviewed about his symphonic setting of the words of Martin Luther King, Jr. in *New Morning for the World* by Kati Harrison.

Maryland Opera: Organist and Artistic Director, James Harp, was interviewed by Kati Harrison.

GALA Hispanic Theatre of Washington DC: Music Director, David Peralto, and mezzo-soprano, Laura Virella, were interviewed about the theatre’s production of *Revoltosa* (The Troublemaker), a show about relationships and gender roles in a working-class community by Dyana Neal.

Bach in Baltimore: Founder and Music Director, Herb Dimmock, was interviewed about their 2022-2023 season by Jonathan Palevsky.

Opera Baltimore: Director of Community Engagement, Catrin Davies, was interviewed about *Opera on the Avenue* by Jonathan Palevsky.

Baltimore Classical Guitar Society: Guitarist Marco Topchi was interviewed about the Baltimore International Guitar Competition by Jonathan Palevsky.

Baltimore Chamber Orchestra: A pre-concert talk for their September 18th show was delivered by Jonathan Palevsky.

Candlelight Concert Society: A pre-concert lecture for their September 9th show was delivered by Jonathan Palevsky.

Annapolis Symphony Orchestra: A pre-concert talk for their September 16th show was recorded by Jonathan Palevsky.

Osher programs of Towson and John Hopkins Universities: Lectures on *Great Symphonies* and *Music, Revolutions and Nationalism* were delivered by Jonathan Palevsky.

REALIGNMENT TASK # 8

“Develop and market a brand for BCCC.”

Advancement & Strategic Partnerships

The College developed numerous initiatives to support efforts by departments in the following areas:

Internal Office Support

Basketball

The College developed a men’s and women’s basketball flyer and billboard to support tryout participation.

Program & Certificate Cards

The College continues to develop new program cards for all programs and certificates.

MSP Brochure

The College printed a new English and Spanish brochure for recruitment use with Mayor’s Scholars Program prospective students.

Dual Enrollment Brochure

The College printed a new English and Spanish brochure for recruitment use with Dual Enrollment Program prospective students.

Career Pathways

The College printed a newly designed English and Spanish Career Pathways brochure for recruitment use.

Wellness Workshops

The College developed a flyer, billboard, and social posts to promote Wellness Workshops

Website Billboards

The College developed website billboards to promote ASL History with Shane Wright event, Thanksgiving & American Heritage Day, Veterans Day, Election Day, I Will Listen events, Fall Enrollment, Wellness Workshops, and program promotion.

Website image headers

The College has created web page images for use on key landing pages. This is a continuing effort to build brand understanding through photography use on web pages.

Student Life & Engagement

The College developed social media posts and SGA election flyers to promote the SGA election.

Mission, Vision & Values

The College is developing flyers and signage promoting BCCC’s Mission, Vision, and Core Values.

Promotional Items

The College has researched potential promotional items for consideration and purchase.

Social Media Creative

The College has created social posts to promote program enrollment.

Rebranding

The College is working to rebrand the following brochures:

- Fast Facts postcard conversion to a brochure
- BCCC viewbook
- Creation of ASP Marketing web page with brand information and downloads
- Web page nomenclature alignment with links and MHEC

Brand Building

Spotify Advertising

The College has been working with Spotify to develop a multi-channel campaign to include broadcast, streaming, geofencing, and targeted email across Spotify platforms.

CUBE (Subway entrance) Refresh

The College developed and implemented a new brand design for the CUBE (subway entrance) located in downtown Baltimore.

Bus Signage

The College developed and implemented a new brand design for bus signage.

Fall 2022 Advertising Campaign

Facebook Fall Digital Advertising Campaign Update – 7/18/2022 – 9/30/2022 (Start date through 8/31/2022):

- Cumulative ad reach: 562,577
- Cumulative Clicks: 11,512

Google Paid Digital Advertising Campaign Update – 7/28/2022 – 8/31/2022 (Start date through 8/31/2022):

- Cumulative: 55,300
- Cumulative Clicks: 17,800 (32.11% Interaction Rate)

Social Media Analytics:

- ***Facebook: 9/1/2022 – 9/30/2022***

Page Reach: 157,120 (Down 22.3%)
Page Visits: 4,745 (Up 38.6%)
New followers: 29 (Down 21.6%)

- ***YouTube: 9/1/2022 – 9/30/2022***

Monthly views: 621 (Down 879)
Watch time: 20.8 (29.2 less than usual)
Subscribers: 6 (200% more than previous 28 days)

- ***Instagram: 9/1/2022 – 9/30/2022***

Reach: 1,865 (Down 77%)
Profile Visits: 351 (Down 42.2%)
New followers: 34 (Down 24.4%)

Note: Instagram has changed their algorithm to increase use of video as compared to non-video posts. While Instagram has experienced a user backlash since phasing in changes to its feed and user experience, regulars now see fewer photos and posts from those they follow and instead are fed more video and more algorithmically selected posts as recommendations.

- ***Twitter (28-day summary): 9/1/2022 – 9/30/2022***

- # Tweets: 22 (Up 29.4%)
- Tweet Impressions: 2,190 (Up 8.8%)
- Profile visits: 1,754 (Up 5/7%)
- Mentions: 10 (Up 11.1%)
- Followers: 1,743 (Up 2)

Web page Content Updates (Ongoing)

The College continues to develop web page edits, page restructuring, and navigation/page nomenclature that can improve the user experience and align with best practices. Additional edits to pages include:

- ***Webpages Content Updates (Ongoing)***

- Coronavirus Updates
 - Purple Alert Bar renewed
- Website Billboards
 - New Panther Portal
 - Labor Day
 - New Deferred Payment Plan
 - Federal Work-Study Program
 - Masks are required
 - Independence Day
 - Welcome MSP Students
- Information To Know
 - FWS Program
 - New Deferred Payment Plan
 - New Panther Portal

- ***Routine Website Maintenance and Webpage Content Updates***

- Analytics
- Website Calendar updates
- Nursing webpage update
- Practical Nursing (PN) webpage update
- Website directory update (HR)
- Paying for College webpage update
- Apply webpage update (Fall 2022 Sessions)
- President's webpage update
- EMS webpages updated
- Current Students webpage update
- MSP webpages reformatted
- ESL Webpage update

- Register webpage update
 - New Panther Portal launched
 - MyBCCC webpage updated
 - TRIO webpages updated
 - COVID Relief webpage updated
 - ABE Webpages updated
 - Deferred Payment plan webpage update
 - New Student Info sessions updated
 - Student Resources updated
 - Federal Work-Study updated
 - Mission and Values webpage edit
 - Facilities 'Communications' webpage created and launched
 - Updated Degree & Certificates webpage published
 - Board of Trustees webpage updated
 - Facilities contacts webpage updated
- **Other**
 - Sandbox Homepage created
 - User Experience Design
 - Infosec IQ training
 - Financial Aid (Meetings) - Communications plan
 - Ellucian (Meetings)
 - Removal of outdated PDF's
 - Search for unfillable forms
- **Ongoing**
 - Website Refresh project
 - Website Student Testing
 - Hannon Hill presentation
 - Blackboard Research
 - Marketing team meetings

Website Statistics

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home, Apply and Register web pages. Specifically, the volume of unique (new) visitors to the apply and register webpages shows significant increases over August 2021 by 47.89% and 47.58% respectively.

Website Homepage Overview: September 1, 2022 – September 30, 2022 vs. same period in 2021

- Pageviews increased by 68.45% (716,669 in 2021 vs. 1,207,238 in 2022)
- Unique (new) pageviews increased by 62.76% (304,967 in 2021 vs. 496,356 in 2022)
- Average time on page increased by 20.97% (00:00:45 in 2021 vs. 00:00:55 in 2022)

Apply Webpage: September 1, 2022 – September 30, 2022 vs. same period in 2021
<https://www.bccc.edu/domain/36> (All traffic)

- Pageviews increased by 258.61% (5,671 in 2021 vs. 20,337 in 2022)
- Unique (new) pageviews increased 302.21% (2,258 in 2021 vs. 6,239 in 2022)
- Average time on page decreased by 22.50% (00:00:40 in 2021 vs. 00:00:52 in 2022)

Apply Web page: September 1, 2022 – September 30, 2022 vs. same period in 2021
[bccc.edu/apply](https://www.bccc.edu/apply) (redirect; used with print and advertising)

- Pageviews increased by 100.28% (18,594 in 2021 vs. 37,240,671 in 2022)
- Unique (new) pageviews increased 121.76% (7315 in 2021 vs. 16,222 in 2022)
- Average time on page decreased by 23.96 (00:00:35 in 2021 vs. 00:00:26 in 2022)

Register Webpage: September 1, 2022 – September 30, 2022 vs. same period in 2021

- Pageviews increased 60.91% (5,280 in 2021 vs. 8,496 in 2022)
- Unique (new) pageviews increased by 48.64% (2,214 in 2021 vs. 3,291 in 2022)
- Average time on page increased by 10.88% (00:01:04 in 2021 vs. 00:01:11 in 2022)

Future Projects

- CMS research
- Advertising supporting BCCC's BioPark location
- WBJC co-branding

BCCC Event Promotion

BCCC campus events and initiatives that were promoted on-air during the month.

Public Service Announcements: Multiple daily reads by WBJC hosts.

- Panther Portal

REALIGNMENT TASK #9

“Address the information technology (IT) and infrastructure needs of BCCC, including whether oversight by the Department of Information Technology is advisable.”

Mr. Michael Rading, Chief Information Officer

Financial Aid has been using the Banner system since February 2022 to maintain ISIRs which are the institution’s copy of the student’s Free Application for Federal Student Aid (FAFSA) which were downloaded and imported into Banner. From September 16, 2022 Financial Aid disbursements started from the Banner system in accordance with the College’s Financial Aid procedures.

Payroll is scheduled to go-live with Payroll Web-Time Entry in December 2022. Once this transition is made employees submission of payroll timesheets and the approval by supervisors of submitted time sheets within the Banner System. As part of the preparation for the implementation of the payroll module, HR has been using this module within the ERP test environment. Ahead of this module implementation, a plan is in place to migrate employee leave data (from MDTime to Banner) and reports for the Payroll team have been developed to support day-to-day operations.

Student facing offices have been using Banner for day-to-day operations since July 2022. There are two key implementations underway within the student module:

- Degree Works - An academic advising and degree audit tool that provides students easy access to their academic path and helping them understand degree requirements and next steps to graduation. It allows advisors and tutors to target students in need of assistance and help them maintain progress. Key work done during this period included:
 - Decision Planning Workshops conducted in September 2022
- CRM Recruit Phase 2 - CRM Recruit is a comprehensive admission system that supports the entire recruiting and admissions lifecycle. It will fully integrate with Banner and allow the admissions teams to manage recruitment and enrollment functions, facilitate engagement with students, and track enrollment goals. Key work done during this period included:
 - Setting up workflows to automate communications with prospective students
 - Testing of the new module that included Student Affairs and IT teams
- Ellucian Experience - Personalized dashboard for students, faculty, staff, and administrators that aggregates content from multiple systems, and presents that information in a responsive web application. Key work done during this period included:
 - Marketing and the IT teams worked on developing content within a test environment sample content for review and discussion with Cabinet

A comprehensive review of the contract requirements and associated deliverables was conducted and shared with Ellucian the ERP vendor on September 21, 2022, to identify any gaps in service delivery and to ensure that issues could be connected with vendor obligations and tracked to resolution. As part of due diligence efforts to ensure that BCCC is receiving from Ellucian the ERP vendor all the services it is contractually obligated to provide. An in-person meeting was held that included leadership at BCCC and Ellucian representatives to discuss the identified issues and the related remediation measures. Follow-up discussions have been held and action items are being tracked to resolution on issues which include:

- Additional training needed in credit and non-credit areas
- Additional ERP configuration to meet non-credit needs
- Significant training is needed across Student Affairs (Registration, Advising, Admissions, Testing)
- Streamlining of software solution to simplify key College processes such as capturing information on Never Attended Reporting that has an impact on other areas such as Financial Aid
- Addressing and remediating the cause of incorrect financial transactions in the ERP Production system that interfere with Finance day-to-day operations

REALIGNMENT TASK #10

“Develop or sell all unused or underutilized real estate, including the Inner Harbor Site.”

Office of the President

An August 2022 cost estimate showed a higher than anticipated project total. The consultants then performed a technical study to reduce the cost and concluded that the piles may be left in the ground and not fully removed. Before deciding whether to request additional funding from the state, the College is waiting for a revised cost estimate. In addition, the College is planning a community meeting in November to inform downtown community groups on the progress of the Bard Building demolition project.

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TAB 11 | Active Search Listing

**HR Active Search List As of October 11, 2022**

Baltimore City Community College						
	Div	PIN #	Position	Oversight	Date posted	Status 10/11/2022
1	AA	66682	Assistant Professor of Nursing-Mental Health	Dr. Courtney Ross/ Dr. Laura Cripps	11/10/2020	Resumes forwarded for Review
2	AA	81697	Assistant Professor of Nursing-Adult Medical/Surgical	Dr. Courtney Ross/ Dr. Laura Cripps	3/12/2021	Resumes forwarded for Review
3	AA	67006	Director of the Academic Success Center	Dr. Laura Cripps/ Dr. Jade Borne	12/8/2021	Resumes forwarded to Vice President
4	AA	66902	Dean of Natural and Physical Sciences, Business, Technology, Engineering & Math	Dr. Laura Cripps	5/16/2022	Resumes forwarded to Vice President
5	AA	66646	E-Learning Student Support Specialist	Dr. Laura Cripps	7/12/2022	Resumes forwarded to Vice President
6	AA	66760	Director of Library & Learning Commons	Dr. Laura Cripps	8/8/2022	Resumes forwarded to Vice President
7	AA	66821	Assistant Professor of Cyber Security	Dr. Laura Cripps	8/10/2022	Resumes forwarded to Vice President
8	AA	66777	Assistant Professor of Fashion Design	Dr. Laura Cripps	8/10/2022	Resumes forwarded to Vice President
9	SA	66705	Assistant Vice President of Student Affairs	Dr. Jade Borne	10/19/2021	Resumes forwarded to Vice President
10	SA	66689	Coordinator of Veteran Services	Dr. Jade Borne	11/1/2021	Resumes forwarded to Vice President
11	SA	74211	Academic Coordinator, TRIO Student Support Services Program	Dr. Jade Borne / Dr. Leslie Jackson	1/19/2022	Resumes forwarded to Vice President
12	SA	66831	Financial Aid Coordinator	Dr. Jade Borne/ Saleem Chaudhry	9/14/2022	Resumes forwarded to Vice President
13	SA	66991	Director of Admissions	Dr. Jade Borne	4/4/2022	Resumes forwarded to Vice President
14	SA	66613	Financial Aid Specialist	Dr. Jade Borne / Saleem Chaudhry	8/1/2022	Resumes forwarded to Vice President
15	SA	66844	Work Study Program Coordinator	Dr. Jade Borne	8/11/2022	Resumes forwarded to Vice President
16	SA	TBD	Director of Dual Enrollment	Dr. Jade Borne	8/26/2022	Resumes forwarded to Vice President
17	SA	TBD	Director of Enrollment Management	Dr. Jade Borne	9/7/2022	Resumes forwarded to Vice President
18	SA	66925	Assistant Director of Financial Aid	Dr. Jade Borne / Saleem Chaudhry	9/7/2022	Resumes forwarded to Vice President
19	SA	66828	Director of Student Life & Engagement	Dr. Jade Borne	9/15/2022	Resumes forwarded to Vice President
20	SA	76573	Student Support & Wellness Coordinator/Counselor	Dr. Jade Borne	9/30/2022	Resumes forwarded to Vice President
21	ASP	66686	Vice President of Advancement	Dr. Debra McCurdy	7/23/2021	Resumes forwarded to President
22	ASP	76586	Assistant Director of Content Strategy	Michael Berends	2/4/2022	Resumes forwarded to Oversight

23	ASP	76586	Director of Public Relations/ Community Outreach	Dr. Debra McCurdy	4/4/2022	Resumes forwarded to President
24	WDCE	66861	Maintenance Supervisor	Michael Thomas / Kate Zurlage	4/21/2021	Resumes forwarded to Vice President
25	WDCE	66769	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President
26	WDCE	76566	Director of Division Operations & Services	Michael Thomas	1/26/2022	Resumes forwarded to Vice President
27	WDCE	66967	Assistant Director of Capital Projects	Michael Thomas / Kate Zurlage	3/7/2022	Resumes forwarded to Vice President
28	WDCE	66655	Director of Public Safety	Michael Thomas	7/26/2022	Resumes forwarded to Vice President
29	WDCE	66649	Workforce Operations Specialist	Michael Thomas	8/1/2022	Resumes forwarded to Vice President
30	WDCE	66851	Environmental Services Manager	Michael Thomas	8/16/2022	Resumes forwarded to Vice President
31	WDCE	TBD	Materials Management Technician	Michael Thomas	8/17/2022	Resumes forwarded to Vice President
32	WDCE	66632	Instructional Specialist	Michael Thomas	8/22/2022	Resumes forwarded to Vice President
33	WDCE	86278	Police Officer III	Michael Thomas	8/24/2022	Resumes forwarded to Vice President
34	WDCE	66830	Contract Technician	Michael Thomas	9/7/2022	Resumes forwarded to Vice President
35	WDCE	66853	Property Control Specialist	Michael Thomas	9/15/2022	Resumes forwarded to Vice President
36	WDCE	66968	Career Development Specialist	Michael Thomas	9/26/2022	Resumes forwarded to Vice President
37	WDCE	66672	Administrative Assistant	Michael Thomas	9/29/2022	Resumes forwarded to Vice President
38	A&F	82344	Accounts Payable & CPC Manager	Eileen Waitsman	11/9/2021	Resumes forwarded to Oversight
39	A&F	66757	Senior Accountant	Eileen Waitsman	11/9/2021	Resumes forwarded to Oversight
40	A&F	67013	Senior Accountant- Foundation	Eileen Waitsman	5/12/2021	Resumes forwarded to Oversight
41	A&F	66933	Agency Procurement Specialist	Anna Lansaw	6/6/2022	Resumes forwarded to Oversight
42	A&F	82345	Human Resources Generalist	Charles Hall	8/22/2022	Resumes forwarded to AVP
43	A&F	66982	Director of Budgets	Steven Hardy	9/13/2022	Resumes forwarded to Vice President
44	A&F	66973	Assistant Bursar/ Assistant Director of Student Accounting	Steven Hardy / Patricia Raines	9/26/2022	Resumes forwarded to Vice President
45	IERP	66640	Director of Grants	Becky Burrell / Nicole Deutsch / Eileen Hawkins	2/1/2022	Resumes forwarded to Vice President
46	IERP	88494	Research Associate	Becky Burrell	7/6/2022	Resumes forwarded to Vice President

47	OP	66855	Director of Government Relations/Special Assistant to the President	Dr. Debra McCurdy	1/18/2022	Resumes forwarded to President
48	OP	66987	Programmer/Analyst	Michael Rading	5/10/2021	Resumes forwarded to CIO
49	OP	66963	Executive Administrative Assistant to the President	Dr. Debra McCurdy	10/13/2021	Resumes forwarded to President
50	OP	73960	Director of Enterprise Applications	Michael Rading	5/16/2022	Resumes forwarded to CIO

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Open Session Closing Statement | 4:00pm October 19, 2022 (Virtual Zoom Meeting)

