

BALTIMORE CITY
COMMUNITY COLLEGE
CHANGING LIVES...BUILDING COMMUNITIES

Board of Trustees
Open Session
Wednesday
October 17, 2018
4 p.m.
Liberty Campus
Mini Conference Center



BALTIMORE CITY COMMUNITY COLLEGE

Board of Trustees

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TAB 1



BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEES
UNAPPROVED OPEN SESSION AGENDA
October 17, 2018
4 p.m.
Liberty Campus
Mini Conference Center

CALL TO ORDER (Kurt L. Schmoke, Esq., Chair)

I. ADOPTION OF AGENDA

Approval of the October 17, 2018 Agenda.....TAB 1

II. NEW BUSINESS.....TAB 2

A. Realignment Tasks Update (Bryan Perry, Esq.) (INFORMATION)

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

A. Approval of the September 19, 2018 MinutesTAB 3

B. College Contracts.....TAB 4

C. Student Government Association (Mr. Victor Anokwuru (SGA)).....TAB 5

D. AFSCME Local # 1870 at BCCC (Ms. Charlene Gray, President)....TAB 6

E. Faculty Senate Report.....TAB 7

Action: Move to approve the Board Actions/Consent Agenda

IV. ITEMS REMOVED FROM THE AGENDA.....TAB 8

None

IV. PUBLIC PRESENTATIONS.....TAB 9

(VP Calvin H. Harris Jr.)

A. College's Fiscal 2018 Audited Financial Statements (presented by Smith, Booker, & Company, & receives the Foundation's Fiscal 2018 Audited Financial Statements (presented by Clifton Larson Allen)
(INFORMATIONAL & APPROVAL OF THE COMMITTEES RECOMMENDATIONS)

B. **Finance & Technology Committee** – Five-Year information Technology Plan that is due to the Legislature by November 1, 2018 **(ACTION)**

C. **IT Master Plan** (VP Harris & The Hartman Executive Advisors) **(ACTION)**

VI. COLLEGE POLICIES.....TAB 10

VII. PRESIDENT'S REPORT TAB 11

(Dr. James H. Johnson, Jr., Interim President)

A. Enrollment Report..... (INFORMATION)

(Ms. Sylvia Rochester, Interim VP Student Affairs)

**B. Mayor's Scholar Program (MSP) Update Report
(Ms. Barbara Pointdexter Webb, MSP Director)**

C. Active Search Listing.....TAB 12

IX. MOTION FOR ADJOURNMENT

**THE CLOSED SESSION OF THE BOARD OF TRUSTEES IS DESIGNED TO
DISCUSS PERSONNEL ISSUES; PENDING PURCHASE OF PROPERTY FOR
THE FUTURE NEEDS OF THE COLLEGE; AND TO OBTAIN LEGAL ADVICE.**

X. NEXT MEETING: Wednesday, November 21, 2018, Mini Conference Center

TAB 2

NEW BUSINESS

Realignment Tasks Update



Baltimore City Community College’s Implementation Plan

REALIGNMENT TASKS UNDER HB1595

Realignment Task Number 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.

Sub Task	Tactic	% Completed to Date	Predicted Completion Date
Based on enrollment data and employment outlook, begin to sunset low and under enrolled programs	<ol style="list-style-type: none"> 1. Review enrollment data for programs and certificates to determine the number of students enrolled. 2. Compare this to the list of in-demand jobs/career pathways for all educational levels at the college, including transfer to university, AA to workforce, certificate to workforce and noncredit programs/certificates to workforce. Create a list of low enrolled and low viability (based on the needs established in #2) and determine if/how to sunset. 3. MHEC has approved the discontinuance of two programs; 1) 	2%	<p style="text-align: center;">June 2019</p> <p>Process for beginning this sub task will start prior to October 31, 2018; however the completion date is predicted to be June 2019.</p>



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	Mental Health Services, AAS and 2) Substitute Teacher, LDC.		
Focus resources on expanding the enrollment in to high demand programs such as allied health, and transfer programs	<ol style="list-style-type: none"> 1. BCCC is pursuing an OER CTE grant that related to education, health and cybersecurity. This grant will focus on high demand programs. 2. Summer 2018, BCCC was granted approval for a Robotics Certificate which is stackable to the Robotics/ Mechatronics AAS program. The CADD certificate was also reactivated. 3. Several other certificates and degrees were also updated and revised; including the admission criteria for various allied health programs. BCCC needs to establish the needs and resources to expand our offerings. This would include budget for new faculty; facilities; equipment and supplies as many of these programs have heavy laboratory components which already in need of upgrading to improve the workforce readiness of our students. 	25%	10/31/2018



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	<p>4. Currently, only Programs are evaluated through PREC. Certificates will now be added to the review process and cycle. We are now in Cycle 2 of program reviews. Years 3, 4, and 5 of this cycle will be examined to reveal programs more vulnerable to sunseting. Short term retention rates for Certificates 30 credits or less are being changed from Fall-to-Fall to Fall-to-Spring.</p>		
<p>Expand enrollment capacity for other high demand areas such as robotics/mechatronics, biotechnology, and nursing.</p>	<p>1. Academic Affairs will continue working with Workforce Development on mapping programs that are high demand. 2. Creating “pathways” for programs between Workforce Development and Academic Affairs will expand enrollment capacity.</p>	<p>25%</p>	<p>10/31/2018</p>
<p>Review certificate offerings with program advisory boards, and begin to eliminate certificates that hold little value with employers.</p>	<p>1. Program Coordinators will work collaboratively with Workforce Development on provide information about their respective advisory boards. The aim is to create one advisory board representing an industry sector. Information that will be collected will be regarding their membership and meetings. If there</p>	<p>25%</p>	<p>10/31/2018</p>



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	<p>are no boards in place, Program Coordinators/Workforce Development will develop a timeline to create their advisory boards and information about what the membership should look like.</p> <p>The advisory boards will be tasked to review our certificates/programs (and what courses/skills are acquired) and make appropriated recommendations. This may result in programs being revised with some courses being deleted and others added. It may also lead to entire certificates/programs being deleted. The advisory boards may ask for new certificates to be developed to meet their workforce requirements. This will be industry specific and not a one size fits all approach.</p> <p>Academic and Workforce Advisory Boards have been categorized by the new 8 industry career pathways. Advisory Board members are now being contacted to ascertain who will comprise the</p>		
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	new constituted combined (academic/workforce) boards as per industry sector.		
Better align its credit and non-credit pathways in employment growth areas	Credit programs have been revised as per CCRCCA. The work to be done now is the alignment of credit and non-credit programs/courses. Discussions regarding this work have been underway for several months.	25%	10/31/2018

Completed By: **Dr. Tonja L. Ringgold, Dr. Kathy Berlyn, Pat Mikos, Edward Ennels, Chanae Tynes**



Baltimore City Community College’s Implementation Plan

REALIGNMENT TASKS UNDER HB1595

Realignment Task Number 2

Make workforce development and job placement top educational priorities of BCCC

Sub Task	Tactic	% Completed to Date	Predicted Completion Date
Enhance BCCC’s job and career advancement services	We will continue to cultivate partnerships and staff capacity.	100% (full implementation requires funding for 3 additional staff members)	Completed
Align workforce development programs to economic opportunity	All current and future workforce programming are aligned to economic opportunity across 6 targeted industry sectors for the Baltimore region.	100%	10/27/2018
Eliminate barriers to success and establishing career pathways	Addressing academic barriers through intergraded job readiness/ academic support/ IBest Model) but need to address larger, systematic barriers. Career pathway transition support in	75% (Additional realignment requires academic re-design and info management tools – this must be a collaboration between realignment task #1)	10/12/2018



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	development.		
Expand Workforce Development Programs	Workforce Programs have been expanded and realigned into 6 different industry sectors.	100%	Completed
Expand Apprenticeships	Industrial Maintenance and Mechanic approved in July. Expansion of Apprenticeships is ongoing as new opportunities become available.	100%	Completed
Maximize funding and grant opportunities to support workforce development initiatives	Upcoming collaboration meetings between grant development/management personnel on both the workforce development and main campus sides.	75%	9/27/2018
Complete an inventory of existing contracts and MOUs	Ongoing expansion and alignment of business and community partnerships.	100%	Completed
Expand relationship with the Mayor’s Office of Employment Development (MOED)	Established new apprenticeship and workforce training opportunities (such as EMT).	100%	Completed

Completed By: **Mr. Michael Thomas, Mr. Quintin Davis, Mr. Scott Olden, Mr. Otilio Baez, Ms. Ebony Mcfadden**



Baltimore City Community College’s Implementation Plan

REALIGNMENT TASKS UNDER HB1595

Realignment Task Number 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.

Sub Task	Tactic	% Completed to Date	Predicted Completion Date
Redesign of BCCC’s developmental education model	Reduced levels of developmental education. <ul style="list-style-type: none"> • English: 3 levels->2 levels(12Credits->8 credits) • Math: 3 Levels-> 2 some cases 1 level. Ongoing review of developmental ed.	100%	Completed
Accelerated developmental education learning	Offer A1 & A2 Courses (Allowing 2 sections in one semester) <ul style="list-style-type: none"> • 12- Week • Summer A1(5Week) & A2(5 Week)/8 Week • Modalities- Traditional, Online and Hybrid. • ECI summer bridge 	75%	09/10/2018



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	<p>program & MSP boot camp</p> <ul style="list-style-type: none"> • Exploring embedded tutors • Online tutoring • Transfer students who are completed at other institutions are allowed to credit-level courses. 		
<p>Implementing Open Education Resources (OER)</p>	<ul style="list-style-type: none"> • (Not all courses) Need to be intentional • On-going review of courses suitable for OER • Provide incentive for Faculty implementation (Summer OER Institute) • Fall 2017, spring 2018, summer 2018 (242 Courses). 	<p>100%</p>	<p>Completed</p>
<p>Exploring the creation of an OER degree pathway in General Studies</p>	<ul style="list-style-type: none"> • Missing courses- PH101, HEA, CLT 100 etc. • General studies coordinator is needed (By Fall 2018) • 1 or 2 release credits for faculty to develop OER courses. (Textbook for CLT 100 is \$200- and high failure rate) • Timeline0 Fall 2020- complete on boarding 	<p>>10%</p>	<p>Fall 2020</p>



	incorporate QM(Top Down)		
Achieving The Dream	<ul style="list-style-type: none"> • Focus on advising • Pathways • 20 course reviewed (Ex. CLT 100 – Highest enrolled –Lowest success) • Of the 20 courses , 17 are OER • 1st Yr. Completed • 2 more years to go- In Progress 	>10%	Fall 2020
Mayor’s Scholars Program	<ul style="list-style-type: none"> • Summer Bridge—Boot camp • Cohorting implemented for Fall 2018 • Spring 2018 Cohort in progress • Ongoing recruitment and review • Clear communication 	100%	Completed
Increase the number of dual enrollment students	<ul style="list-style-type: none"> • Spring 2019- UB Collaboration with BCPSS • ECI- Institutional Model • Increasing courses at the high school • Align BCCC courses with 	50%	Fall 2019



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	<p>BCPSS (Pathways)</p> <ul style="list-style-type: none">• P-TECH, STEM-CORE, ECI (strengthening MOU)• Align with MSP—college readiness courses before they graduate (Spring semester)		
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Completed By: **Ms. Diana Zilberman, Mr. Melvin Brooks, Ms. Barbara Webb, Ms. Kijaffa Butler, Mr. Scott Saunders**



Baltimore City Community College’s Implementation Plan

REALIGNMENT TASKS UNDER HB1595

Realignment Task Number 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.

Sub Task	Tactic	% Completed to Date	Predicted Completion Date
Increase partnerships with city high schools and institutions of higher education.	<ol style="list-style-type: none"> 1. Review Articulation/Contracts/MOU Agreements 2. Schedule Meetings (Internal/External) 3. Partnership/Collaboration 4. Revisit/Modify Educational Plan to include 4 year options for transfer 5. Workshops/Meetings 6. Target Schools/programs 7. Current Negotiation Partnerships 8. ARTSYS Training 9. Transfer Days 	50%	Spring 2019



	10. Luncheons/events		
<p>Develop more articulation agreements to help students seamlessly transfer from associate degree programs to four year institutions.</p>	<ol style="list-style-type: none"> 1. Develop and review a schedule of current articulation deadline and update dates. 2. Contact schools up for renewal. 3. Schedule meetings to negotiate 4. Target new schools 5. Visits to universities and high schools 6. Marketing strategies 7. ARTSYS Training 8. Transfer Days 9. Luncheons/events 10. Schedule Meetings (Internal/External) 12. Transfer Office 13. Partner with Deans 11. Educational Plan 12. CTE advisory board 	<p>100%</p>	<p>Completed</p>

Completed By: **Dr. Daphne Snowden, Karen Mobley, Nicole Cameron, Shawnette Shearin**



Baltimore City Community College’s Implementation Plan

REALIGNMENT TASKS UNDER HB1595

Realignment Task Number 5

Align the budget of BCCC with realistic enrollment projections.

Sub Task	Tactic	% Completed to Date	Predicted Completion Date
Budget is based on enrollment projections of 3000 FTE students per year. (Completed)	<ul style="list-style-type: none"> Follow up Tuesday 	100%	Completed

Completed By: **Dr. Solomon Fakinlede, Mr. Brian O’Connell, Ms. Eileen Hawkins**

- A. Develop and utilize a process to incorporate realistic enrollment projections into the College’s budget planning processes. (Completed)

Enrollment projections for in-state credit students are developed/updated several times a year. Credit enrollment is monitored and reported daily by the Office of Institutional Research. The projections for the State budget, usually due the first of September, are developed in mid-August. The credit enrollment projections are based on several factors including enrollment of dually enrolled, new, transfer, and returning students; retention rates; Baltimore City Public School System (BCPSS) projected high school enrollment and graduation rates; Maryland Higher Education Commission (MHEC) projections; and special initiatives such as the P-Tech program legislation and the Mayor’s Scholars Program. Based on trends related to Maryland residency and the ages of dually enrolled students, future ineligible credit Full-Time Equivalent (FTE) enrollment is projected.



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Enrollment projections for non-credit in-state and out-of-state students are also developed/updated several times a year by the division of Workforce Development and Continuing Education. While the process is similar, several similar but differencing factors are used to determine non-credit projections. Trend data coupled with financial indicators and legislative rulings are mainly utilized.

Once these numbers are developed, they are used by the Budget Office to calculate all tuition and fee dollars for the College. Unrestricted tuition, both in-state and out-of-state; parking; facilities capital fee; consolidated fee; registration fees; and bookstore revenue are the primary revenue sources affected by these numbers. In addition, these projections have an impact on restricted revenue, mainly scholarship funding such as Pell grants, Federal Supplemental Education Opportunity Grant (FSEOG), and federal work-study. To a lesser but still impactful extent, these projections are used to calculate transcript and graduation fee revenues. Based on the projected expenditure and enrollment outcomes, the tuition rate may be adjusted to balance the budget.

February of the following year, updated projections are developed and enhanced to include the next set of five-year projections. This calculation is used, based on the same criteria above, to project three years beyond the previously submitted budget projection. This enhanced projection incorporates new enrollment and budget data pertaining to the most recently completed semesters.

The State budget for the new fiscal year is normally agreed upon in late April by the legislature. Prior to this, the College reviews and updates the enrollment projections and adjusts the College's working budget for the new fiscal year accordingly.

The full budget development schedule, including internal and external processes, for the budget cycle is provided in Table 1.

The College has created a budget committee, comprised of key members from each division of the College, whose tasks are to monitor the budget which includes the enrollment and suggest new tuition and fee rates for the upcoming academic year to the President and Board of Trustees for approval.

During the course of the fiscal year, the enrollment reported by the Office of Institutional Research is monitored by the Chief Budget Officer. If budget adjustments need to be made, the budget committee, the Vice President of Administration and Finance and the President's Staff (Cabinet) are notified of the necessary changes.

The following chart depicts the relationship of BCCC's Academic Calendar, Budget Calendar and other external calendars to the budget process while noting that "CY" is current year, "PY" is immediate previous year and "FY" is immediate future year. External budget refers to the budget created for the State where as internal budget refers to the budget created for the College within the state parameters.



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Calendar	Process	Target Period
Budget	CY Fiscal Year begins	July
Academic	Summer Session II begins and completes	July/August
Budget	OIR and WDCED project FY enrollment data for the external budget	August
Academic	Fall semester begins	August
Budget	FY external operating budget is created	August
Other	PY official FTE enrollment data is submitted to the Maryland Higher Education Commission (MHEC)	August
Budget	The College's President approves the FY external budget	September
Budget	FY external operating budget is submitted to the Department of Budget and Management (DBM)	September
Budget	MHEC FY budget hearing with College to describe budgeted initiatives	September
Budget	DBM FY budget hearing with College to define needs	October
Academic	Fall semester completes	December
Academic	Spring semester begins	January
Budget	OIR and WDCED project FY1, FY2, and FY3 enrollment data	January
Budget	The Budget Council discusses and votes on FY tuition and fee recommendations for the internal budget	January/February
Budget	CY Revenues and expenses are projected and presented to the Budget Council.	February
Budget	The Budget Office creates a five year projected budget containing data for PY, CY, FY, FY1, FY2, FY3	February
Budget	The Board of Trustees (BOT) is presented with and votes on tuition and fee recommendations.	February
Budget	The BOT is presented with the five year projections	February
Budget	The College attends legislative hearings to further illuminate its FY budget request	February



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Calendar	Process	Target Period
Budget	OIR and WDCED project FY enrollment data for the internal budget process	March
Budget	The FY internal operating budget is created	April
Budget	The legislature formally approves the state budget	April
Budget	The College's President approves the FY internal budget	May
Budget	CY Revenues and expenses are projected and presented to the Budget Council	May
Budget	The BOT approves the FY internal operating budget	May
Academic	The spring semester completes	May
Academic	The Summer I session begins	June
Budget	The FY internal operating budget is generated in the financial system	June
Budget	The CY fiscal year ends	June
Academic	The Summer I session completes	July



Baltimore City Community College’s Implementation Plan

REALIGNMENT TASKS UNDER HB1595

Realignment Task Number 6

Engage in a comprehensive review of all positions, faculty, and staff at BCCC.

Sub Task	Tactic	% Completed to Date	Predicted Completion Date
Engage a qualified firm to conduct a comprehensive staffing audit of BCCC faculty, staff, and administration.	Short Term/ Long Term Goal- <ul style="list-style-type: none"> • Contractual Positions 	100%	Completed

Completed By: **Ms. Tawanda Carter, Ms. Sylvia Rochester, Ms. Michelle Williams, Ms. Charlene Gray**



Baltimore City Community College’s Implementation Plan
REALIGNMENT TASKS UNDER HB1595

Realignment Task Number 7
 Establish strong relationships with key stakeholders

Sub Task	Tactic	% Completed to Date	Predicted Completion Date
Reengage and solidify partnership agreements with BCCC stakeholders	<p>Government Partnerships</p> <p><u>City of Baltimore</u></p> <p>Mayor’s Office</p> <ul style="list-style-type: none"> ▪ Mayor’s Scholars Program ▪ Call to Action host site ▪ Served on Charter Review Commission ▪ Serve on Women’s Commission <p>Dept. of Social Services (DSS)-multiple programs</p> <p>Baltimore City Fire Dept.-EMT training and Report Writing Professional Development</p> <p>Baltimore City Police Department-provide space for training; working on Cadet</p>	<p>100 %</p>	<p>Completed</p>



	<p>training</p> <p>Department of Corrections- provide training space and credentialing</p> <p>Baltimore City Health Department- host senior classes and provided community training</p> <p>Department of Public Works- apprenticeship; water operator certification prep</p> <p>Department of Transportation- warehouse logistics training</p> <p>MOED- various levels of engagement including funding partnerships, Youth Works host, MSP</p> <ul style="list-style-type: none"> • Industrial Maintenance Mechanic Apprenticeship. <p>The apprenticeship program was developed with input from three of 8 local businesses and organizations with interest in the energy sector. This 3-year apprenticeship also includes a pre-apprenticeship class in Construction Core to provide access to students new to a career in construction and/or manufacturing.</p>		
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BCCC is the first community college in Maryland to sponsor a registered apprenticeship program.

City Schools

- PTECH
- Dual Enrollment participation occurs through: P-Tech with Carver Vocational Tech and Dunbar High School, The Early College Institute with REACH Partnership High School and Enrollment from Bais Yaakov (separate MOU. Not BCPSS)
- We have dual enrollment students who take classes at BCCC from a variety of BCPSS schools (this changes from semester to semester), Baltimore County high schools and home schooled students. We have an updated MOU with BCPSS that also includes guidance on dual enrollment.

New dual enrollment is expected via:

- STEM Core with Forest Park HS and Digital Harbor
- Offsite class to be held at Vivien T. Thomas HS
- Proposal for Certificate completion programs with other select BCPSS high schools



	<ul style="list-style-type: none"> • Host and train high school guidance counselors • CTE after school activities and bridge to BCCC • STEM Core partnership for STEM, Computer Science and other academic programs • Provide classroom space and support for BCPS students in the Transitions program <p>Hosted Elected Official Capital Facilities Site Visit</p> <ul style="list-style-type: none"> • This event took place on June 28, 2018. It was intentionally planned and implemented to develop a partnership with state, local, and federal elected officials to support BCCC’s efforts to improve its capital facilities to deliver better outcomes for students. The site visit was attended by three members of the Baltimore City Council and their staffs, a representative of U.S. Senator Chris Van Hollen’s office, and BCCC’s budget analyst from the state Department of Budget and Management (DBM). A one-on-one site visit was held the following week for a member of the House of Delegates (now a State 		
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Senator-elect) who could not attend on June 28. The site visit was crucial in raising awareness of BCCC’s capital funding needs and securing support for the College’s efforts to develop a robust Facilities Master Plan and to request capital funds in every year’s budget request beginning with Fiscal Year 2020.

- **Upward Bound**
 Received grant renewal for Upward Bound with increase - \$275,155 – Five year grant (in year 2)
- **Cyber Warrior Diversity Program**
 Senate Bill 615 (Senator Robinson, et al.) Education, Health, and Environmental Affairs Appropriations

This bill establishes the Cyber Warrior Diversity Program (CWDP) at Baltimore City Community College (BCCC), Bowie State University (BSU), Coppin State University (CSU), Morgan State University (MSU), and the University of Maryland Eastern Shore (UMES) to train students in computer networking and cybersecurity, including training to



achieve specified CompTIA (Computing Technology Industry Association) certifications.

The bill took effect July 1, 2018.

Business Partnerships

- CVS
- Future Care
- IBM
- Kaiser Permanente
- Hopkins
- Amazon
- Greyhound

Development of a **FirstGroup/Greyhound Partnership**
 To establish a Transportation Training Center at BCCC continued with hosting a site visit for FirstGroup/Greyhound team in July. Follow-up to that meeting includes shipping equipment to the BCCC Transportation Training Center. The equipment includes engines, busses, and other lab equipment to support the launch of Fall 2018 classes. In addition, two Job Fair/Hiring Events are scheduled for September and October. Bi-weekly conference calls



between WDCED and FirstGroup Greyhound ensure on-going implantation of project goals.

- Lazurus Rite
 Expanding partnerships to support Transportation Sector-based training included new training opportunities for CDL Drivers with **Lazarus Rite** and for maintenance mechanics with Vehicles for Change. These community partners provide additional recruitment and support for BCCC students entering and advancing in the career pathway. WDCED has established new business and funding development to expand training.

New partnerships and funding include:

- Veolia Energy- Industrial Maintenance Mechanic Apprenticeship (July Approval);
- Baltimore City Dept. of Public Works- Water Operator/Certification Prep;
- Cyber Range Baltimore- Cyber Security (EARN II grant);
- Center for Urban Families (CFUF)- proposal for multiple programs
- Life Span



	<ul style="list-style-type: none"> • Jewish Community Service Career Center <p>WFDCE Grants FY19</p> <ul style="list-style-type: none"> • MCCACET Workforce Sequence Scholarship (\$-TBD) • DLLR ABE Grant (\$929,165) • Baltimore Promise (\$93,959.10) • EARN 2 grant (\$46,000) • Annie E. Casey RYP (\$20,250) • Isaac and Leah Potts Foundation- RYP (\$4,500) • CareFirst Blue Cross RYP (\$4,500) • CPAM additional \$13,300 cyber • DSS (\$24,500) additional cohorts will run Sept 2018-June 2019 • DHS/SNAP (\$40,747) • MYCCA Career Tech (\$63,250) on-line courses for military <p>Community Partnerships</p> <p>Student Support and Wellness Services at Baltimore City Community College offers free and confidential individual counseling, support groups, wellness workshops, and consultations.</p> <ul style="list-style-type: none"> • Baltimore City Health Department – Opioid Overdose Prevention Training – 		
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They have given a presentation on opioid abuse and three trainings on how to administer Naloxone.

- **Social Workers Unraveling Racism-**
 This is a committee through the Maryland Chapter of the National Association of Social Workers that held “The People’s Supper” to a diverse set of students providing lunch and facilitating conversation about different experiences leading to more civil discourse.
- **Baltimore Crisis Response, Inc. –**
 Suicide Prevention Workshop - They are also the agency that we give to all students who receive individual counseling and their information is on our consent paperwork for our office and listed on our website.
- **Baltimore Child Abuse Center –** The Raising of America Documentary Series – They presented approximately 10 times exploring ways to create healthier families, communities, and a stronger more equitable America. Three of these workshops were heavily promoted to have community attend.
- **Maryland Cash Campaign –**



Budgeting Workshop - They came to promote financial literacy and also participate in our Community Resource Fair.

- **Chase Brexton Health Services** – LGBTQ Issues – They have presented twice on LGBTQ issues and are on our referral list we give to students. They also have done free HIV testing several times and participate in our Community Resource Fair.
- **Grassroots Crisis Intervention Center** – Suicide Prevention Workshops – They presented twice, once to students and once to staff.
- **One Love Foundation** – Healthy Relationships – They assisted in our office in presenting a workshop entitled “Escalation” regarding intimate partner violence based on the true story of Baltimore native Yardley Love.
- **NAMI – National Alliance on Mental Illness** – The Baltimore Chapter has presented twice and is often given as a resource to our students.
- **Turn Around, Inc.** - Healthy Relationships – They presented at our Mental Health Symposium and are listed in our resources given to



students.

- **House of Ruth** – Healthy Relationships – They presented at our Mental Health Symposium and are listed in our resources given to students.
- Dental Hygiene students and Practical Nursing students worked together collaboratively in implementing Oral Cancer Screening Activity, Thursday, April 26, 2018, BCCC Liberty campus in the LSB lobby
- Leaders of a Beautiful Struggle – helping us with Community Engagement Plan
- **We also have various community agencies that table their information at our Community Resource Fair every autumn.**

Community Partnership MOU's

- [Center for Creative Life and Learning](#)
- [Clarence Blount Child Development Center](#)
- [Civic Works Operators of the REACH! Partnership School](#)
- [Eniware LLC](#)
- [Excelsior College Financial Aid](#)
- [Family & Children's Services](#)



	<ul style="list-style-type: none"> • Johns Hopkins Hospital Employees • Maryland Family Network • Maryland National Guard • RYP – Refugee Youth Project • GMCC • Coppin Heights • LBS • Associated Black Charities • City Charter Review • Hosted Mayor’s Call to Action • Served on Baltimore City Youth Fund Taskforce • Hosted three day Youth Works interviews • Bon Secours Health System • LOF Productions • Prancing Panthers hosted area high schools • Boys & Girls Clubs Conf. for MEN: partnership w/ Year Up • BCCC Players • BCCC Community Choir • Health Departments’ Trauma Informed Care Workshops • Hosted Parent Summit-- Dr Santelis, Mary, • Hosted multiple BCYF Info Sessions 		
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	<ul style="list-style-type: none"> • Hosted multiple 7th District Town Hall Meetings with Councilman Pinkett • Youth Works interviews • City Wide Art Exhibition-- competition • Partnership with Coppin-Brian Lazurus • Sealant events- dental hygiene • Free eyeglass screenings-- mobile trucks <p>Sponsorships-2017/2018</p> <ul style="list-style-type: none"> • B'More Healthy Expo – 2/18 • The Fund for Educational Excellence: Heart of the School Awards Event –5/18 • Associated Black Charities Gala – 6/18 • Greater Baltimore Committee, Newsmaker Breakfast Series - 8/18 • Year UP – An Evening of Jazz – Gala 9/18 • Downtown Partnership of Baltimore Annual Meeting – 9/17 • Associated Black Charities: Women on the move Empowerment & Networking Event - 10/17 • Baltimore City Foundation-Winter Solstice Benefit – 12/17 • Union Baptist Church 165th 		
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- Anniversary Gala – 12/17
- The Washington Center: Annual Scholarship Dinner – 10/17
 - **Investing in Parents Town Hall— February 22, 2018.** Under the category of hosted/sponsored community events, BCCC hosted a town hall meeting on “Investing in Parents” which was conducted by the Teachers’ Democracy Project and featured participation by Mayor Catherine Pugh and Delegate Mary Washington
 - In September 2018 Jim Knighton was designated by Interim President Johnson to represent BCCC on the **Board of the Greater Mondawmin Coordinating Council.** As evidence of BCCC’s participation in this organization [Dues invoice on file].

Higher Education Partnerships

MOU’s

- [Ashford University](#)
- [Bais Yaakov Eva Winer High School](#)
- [Baltimore City Public School Dual Enrollment](#)
- [BCCC and BCPS - CTE Career](#)



- [Pathway](#)
- [BCCC AA degree in Psychology to MSU BS Degree in Psychology](#)
 - [Bellevue University](#)
 - [Biotechnical Institute of Maryland](#)
 - [Capitol Technology University](#)
 - [Career Academy](#)
 - [Coppin State University](#)
 - [DeSales University](#)
 - [Frostburg State University](#)
 - [Hood College Transfer](#)
 - [Morgan State University-ASCEND Program](#)
 - [Morgan State University-Engineering](#)
 - [Morgan State University Family & Consumer Science](#)
 - [Morgan State University-Social Work](#)
 - [MSU Actuarial Science](#)
 - [MSU Social Work](#)
 - [MHEC & ITT Agreement](#)
 - [Notre Dame AS to BSN](#)
 - [Salem International University](#)
 - [Springfield College](#)
 - [Stand for Youth MOU](#)
 - [Stevenson University—Graduate and Professional Studies](#)
 - [Stevenson Nursing Agreement](#)
 - [St. Frances Academy](#)



	<ul style="list-style-type: none"> • Talmudical Academy • Towson University-Reverse Transfer • UMBC Amendment • UMBC TSA • UMUC Alliance Agreement • University of Baltimore - Bee Line • University of Baltimore – Langsdale Library • University of Cincinnati • University of Maryland CURE Scholars • University of Maryland Nursing • University of Maryland School of Medicine & Research Technology-Life Sciences • University of Maryland School of Social Work & BCCC • University of Maryland University College • University of Phoenix • Virginia State University <p>• Cyber Warrior Diversity Program</p> <p>Senate Bill 615 (Senator Robinson, et al.) Education, Health, and Environmental Affairs Appropriations</p> <p>This bill establishes the Cyber Warrior Diversity Program (CWDP) at</p>		
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Baltimore City Community College (BCCC), Bowie State University (BSU), Coppin State University (CSU), Morgan State University (MSU), and the University of Maryland Eastern Shore (UMES) to train students in computer networking and cybersecurity, including training to achieve specified CompTIA (Computing Technology Industry Association) certifications.

The bill took effect July 1, 2018.

****Achieving the Dream**

Baltimore City Community College is a proud member of the **Achieving the Dream National Reform Network**, which emphasizes building a culture of evidence, in which colleges use data to identify effective practices, improve student success rates and close achievement gaps.

Corporate Funders/Partnerships

- CareFirst
- Abell
- Kaiser Permanente
- T. Rowe Price

Funders



	<ul style="list-style-type: none"> • Baltimore Children & Youth Fund • Maryland State Arts Council • Legg Mason <p><u>Partnerships</u></p> <ul style="list-style-type: none"> ○ Trustee Board Member: Peter H. Nachtwey, Chief Financial Officer and Senior Executive Vice President of Legg Mason ○ Meeting Space: Foundation Retreat – August 2018 <p>BCCC Collaborations</p> <ul style="list-style-type: none"> • Year Up - Year UP! • P-Tech [Pathways in Technology Early College High School Program] ○ Dunbar ○ Carver • Innovation Village/ Conscious Ventures - Innovation Village <p>College-wide Initiatives</p> <ul style="list-style-type: none"> • Promise Academy - a comprehensive learning community which provides students with the necessary tools for success in their first level of developmental courses and various other support services central to student achievement and 		
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success.

- **Granville T. Woods Scholars Program** receive a full scholarship to pay for tuition, fees, and text books. A state-of-the-art notebook computer will be loaned to scholars to keep during their participation in the program. Upon completion of the program, the computer will be awarded to graduates. During the summer, scholars will study abroad and participate in research.

Completed by: **Dawn Kirstaetter, James Knighton, Paul Beckham, Dr. Katana Hall, Dr. Bob Iweha**



Baltimore City Community College’s Implementation Plan

REALIGNMENT TASKS UNDER HB1595

Realignment Task Number 8

Develop and market a brand for BCCC.

Sub Task	Tactic	% Completed to Date	Predicted Completion Date
Conduct a brand positioning workshop.	<ul style="list-style-type: none"> Conducted and completed the brand positioning workshop Developed a marketing plan Initiated and completed procurement process to generate signed contract with The Hatcher Group 	100%	Completed
	<ul style="list-style-type: none"> The Hatcher Group and OpinionWorks will conduct focus groups, interviews and surveys to determine public awareness and define target audiences 	80%	12/21/18



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<p>Redesign the college website.</p>	<ul style="list-style-type: none"> • Launch new website, March 2018 • Increased new user visits by 61,531: (3-month average) Apr-May-June 2017=28,565 Apr-May-June 2018=90,096 • Reduced web pages from 900 to 500 • Reduced section editors from 50 to 10 administrators 	<p style="text-align: center; font-size: 24pt;">100%</p>	<p style="text-align: center; font-size: 24pt;">Completed</p>
<p>Increase social media presence.</p>	<ul style="list-style-type: none"> • Completed Social Media Strategic Plan • Implemented use of videos, photos and interactive posts • Utilized analytics to increase user engagement. We currently have: <ul style="list-style-type: none"> • 4,667 Facebook Followers • 1,299 Twitter Followers • 9,542 LinkedIn Profiles 	<p style="text-align: center; font-size: 24pt;">100%</p>	<p style="text-align: center; font-size: 24pt;">Completed</p>
<p>Campus beautification</p>	<ul style="list-style-type: none"> • Installation of branded beautification projects, campus-wide: • New light pole banners along public streets- Lombard Street and Liberty Heights Avenue • New light pole banners on 	<p style="text-align: center; font-size: 24pt;">75%</p>	<p style="text-align: center; font-size: 24pt;">03/01/2019</p>



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	<p>Liberty Campus</p> <ul style="list-style-type: none"> • New student-focused wall murals • New wayfinding signage on Liberty Campus, Main Building, Student Services Wing • New carpet, paint and chairs in Nursing Auditorium and Fine Arts Theatre • New directional and office location signage in Main Building, Student Services Wing • New awnings on campus buildings – West Pavilion, North and South Pavilions • Additional murals, refresh of student lounge, game room and cafeteria 		
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Completed By: **Mr. Jeff White, Ms. Shanta Rao, Daviedra Sauldsberry, Mr. Daniel Staples, Mr. Chris Jordan**



Baltimore City Community College’s Implementation Plan

REALIGNMENT TASKS UNDER HB1595

Realignment Task Number 9

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

Sub Task	Tactic	% Completed to Date	Predicted Completion Date
Address BCCC IT infrastructure.	Admin Wing – <ul style="list-style-type: none"> • Partnering with DoIT to provide comprehensive design of IT equipment list including networking, Voice, and systems. • Equipment list and Pricing provided for BCCC review on 8/21/2018 • Project Plan provided for BCCC review on 8/21/2018 Revisiting project plan to determine if a more aggressive schedule is possible 	>80%	Pricing, Project Plan – September 2018 Implementation – Q1 CY 2019



<p>Begin strategic infrastructure refresh</p>	<p>Modernization –</p> <ul style="list-style-type: none"> • Partnering with DoIT to provide comprehensive design of IT equipment list including networking, Voice, and systems. • Equipment list and Pricing provided for BCCC review on 8/21/2018 • Project Plan provided for BCCC review on 8/21/2018 	<p>>80%</p>	<p>Pricing, Project Plan – September 2018</p> <p>Implementation – Q2 CY 2019</p>
<p>Continue to explore options of partnering with Coppin State University on some IT services</p>	<p>Focus is initially on improving infrastructure. We can then have more substantive conversations on partnerships. We are engaged with Coppin St on their experiences with certain technologies and modernization efforts to help inform our decision making.</p>	<p>100%</p>	<p>FY 2019</p>

Completed By: **Dr. Cazabon, Ms. Wendy Harris, Mr. Chima Ugah**



Baltimore City Community College’s Implementation Plan
REALIGNMENT TASKS UNDER HB1595

Realignment Task Number 10

Develop or *sell* all unused or underutilized real estate, including the Inner Harbor site.

Sub Task	Tactic	% Completed to Date	Predicted Completion Date
Issue RFP for Bard redevelopment		100%	Completed
Select successful bidder and enter into a memorandum of understanding (MOU) on the financial terms and conditions to redevelop the Bard property.		100%	Completed



Negotiation of ground lease for the Bard property.	BPW expected November 2018	100%	Completed
Ensure that all BCCC owned or leased property is fully utilized	Non Harbor Property	50%	Dec 2018
	Harbor Property	60%	March 2019

Completed By: **Mr. Calvin Harris, Mr. Leonard Willis, Ms. Benita Scott, Mr. James Revis, Mr. John McCoy, Mr. Maurice Howell**

Baltimore City Community College’s Implementation Plan
REALIGNMENT TASKS UNDER HB1595



Realignment Task Number 11

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

Sub Task	Tactic	% Completed to Date	Predicted Completion Date
Address BCCC's limited procurement authority	<ul style="list-style-type: none"> • Oversight agency approval prevents timely procurement for academic services. Greater Specialized Procurement's: Autoclave, Refrigeration equipment, PayPal legislative agenda. • Budget for procurement • The process delays in purchase orders (Legislative Agenda) • Need to have Procurement authority as other higher Ed. Institutions. (Legislative Agenda) • Increase spending limits on CPC. • Less oversight on capital 	100%	Completed



BOARD AGENDA
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	<p>construction projects/ Increase spending level for BCCC.</p> <ul style="list-style-type: none">• COMAR 17 (Legislative Agenda)• Central Collections Bureau rules and regulations prevent the College from registering students that have past due balances of \$250.		
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Completed By: **Mr. Drexel Paulk, Mr. Richard Walsh, Ms. Lyllis Green, Mr. Fred Paraskevoudakis, Mr. Chris Nehmer**



**PROPOSAL FOR LEGISLATION
201 SESSION**

1. **Proposal Number: BCCC-1**
2. **Subject:** “Baltimore City Community College—Procurement Authority”
3. **Articles and Sections of Maryland Code Affected:** Education Article §16-505.3, State Finance and Procurement Articles §§3A-302, 3A-402, 4-401, 4-402, 11-203, 12-202.
4. **Submitted By:** Baltimore City Community College
5. **Attachment Checklist:**
 - Draft of the Bill (*including body and title*)
 - Explanation
 - Justification (*with relevant statutes and court decisions attached*)
 - History of Substantially Similar Bills Introduced in Prior Sessions
 - Legal Approval
 - Fiscal Estimate of Legislation
 - Small Business Impact Statement
 - Impact on Local Government
6. **Environmental Effects (Check one)**



- Environmental Assessment Form attached; **or**
 Environmental Assessment Form not required by the Maryland Environmental Policy Act

7. Persons Able to Discuss and Testify on Proposal:

Legal Advisor:

- 8. Sponsorship:** Senate House Either

(Date)

(Signature of Agency Head)



A BILL ENTITLED

AN ACT concerning

Baltimore City Community College—Procurement Authority

FOR the purpose of exempting Baltimore City Community College from a certain division of the State Finance and Procurement Article; requiring the Board of Trustees to develop certain policies and procedures that govern certain procurements; requiring the Board of Trustees to develop a certain information technology plan; exempting the College from certain provisions relating to certain telecommunications systems or services; requiring a certain procurement to comply with certain policies and procedures; requiring certain policies of the College to comply with certain provisions regarding the purchasing of supplies and services and to promote certain purposes; subjecting the College to certain provisions of a certain division of the State Finance and Procurement Article; specifying that the State Board of Contract Appeals has certain authority subject to certain conditions; exempting the College from a certain review of a certain contract for certain expenditures; subjecting a certain contract for certain expenditures for certain approval; defining certain terms; and generally relating to the procurement authority of Baltimore City Community College

BY repealing and reenacting, with amendments,
Article – State Finance and Procurement
Sections 3A-302, 3A-402, 4-401, 4-402, 11-203(g), and 12-202
Annotated Code of Maryland
(2015 Replacement Volume and 2018 Supplement)

BY adding to
Article – Education
Section 16-505.3
Annotated Code of Maryland
(2014 Replacement Volume and 2018 Supplement)



SECTION 1. BE IT ENACTED BY THE GENERAL ASSEMBLY OF MARYLAND, That the Laws of Maryland read as follows:

Article – Education

16-505.3

(A) (1) EXCEPT AS PROVIDED IN § 11-203(E) OF THE STATE FINANCE AND PROCUREMENT ARTICLE, THE COLLEGE IS EXEMPT FROM DIVISION II OF THE STATE FINANCE AND PROCUREMENT ARTICLE.

(2) (i) SUBJECT TO REVIEW AND APPROVAL BY THE BOARD OF PUBLIC WORKS AND THE ADMINISTRATIVE, EXECUTIVE, AND LEGISLATIVE REVIEW COMMITTEE OF THE GENERAL ASSEMBLY, THE BOARD OF TRUSTEES SHALL DEVELOP POLICIES AND PROCEDURES GOVERNING PROCUREMENTS BY THE COLLEGE.

(ii) THE POLICIES AND PROCEDURES DEVELOPED UNDER SUBPARAGRAPH (i) OF THIS PARAGRAPH SHALL PROMOTE THE PURPOSES OF THE STATE PROCUREMENT LAW AS SET FORTH IN § 11-201 OF THE STATE FINANCE AND PROCUREMENT ARTICLE.

(B) THE BOARD OF TRUSTEES SHALL DEVELOP AN INFORMATION TECHNOLOGY PLAN FOR THE COLLEGE THAT INCLUDES INFORMATION TECHNOLOGY POLICIES AND STANDARDS, INCLUDING POLICIES AND STANDARDS FOR INFORMATION MANAGEMENT AND TELECOMMUNICATION SYSTEMS, THAT ARE FUNCTIONALLY COMPATIBLE WITH THE STATE INFORMATION TECHNOLOGY PLAN ESTABLISHED UNDER TITLE 3, SUBTITLE 4 OF THE STATE FINANCE AND PROCUREMENT ARTICLE AND MEETS THE REQUIREMENTS OF §16-505(c)(x) OF THIS TITLE.



Article – State Finance and Procurement

3A–302.

(a) This subtitle does not apply to changes relating to or the purchase, lease, or rental of information technology by:

- (1) public institutions of higher education solely for academic or research purposes;
- (2) the Maryland Port Administration;
- (3) the University System of Maryland;
- (4) St. Mary’s College of Maryland;
- (5) Morgan State University; [or]
- (6) the Maryland Stadium Authority[.] ; **OR**

(7) BALTIMORE CITY COMMUNITY COLLEGE.

(b) Except as provided in subsection (a) of this section, this subtitle applies to any project of a unit of the Executive Branch of State government that involves an agreement with a public institution of higher education for a portion of the development of the project, whether the work on the development is done directly or indirectly by the public institution of higher education.

(c) Notwithstanding any other provision of law, except as provided in subsection (a) of this section and §§ 3A–307(a)(2), 3A–308, and 3A–309 of this subtitle, this subtitle applies to all units of the Executive Branch of State government including public institutions of higher education other than Morgan State University, the University System of Maryland, [and] St. Mary’s College of Maryland[.], **AND BALTIMORE CITY COMMUNITY COLLEGE.**



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3A-402.

(a) The provisions of this subtitle do not apply to a telecommunication system or service that is owned or operated by the University System of Maryland, Morgan State University, **BALTIMORE CITY COMMUNITY COLLEGE**, or a unit of the Legislative or Judicial Branch.

(b) The provisions of this subtitle do not preempt the authority of the Maryland Public Broadcasting Commission to own, operate, or manage telecommunication equipment, systems, or services.

4-401.

(d) “Public improvement” includes any construction, maintenance, or repair of any building, structure, or other public work:

(1) owned or constructed by the State or any unit of the State government, including the University System of Maryland, St. Mary’s College of Maryland, [and] Morgan State University, **AND BALTIMORE CITY COMMUNITY COLLEGE**; or

(2) acquired or constructed in whole or in part with State funds.

4-402.

(a) Except as provided in § 4-409 of this subtitle, this subtitle does not apply to any public improvement made by:

(1) the Department of Transportation or a unit in that Department;

(2) any housing authority created under Division II of the Housing and Community Development Article;

(3) the Maryland-National Capital Park and Planning Commission;



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- (4) the Washington Suburban Sanitary Commission;
- (5) the Baltimore County Metropolitan District;
- (6) a county, municipal corporation, or unit of a county or municipal corporation;
- (7) the University System of Maryland;
- (8) Morgan State University; or
- (9) St. Mary's College of Maryland[.]; **OR**
- (10) BALTIMORE CITY COMMUNITY COLLEGE.**

(b) The Board of Public Works may exempt specific projects of a unit of the State government from the provisions of this subtitle.

(c) The Board of Public Works shall adopt regulations in accordance with Title 10, Subtitle 1 of the State Government Article establishing procedures for the exemption of specific projects of units of State government under subsection (b) of this section.

11–203.

(e) (1) In this subsection, “University” means the University System of Maryland, Morgan State University, or St. Mary’s College of Maryland.

(2) Except as otherwise provided in this subsection, this Division II does not apply to the University System of Maryland, Morgan State University, [or] St. Mary’s College of Maryland[.], **OR BALTIMORE CITY COMMUNITY COLLEGE.**

(3) (i) A procurement by a University **OR BALTIMORE CITY COMMUNITY COLLEGE** shall comply with the policies and procedures developed by the University and approved by the Board of Public Works and the Administrative, Executive,



BOARD AGENDA
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and Legislative Review Committee of the General Assembly in accordance with § 12–112 of the Education Article for the University System of Maryland, § 14–109 of the Education Article for Morgan State University, [or] § 14–405(f) of the Education Article for St. Mary’s College of Maryland[.], **OR §16-505.3 OF THE EDUCATION ARTICLE FOR BALTIMORE CITY COMMUNITY COLLEGE.**

(ii) 1. The review and approval of the Board of Public Works shall be required for the following types of contracts with a value that exceeds \$1,000,000 **FOR A UNIVERSITY AND \$500,000 FOR BALTIMORE CITY COMMUNITY COLLEGE:**

- A. capital improvements; and
- B. services.

2. In its review of a contract for services or capital improvements with a value that exceeds \$1,000,000 **FOR A UNIVERSITY AND \$500,000 FOR BALTIMORE CITY COMMUNITY COLLEGE**, the Board of Public Works may request the comments of the appropriate agencies, including the Department of Budget and Management and the Department of General Services.

(4) **[A University’s] THE policies OF A UNIVERSITY OR BALTIMORE CITY COMMUNITY COLLEGE** shall:

(i) to the maximum extent practicable, require the purchasing of supplies and services in accordance with Title 14, Subtitle 1 of this article;

(ii) promote the purposes of the regulations adopted by the Department of General Services governing the procurement of architectural and engineering services;

(iii) promote the purposes of § 13–402 of the State Personnel and Pensions Article; and

(iv) to the maximum extent practicable, be similar to § 13–218.1 of this article.

(5) (i) Except as provided in paragraph (7) of this subsection, the following provisions of Division II of this article apply to a University **AND TO BALTIMORE CITY COMMUNITY COLLEGE:**

- 1. § 11–205 of this subtitle (“Collusion”);



2. § 11–205.1 of this subtitle (“Falsification, concealment, etc., of material facts”);
3. § 13–219 of this article (“Required clauses – Nondiscrimination clause”);
4. § 13–225 of this article (“Retainage”);
5. Title 14, Subtitle 3 of this article (“Minority Business Participation”);
6. Title 15, Subtitle 1 of this article (“Procurement Contract Administration”);
7. § 15–226 of this article (“Policy established; timing of payments; notice upon nonpayment; disputes; appeals”); and
8. Title 16 of this article (“Suspension and Debarment of Contractors”).

(ii) If a procurement violates the provisions of this subsection or policies adopted in accordance with this subsection, the procurement contract is void or voidable in accordance with the provisions of § 11–204 of this subtitle.

(6) (i) The State Board of Contract Appeals shall have authority over contract claims related to procurement contracts awarded by:

1. the University System of Maryland before July 1, 1999; [and]
2. Morgan State University before July 1, 2004[.]; **AND**
3. **BALTIMORE CITY COMMUNITY COLLEGE BEFORE JULY 1, 2019.**

(ii) At the election of the Board of Regents of the University System of Maryland and subject to the approval of the Board of Public Works, the State Board of Contract Appeals shall have authority over contract claims related to procurement contracts awarded by the University after June 30, 1999.

(iii) At the election of the Board of Regents of Morgan State University and subject to the approval of the



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Board of Public Works, the State Board of Contract Appeals shall have authority over contract claims related to procurement contracts awarded by the University after June 30, 2004.

(iv) At the election of the Board of Trustees of St. Mary's College of Maryland and subject to the approval of the Board of Public Works, the State Board of Contract Appeals shall have authority over contract claims related to procurement contracts awarded by St. Mary's College of Maryland after June 30, 2006.

(v) AT THE ELECTION OF THE BOARD OF TRUSTEES OF BALTIMORE CITY COMMUNITY COLLEGE AND SUBJECT TO THE APPROVAL OF THE BOARD OF PUBLIC WORKS, THE STATE BOARD OF CONTRACT APPEALS SHALL HAVE AUTHORITY OVER CONTRACT CLAIMS RELATED TO PROCUREMENT CONTRACTS AWARDED BY BALTIMORE CITY COMMUNITY COLLEGE AFTER JUNE 30, 2019.

(7) Paragraphs (3), (4), and (5) of this subsection do not apply to:

(i) procurement by a University **OR BALTIMORE CITY COMMUNITY COLLEGE** from:

1. another unit;
2. a political subdivision of the State;
3. an agency of a political subdivision of the State;
4. a government, including the government of another state, of the United States, or of another country;
5. an agency or political subdivision of a government; or
6. a bistate, multistate, bicounty, or multicounty governmental agency;

(ii) procurement by a University in support of enterprise activities for the purpose of:

1. direct resale;



2. remanufacture and subsequent resale; or
3. procurement by the University for overseas programs; or
- (iii) procurement by the University System of Maryland for:
 1. services of managers to invest, in accordance with the management and investment policies adopted by the Board of Regents of the University System of Maryland, gift and endowment assets received by the University System of Maryland in accordance with § 12–104(e) of the Education Article; or
 2. expenditures to manage, maintain, and enhance, in accordance with the management and investment policies adopted by the Board of Regents of the University System of Maryland, the value of gift and endowment assets received by the University System of Maryland in accordance with § 12–104(e) of the Education Article.

§12–202.

(a) This section does not apply to capital expenditures:

- (1) for public school construction under Title 5, Subtitle 3 of the Education Article; or
- (2) by the Department of Transportation or the Maryland Transportation Authority, in connection with State roads, bridges, or highways.

(b) Before execution, a contract for a capital expenditure other than in connection with a State correctional facility, St. Mary's College of Maryland, Morgan State University, **BALTIMORE CITY COMMUNITY COLLEGE**, or the University System of Maryland shall be:

- (1) reviewed by the Secretary of General Services; and
- (2) except as provided in § 12-203 of this subtitle and § 13-108 of this article, after that review, approved by the Board.



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- (c) Before execution, a contract for a capital expenditure in connection with a State correctional facility shall be:
 - (1) reviewed by the Secretary of Public Safety and Correctional Services; and
 - (2) except as provided in § 12-203 of this subtitle, after that review, approved by the Board.
- (d) Before execution, a contract for a capital expenditure in connection with the University System of Maryland shall be:
 - (1) subject to the provisions of Title 4, Subtitle 4 of this article;
 - (2) approved by the Board of Regents of the University System of Maryland; and
 - (3) approved by the Board of Public Works.
- (e) Before execution, a contract for a capital expenditure in connection with St. Mary's College of Maryland shall be:
 - (1) subject to the provisions of Title 4, Subtitle 4 of this article;
 - (2) approved by the Board of Trustees of St. Mary's College of Maryland; and
 - (3) approved by the Board of Public Works.
- (f) Before execution, a contract for a capital expenditure in connection with Morgan State University shall be:
 - (1) subject to the provisions of Title 4, Subtitle 4 of this article;
 - (2) approved by the Board of Regents of Morgan State University; and
 - (3) approved by the Board of Public Works.
- (g) BEFORE EXECUTION, A CONTRACT FOR A CAPITAL EXPENDITURE IN CONNECTION WITH BALTIMORE CITY COMMUNITY**



COLLEGE SHALL BE:

- (1) SUBJECT TO THE PROVISIONS OF TITLE 4, SUBTITLE 4 OF THIS ARTICLE;**
- (2) APPROVED BY THE BOARD OF TRUSTEES OF BALTIMORE CITY COMMUNITY COLLEGE; AND**
- (3) APPROVED BY THE BOARD OF PUBLIC WORKS.**

[(g)] (H) The Board shall supervise the expenditure of any money that the General Assembly appropriates for:

- (1) buildings;
- (2) equipment;
- (3) new construction; or
- (4) any other capital expenditure.

SECTION 2. AND BE IT FURTHER ENACTED, That this Act shall take effect July 1, 2019.



EXPLANATION/JUSTIFICATION

EXPLANATION:

This bill would grant Baltimore City Community College (BCCC) similar procurement authority to that of Morgan State University, St. Mary's College of Maryland, and the higher education institutions comprising the University System of Maryland. It would require BCCC's Board of Trustees to develop procurement policies and procedures and would then require those policies and procedures to be approved by the Board of Public Works and the Administrative, Executive and Legislative Review Committee of the General Assembly. It would also require BCCC to develop an information technology plan. This bill would also make BCCC exempt from most of the provisions of Division II of the State Finance and Procurement Article, which would in turn allow it to conduct most procurements independently of the Departments of Budget and Management (DBM), General Services (DGS), and Information Technology (DoIT). In short, this bill would require BCCC to adopt clear, explicit policies and procedures for its procurement processes while also streamlining those processes. The bill would require approval of the Board of Public Works for BCCC contracts exceeding \$500,000 in value.

JUSTIFICATION:

Senate Bill 1227/House Bill 1595 of 2017 (enacted as Chapters 847 and 848 of the *2017 Laws of Maryland* and codified in §16-504 of the Education Article) require Baltimore City Community College, as part of a comprehensive institutional realignment, to "...Identify any barriers in State or local laws or regulations that impede the ability of the College to operate efficiently and effectively, including procurement and capital construction projects..." As part of its ongoing, intensive efforts to comply with the realignment law, BCCC carefully and comprehensively reviewed its business processes and operations. One of the most significant administrative barriers to BCCC's institutional effectiveness is the delay and inefficiencies inherent in the College's procurement process, in which it is subject to oversight similar to other State agencies but completely unlike all other public higher education institutions in Maryland. In contrast to other public colleges in the State, BCCC regularly encounters delays in procuring essential systems that directly affect students' success, such as information technology upgrades to allow the College to process student payments online securely and reliably. Similarly, staff turnover in other agencies has hindered BCCC's ability to complete capital projects on schedule and even to obtain clear approval of plans for new facilities on a campus where many key buildings are more than fifty



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years old.

BCCC occupies a peculiar space in State law in that it is an institution of higher education and a State agency. Its operational authority is significantly more restricted than that of the University of Maryland, Baltimore (UMB), the University of Baltimore, and Morgan State University, three higher education institutions located in Baltimore City that serve some of the same student population as BCCC. BCCC operates at a competitive disadvantage both to these institutions and to community colleges in adjacent counties because it does not have the flexibility to procure unique services that enhance student outcomes in a timely way or in an efficient manner. While

The provisions of this bill are reasonable given the unique role BCCC plays as a State-funded community college. Finally, the requirements of this bill that BCCC develop a comprehensive set of procurement policies and procedures will help to ensure that the College's expanded procurement authority will be exercised according to clear, comprehensive rules and guidelines that have been approved by the Board of Public Works and the Maryland General Assembly.



HISTORY

New

Old



LEGAL APPROVAL

This proposal titled “Baltimore City Community College—Procurement Authority” affecting Maryland Code, Education Article §16-505.3 and State Finance and Procurement Article §§3A-302, 3A-402, 4-401, 4-402, 11-203, and 12-202 has been reviewed for form and legal sufficiency and constitutionality, including Public and Local Laws which were added, amended, repealed or reenacted during the 2018 Session of the Maryland General Assembly. Based upon this review, I conclude the provisions of this proposal are consistent with relevant constitutional provisions, State and Federal statutes, and court decisions.

Approved for Constitutionality
and Legal Sufficiency.

Signature



ANALYSIS OF ECONOMIC IMPACT ON SMALL BUSINESSES

TITLE OF BILL: "Baltimore City Community College—Procurement Authority"

PREPARED BY: Baltimore City Community College
(Dept./Agency)

PART A. ECONOMIC IMPACT RATING

This agency estimates that the proposed bill:

WILL HAVE MINIMAL OR NO ECONOMIC IMPACT ON MARYLAND SMALL BUSINESS

OR

WILL HAVE MEANINGFUL ECONOMIC IMPACT ON MARYLAND SMALL BUSINESSES

PART B. ECONOMIC IMPACT ANALYSIS



BOARD AGENDA
TAB 2 - INFORMATION
OCTOBER 17, 2018

IMPACT ON LOCAL GOVERNMENT

This bill will have no impact on local government.



BOARD AGENDA
TAB 2 - INFORMATION
OCTOBER 17, 2018

ENVIRONMENTAL ASSESSMENT FORM (EAF)

N/A



Baltimore City Community College’s Implementation Plan

REALIGNMENT TASKS UNDER HB1595

Realignment Task Number 12

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

Sub Task	Tactic	% Completed to Date	Predicted Completion Date
Review FY 2018-2022 strategic plan timeline; Board-approved mission and vision statements; draft goals and objectives with Board of Trustees	<ul style="list-style-type: none"> The Board of Trustees approved the 2018-2023 Strategic Plan goals and objectives at the April 18th, 2018 Board of Trustees meeting. 	<p style="text-align: center;">100%</p> <p style="text-align: center;">of subtask is completed, but there is still substantive work on the strategic plan that needs to be done.</p>	Completed

Completed By: **Dr. Bonnie Thomas, Eileen Hawkins, Alicia Green**

TAB 3

Minutes



**BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEES
UNAPPROVED OPEN SESSION MINUTES
September 19, 2018
4 p.m.
Liberty Campus
Mini-Conference Center**

Board Members Present: Kurt L. Schmoke, Esq. (Chair); Dr. Rosemary Gillett-Karam, (Vice Chair); Maria Tildon, Esq.; Dr. Rachel Pfeifer; Mr. Jason Perkins-Cohen; Mr. J. C. Weiss, III; John D. Lewis; Peter Nachtwey; Ms. Maricruz Abarca (Student Trustee)

Board Members Absent:
None

**The Board unanimously approved the September 19, 2018 agenda.*

I. Chair Schmoke brought the meeting to order.

Remarks:

- The Board applauded Dr. James H. Johnson, Jr. for his dedication and announced that he has agreed to an extension of his contract until January 2019.
- The Board acknowledged and welcomed the new 2018/2019 Student Trustee, Ms. Maricruz Abarca.
- The Board acknowledged and welcomed the new 2018/2019 Student Government Association President, Mr. Victor Anokwuru, who introduced the SGA Vice President Ms. Madelle Djomou.

II. NEW BUSINESS

Mr. Bryan Perry, Chief of Staff, reported that the first pages of his report consist of a Executive Summary for each task, followed supporting documentation showing the breakdown of the timeline in percentage of completion for the task and sub-task of each task. Mr. Perry explained the color keys in his report as;

- Red = less than 50 % completed – *within next 30 days will turn green
- Yellow = 50 – 75% completed
- Green = 75 – 100 % completed

Timeline was developed collaboratively with staff and college wide participation. Twelve working teams were created each worker was assigned a task and sub-task and they came together and decided what the timeline should be.

Submitted the timeline to Department of Legislative Services (DLS) and they have accepted the timelines and are recommending to Legislation that funds from the last session be released.

The Board inquired specifically about task number six related to a comprehensive review of the staffing audit report. Mr. Perry responded that task number six has been completed. Dr. Johnson added that the audit has been completed but the implementation of the recommendations has not begun due to the college's benchmark us against the different stages of moving forward, e.g. IT, we need more people to handle paperwork; however, by Spring of next year we should be at the same places as other colleges and will be able to implement the recommendations.

The Board inquired as to if faculty was working with a group on task number nine. Faculty Senate President, Dr. Chima Ugah responded that the faculty has been working with IT and various realignment task workgroups in moving the college forward.

The Board inquired as to the plan to submit the final Realignment Task Report by the due date of December 1, 2018. Dr. Johnson reported that all of the tasks will be completed by November 1, 2018 and the packet will be put together and send back to the task members for feedback and then to the college community for review and comment before moving forward. The timeline for submitting it is by Thanksgiving.

The Board inquired as to Mr. Perry's statement of submitting portions of the document to Annapolis. Mr. Perry responded that the reports and updates are being sent to BCCC's DLS analyst for review. VP Calvin Harris, Director Jim Knighton, and he have been talking with the BCCC analyst and he seems to be satisfied with what he has received and gives his feedback. The Board inquired as to the format for submitting the final report. Mr. Perry responded that he has not received any comments on a specific format for the report; however, based on what has been submitted he has not received any feedback.

Mr. Perry added that BCCC must submit an IT report to the Department of Information Technology (DoIT) on November 1, 2018.

The Board inquired as to what would happen if the analyst reviews and makes recommendation what would happen. Mr. Perry responded BCCC has been in open and clear communications with the new DLS analysis and thus far every interaction has been of a positive nature based on the interactions and communications with the analyst.

The Board inquires as to task number three and what would happen as some of the completion dates are beyond 2019, what is the expectation of progress and how that will be tracked. Mr. Perry responded that BCCC is showing a plan to implement the sub-tasks. Work groups will continue to work on the task to completion. BCCC will more than likely have to submit monitoring reports as to the progress of the long-term tasks.

The Board inquired about tasks number two and the eight sub-tasks and if the Board will receive more detail about the sub-tasks. Mr. Perry responded that updates and

more details will be given via supplemental reports. The Board inquired as to if the Board would receive the report, for review, before submitting it to the Legislation. Mr. Perry responded that the narrative piece could be submitted to the Board the same time as it will be submitted to the college community. The Board expressed

The Board requested that when the IT Report is given that percentages and numbers are included. Mr. Perry responded that a preview will be given in the MSP report from Director Barbara Webb, which contained a lot of useful data that has been used in the realignment process.

The Board acknowledged that the draft implementation summary had been also submitted to Delegate McIntosh and Senator Kasemeyer, and wanted to ensure that Senator King was also included in receiving the summary. The Board also wanted it to be known that the summary was also shared with Senator Cory McCray, a BCCC Alum, as per his request.

The Board inquired as to if BCCC had committed to any other deliverable dates to the Legislators. Mr. Perry responded that external commitments via the Legislation were not given; however, there was no micromanage and gave us the deadline of December 1, 2018. Overall, the responses have been positive regarding the format and draft plans.

The Board inquired as to the status of the BARD Building be included in the report. Mr. Perry responded that the BARD Building status would be included in the report.

III. BOARD ACTIONS/CONSENT AGENDA (All Actions requiring a vote.)

- A. Approval of the June 20, 2018, Minutes (Minutes were corrected)
- B. College Contracts
- C. Student Government Association (SGA) (Mr. Victor Anokwuru, President)
- D. AFSCME Local # 1870 at BCCC (Ms. Charlene Gray, President)
- E. Faculty Senate (Dr. Chima Ugah)

Action: The Board voted and unanimously approved the Board Actions/Consent agenda with corrections to the June 20, 2018 Minutes.

IV. PUBLIC PRESENTATIONS

Ms. Eileen Hawkins, Director of Institutional Research presented the 2018 Performance Accountability Report for approval.

The Performance Accountability Report (PAR) is an annual requirement of the Maryland Higher Education Commission (MHEC) for all Maryland public colleges and universities. The PAR operates on a five-year cycle and 2016 marked the beginning of a new cycle. At the beginning of each cycle, institutions must establish five-year benchmarks for a series of indicators established by MHEC. The benchmarks are based on four years of trend data (provided by the institutions for most indicators and by MHEC for a few). There are 34 indicators and many are broken down further into

sub-groups. In 2018, the indicators were reorganized by the three goals of the 2017-2021 Maryland State Plan for Postsecondary Education - Increasing Student Success with Less Debt: Access, Success, and Innovation.

The Board inquired as to how many alumni participated in the survey. Ms. Hawkins responded that 107 alumni participated.

The Board inquired as to the things that have not increase and to explain. Ms. Hawkins referred to indicator number one on the spread sheet that denotes a decline of credit students in 2017; however, our fall credit enrollment is at 9% and will be continuously tracked by IVP Sylvia Rochester via the daily enrollment reports.

The Board inquired as to the benchmark years and what it means. Ms. Hawkins responded that a measure that is based on fiscal year starts in cycle in 2016 reporting on FY 15 so you would look at your cycle for a five year projection.

**The full PAR report can be found in the September 19, 2018 Open Session Book.*

Action: The Board voted and unanimously approved the 2018 Performance Accountability Report (PAR)

V. ITEMS REMOVED FROM THE AGENDA

None

VI. COLLEGE POLICIES

None

VII. PRESIDENT'S REPORT

Dr. Johnson shared that he highlights the following in his report;

- MSP – Slide presentation was given to the Board and audience
- Realignment Tasks
- Building Team Leaderships
- Urgent and Important Things Completed

Additional Items:

A. ENROLLMENT REPORT

CLOSING COMMENTS

VI. MOTION FOR ADJOURNMENT

Chair Schmoke motioned to adjourned the meeting to reconvene into a closed session at 4:55 p.m.

VII. NEXT MEETING *Wednesday, October 17, 2018*

ATTENDANCE:

Dr. James H. Johnson, Jr., Interim President
Bryan Perry, Esq., Chief of Staff/General Counsel
Dr. Tonja Ringgold, VP of Academic Affairs
Ms. Sylvia Rochester, Interim VP of Student Affairs
James Knighton, Esq., Director of Governmental Relations
Mr. Calvin Harris, Jr., VP of Business & Finance
Ms. Dawn Kirstaetter, VP of Advancement & Strategic Partnerships
Mr. Michael Thomas, VP of Workforce Development & Continuing Education
Ms. Lyllis Green, Chief Internal Auditor
Ms. Michelle Williams, Director Human Resources

BCCC Staff Present:

Ola Akinkuowo, Leslie Allen, Tope Aje, Nicole Becketts, Linda Benjamin, Kathleen Berlyn, Elena Berrocal, Katherine Beryl, Vera Brooks, Pamela Burns, Towanda Carter, Hsin Yuan Chen, Saverio Coletta, Jaqueline Colkley, Quintin Davis, Patricia Edwards, Edward Ennels, Charlene Gray, Alisha Green, Nana Gyesie, Eileen Hawkins, Dorothy Holley, Maurice Howell, Salita High, Will Hug, Joseph M. Hutchins, Dr. Bob Iweha, Daniel Izume, David Xudong Jin, James Knighton, Karen Mobley, Dr. Anil Malaki, Valerie Leverette, Betsy Mackey, Karen Mobley, Brian O'Connell, Scott Olden, Wadson Pericles, Shaunta Rao, Kadijat Richmond, Daviedra Sauldsberry, Adaria Sogbor, Gregory Tarver, Benita Scott, Dr. Daphne Snowden, Dr. Chima Ugah, JáHon Vance, Deborah Vines, Eileen Waitsman, Barbara Poindexter Webb, Dr. Dennis Weeks, Jeff White, Brenda Wiley, Diana Zilberman.

Others Present:

Victor Anokwuru - SGA
Madelle Djomou – SGA
Jerek Wolasco - Student

CLOSED SESSION

The Board voted unanimously, under the Open Meeting Act, State Government Article, and Section 10-508, to convene in Closed Session on September 20, 2017, in the President's Conference Room to discuss real estate, personnel and to obtain legal advice.

**Full report on file in the President's Office*

Respectfully submitted,

James H. Johnson, Jr., Ph.D., P.E.
Interim President

TAB 4

College Contracts



NO COLLEGE CONTRACTS

TAB 5

SGA REPORT

Student Government Association Board Report - October 2018

BCCC Welcome Week, Fall 2018, was held August 27 – 31, 2018. The Office of Student Life and Engagement in conjunction with the Student Government Association welcomed students, faculty, and staff back to campus during the traditional Welcome Week. This year's activities, held at the Liberty, WDCED and BioPark Campuses. Some highlights of the events are below:

August 27, 2018 – Welcome Back Day



The week began with activities on the Liberty campus. Students, faculty and staff volunteers wore "I Love BCCC" shirts, and provided assistance to new and returning students. It was great to see an increase in student presence on campus. Morning, afternoon snacks and BCCC give-a-ways were provided. There were 201 students who visited, the Panther Cafe Station and 154 enjoyed the cool Italian Ice. Additional highlights of the day were the BCCC Panther Pics and the return of Speed-Friending where students and staff got an opportunity to sit, chat and get to know a new person.

August 28, 2018 – Putting the Pieces Together

The Welcome Week Greeters provided morning and afternoon snacks at both the Liberty and WDCED campuses. Representatives from the Student Government Association; Veteran's Resource Center; Bellevue University; Office of Academic Operations & Services; the Center for Academic Achievement; Student Support Wellness Services; Year Up; Office of Judicial Affairs; Title IX; BCCC Foundation; Alumni Affairs; BCCC Bookstore; Advancement and Strategic Partnerships Division; and the Office of Student Life and Engagement, all had tables, with information regarding their respective areas for the campus community. Open House and Veterans Resource Center tours were held at the Liberty campus the Photo Booth and Voter Registration tables were set up at the WDCED location.



August 29, 2018 – Panther Pride Fun Day – Wear Your BCCC Colors

Pride Activities were held at both the Liberty and WDCED campuses, students, faculty, and staff wore the school colors and BCCC Paraphernalia. The Office of Student Life and Engagement in conjunction with the Student Government Association sponsored a "Welcome Back Lunch" with sandwiches, chips, and drinks in the Student Affairs Atrium.



Three vendors displayed and sold various products or introduced their services to the campus community. There was a Voters' Registration Table set up, and students had the opportunity to get free massages.

August 30, 2018 – Get Ready to Lead

The Welcome Week Greeters continued to welcome new and returning students and provide morning and afternoon snacks. At the Liberty campus, the BCCC community got an opportunity to see what student clubs and organizations were available to join.

Ten clubs and organizations had representatives at their tables to give out club information. The TRUTH Organization sponsored a Pizza Party as lunch for the students on campus. Also at the WDCED campus, members of the Student Government Association held a Meet and Greet and a Movie night later that afternoon.



August 31, 2018 – Fitness Friday

The Welcome Week Greeters continued to welcome new and returning students and provided morning and afternoon snacks. To end Welcome Week, the Office of Student Life and Engagement and the Student Government Association sponsored a day of music for line dancing and an "In My Feelings" dance Challenge.

Questions of the Day

Questions of the Day, was something newly implemented this year. For four days during Welcome Week, a question was asked, each day, of the campus community. The SGA and the Office of Student Life and Engagement will use the feedback from the survey below to develop programs and activities.

What does "Civility" mean to you?

- Eleven students answered this question.

Why are you "Proud" to be a BCCC Panther?

- Twenty-four students answered this question.

What does "Leadership" mean to you? Are you a leader?

- Thirty-three students answered this question.

How will you get "Connected" at BCCC this semester?

- Forty-five students answered this question.

September 7, 2018 – SGA Meeting

The Student Government Association held their first SGA meeting. Guest presenters were Vice President Dawn Kirstaetter and Aamir Iqbal from the Advancement and Strategic Partnerships Division. They discussed possible plans to update the game room and the Tranquility Lounge and solicited feedback from the students. The SGA created a survey to gather the needed information from the students for the study.

September 11, 2018 - 9/11 Commemorative Event

The Office of Student Life and Engagement and the SGA held its annual event in the Student Affairs Atrium which marked the 17th year of the 9/11 attacks. The program included a moment of silence, for personal reflections, of that tragic day, a timeline of events was read by students, and personal reflections to be shared by the audience. Those in attendance were given a red, white or blue balloon and directed outside to release the balloons in memory of the lives lost on 9/11/2001. The poem “We Shall Never Forget” was read. There were 31 students, faculty and staff in attendance.

September 12, 2018 – Convocation

SGA president Victor Anokwuru brought greetings to the college community at the annual BCCC Convocation. Student representatives from 14 clubs and organizations participated in the processional of the Convocation. Student handbooks, from the Office of Student Life and Engagement, were distributed to the BCCC community.

September 17, 2018 - Constitution Day

The Office of Student Life and Engagement, in partnership with the History Club, the Anthropology, and Sociology Club and the Student Government Association, hosted its annual Constitution Day. The guest speaker was Ms. Natasha Murphy, Deputy Director of Advocacy for Black Girls Vote. Ms. Murphy spoke on the importance of exercising your right to vote and being educated on issues that affect voters and citizens. The interim BCCC President, Dr. Johnson, brought greetings from the college and special gift was presented to the guest speaker by the SGA Vice President Madelle Djomou. The students, staff, and faculty received pocket size U.S. Constitutions and computers were set up for those who wanted to register to vote. There were 80 guests in attendance.



September 21, 2018 - SGA Meeting

The Student Government Association held their 2nd SGA meeting. At this meeting updates were given on the SGA upcoming events, i.e., Voter Registration Days on September 25 and 26, 2018, the Passport Leadership Program, surveys on the Game Room, Tranquility Lounge, and the upcoming MCCADA (Maryland Community College Activities Directors Association) Student Leadership Conference. College clubs and organizations announced future meetings and programs.

September 25 and 26, 2018 - Voter Registration Tables

Today, was National Voter Registration Day and tables were set up in the Student Atrium where the League of Women Voters organization took applications for voter registration.

September 26, 2018 - Passport Leadership

The Office of Student Life and Engagement, in conjunction with the Business & Technology Department and the Student Government Association, held its first session of the Passport Leadership/Entrepreneurship Program. Professor Cortez Walker was the guest presenter and gave an overview of the year-long program. The course, held in the Mini Conference Center, was well attended by 115 guests. The next session is scheduled for October 24, 2018, at noon in the Mini Conference Center.

TAB 6

AFSCME



AFSCME Local 1870

Together We Are Stronger



AFSCME Local 1870 Presentation to the BCCC Board of Trustees
Wednesday, October 24, 2018

LABOR-MANAGEMENT ISSUES:

1. College's Manual for Policy & Procedures in the Public Safety area:

The Union proposed to management that we could start negotiations on the revised policy and procedures manual for Sworn Police Officers (SPO). This is necessary as there are substantial changes made to "terms and conditions of the workplace" for the SPO unit.

2. On-going Update from Human Resources (HR): Union leadership is aware that HR is working on new classification and compensation scales for employees at the College as required by Annapolis. As a "work in progress", Ms. Rory Wallace, Classification and Certification Coordinator, has met with Union leadership to show the "progress" made on the draft. It is clearly understood that no change in this regard may be implemented as it affects Bargaining Unit employees until proper process to negotiate with Local 1870 officers and the AFSCME negotiator has been completed.

3. Health and Safety Concerns: Several concerns have been addressed in recent weeks, including mold in the Nursing building and a fire evacuation plan in LSB. Union acknowledges that it is a step in the right direction that the College is keeping the community regularly updated on measures taken to remediate the mold situation with minimum health risks in the Nursing building. Ms. Priscilla Johnson, organized a Health and Safety Committee meeting where the Union participated to discuss various matters that need to be collaboratively addressed, e.g., fire drills, ADA compliance, car break-ins in the Liberty campus area, mold remediation, etc. Union pointed out that it is also important that all health and safety concerns be not only addressed but be effectively communicated to the college community in a timely fashion.

4. Other:

A) Labor Management Committee (LMC)

The scheduled October meeting will be rescheduled due to no quorum, the next meeting is scheduled for November 1st.

TAB 7

FACULTY SENATE REPORT



Faculty Senate Report to Board of Trustees
Prepared by Dr. Chima Ugah, Senate President

October 17, 2018 Board Meeting

The Senate Executive Committee convened their bi-monthly, regularly scheduled meetings for the academic year 2019 on September 7, 2018. Consistent with the Faculty Senate's theme of "Faculty Engagement," faculty is actively participating on College-wide activities and collaborating with administrators and other College constituents on initiatives to act on issues for the common purpose of advancing an educational policy of the College.

Recent highlights of events and activities are as follows:

- I. Interim President, Dr. James H. Johnson, Jr. met with Faculty Senate Leadership on September 14, 2018. Regular monthly scheduled meetings have been planned. Dr. Johnson, Jr. provided the following updates since our last meeting in August.
 - a. On September 7, 2018, he met with a faculty focus group that taught the Mayor's Scholars Program (MSP) during the Summer of 2018. The following ideas came out the focus group meeting:^[G1]
 - i. The number of class days should be reduced to four days a week.
 - ii. Faculty and students should be debriefed midway into the program
 - iii. Students, should be grouped by similar skill level based on their strengths rather than combining all students into the same class.
 - iv. MSP students should be provided with three large needs: academic advisors, financial counselors, and coaches. There may be a need to add social workers to the process.
 - v. Request for Proposals (RFP) is expected to go out to hire trainers for better coaches
 - vi. Dr. Johnson, Jr. charged faculty to take classroom attendance on a regular basis because there is a direct connection between attendance and performance. The faculty has to capture attendance in their respective classes for the institution to assess students' performance. Faculty Senate Leadership offered the following suggestions:

1. Faculty should be engaged in the planning phase from the beginning of MSP instead of being asked to teach classes without any participation in the planning phase. If the faculty was included on the front end of the planning phase, most of the errors could have been avoided when classes started. Faculty requested to be included in the planning phase for next summer program.
 2. Disability support services should give a presentation during the first week of class and make [G2] services available to the MSP students.
 3. BCCC already has advising and support services. Funds should be directed to the College's support services rather than hiring an external consultant to do the same thing that the College is doing so well. Additional support services personnel should be hired to work for the College when there is a need and faculty should be included as coaches. The faculty was not in favor of the RFP to hire a consulting firm to train external coaches.
- b. Interim President, Dr. James H. Johnson, Jr., [G3] addressed plans for capital projects. It is challenging to move forward with capital projects without an architect in place. Major capital projects scheduled are (1) create a loop around road exit, (2) improving the Bard Library, and (3) rebuilding the Nursing Building for all allied health programs. All projects will be executed in that sequence within a couple of years. The College is working on putting a deferred maintenance plan in place and having a contractor to respond quickly to our deferred maintenance request
- c. On the follow-up with Navigator/ERP audit request, Dr. Johnson, Jr. stated that money spent from the ERP funds went to significant infrastructure updates and servers. It is impossible to deploy ERP system on the old and antiquated IT infrastructure. A substantial amount of the ERP was used for the updates, and the College is looking forward to having a functional ERP system by Summer 2019. He is looking forward to receiving the draft of IT plan with the ERP deployment timeline. Also, the hiring announcement for the position of, Chief Information Officer (CIO) is currently being searched. A suggestion was made, that faculty should be involved in the search committee for the CIO or cabinet administrative level administrator.
- d. Faculty Senate asked on the status of institutional reorganization report from edBridge.edu staff audit that has not been made public. Dr. Johnson, Jr., stated

that the edBridge report has been parked and delayed until new IT infrastructure is in place before moving forward with the recommendations.

- e. On-Campus security, [G4]faculty requested the need to have sirens in case of emergency to alert the community. Also, there should be working cameras in strategic locations around the campus.
 - f. Dr. Johnson, Jr. indicated that the College is actively working on its communication plan. The College was informed on the condition of the Nursing Building with these communication announcements.
- II. On September 7, 2018, the Chief of Staff and General Counsel to the President, Bryan Perry, Esq., address [G5]ed the Senate Executive Committee (SEC) on the status of Realignment Tasks. A master working sheet was created to address each of the Realignment Tasks by an individual working team. The College is looking forward to submitting a draft to [G6]the legislature in Annapolis by November 1st. Also, Bryan Perry indicated that the Bard Building at the Inner Harbor is scheduled to be demolished by early Spring 2019
- III. On September 17, 2018, Daniel Staples, Director of BCCC Public Relations, was the guest at Senate Executive Committee [G7]meeting who spoke on ways to tell our faculty story, such as in the BCCC weekly newsletter as faculty spotlight Mr. Stapes stated, Faculty, as the backbone of the College, have positive stories to tell that should get to the broader community publications.
- IV. On September 28, 2018, the Faculty Senate Leadership participated in the off-campus College-wide retreat with the administrative and staff leadership. Five faculty members were in attendance, namely, Dr. Chima Ugah, Senate President, Dr. Edna Street-Jones, Senate Secretary, Professor Frederick Paraskevoudakis, Senate Vice President, Dr. Katana Hall, Committee Chair, and Dr. Amrita Madabushi, Committee Chair. The Retreat focused on “Workplace Spirit” with emphasis on “Leading Culture Change” with a “Leader’s Mindset,” which was facilitated by a member of the Miles & Stockbridge firm. The faculty was very appreciative to Dr. James H. Johnson, Jr. for including and engaging faculty in the process.

Humbly Submitted,

Dr. Chima Ugah
Faculty Senate President

TAB 8



BOARD AGENDA
TAB 8 - INFORMATION
OCTOBER 17, 2018

**NO ITEMS
REMOVED FROM
AGENDA**

TAB 9

**PUBLIC
PRESENTATIONS**



**PUBLIC PRESENTATIONS
(VP Calvin Harris, Jr.)**

- A.** College's Fiscal 2018 Audited Financial Statements (presented by Smith, Booker, & Company, & receives the Foundation's Fiscal 2018 Audited Financial Statements (presented by Clifton Larson Allen)
(INFORMATIONAL & APPROVAL OF THE COMMITTEES RECOMMENDATIONS)

- B. Finance & Technology Committee** – Five-Year information Technology Plan that is due to the Legislature by November 1, 2018 **(ACTION)**

- C. IT Master Plan** (VP Harris & The Hartman Executive Advisors) **(ACTION)**

Baltimore City Community College

October 11, 2018



Where technology gets down to business.

- Improve the student experience
- Improve faculty, staff, administrative work experience
- Address the IT and infrastructure needs of BCCC, including whether oversight by the Department of Information Technology is advisable as captured by Realignment Task #9 in the JCR Report
- Provide core infrastructure and core business systems that addresses current operational needs and provides for future growth and innovation.
- Maximize health, security and support of systems at lowest cost, and with lowest operational management requirement.

Executive Summary

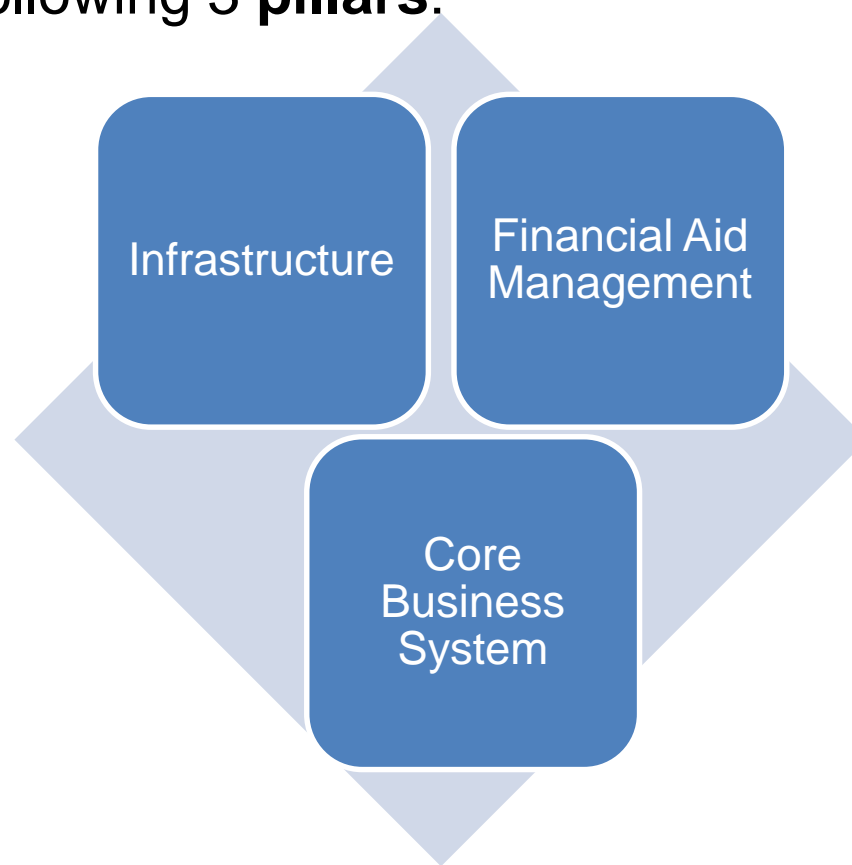
In order to achieve BCCCs organizational goals, core IT challenges need to be addressed. Over a number of years BCCC has been held back by aging solutions, limited process improvement, and limited skill development of staff. In addition and importantly, the added bureaucracy required by being the only higher education institution in Maryland that is a state entity, creates numerous obstacles that limit BCCCs ability to meet our goals.

The IT Organization is tasked with managing a very complex portfolio of services and technology across the college. In HEA's opinion, the organization has existing plans, both business and IT, to address the gaps identified by this assessment and those conducted by other firms previously. **There is strong talent in the business and IT, but the college and state of Maryland complexity requires strong organizational knowledge, relationships, and unusual leadership to be successful.** The culture and ability to drive High Performance, Cross Functional Teams is a risk to the success of IT, which in turn presents risk to the overall college. In order to drive High Performance Cross Functional Teams, clear leadership assignments must be made with clear performance measures and mechanisms to manage from the top as a **holistic** BCCC organization.

Investment is needed in the organization's three pillars (i.e., Infrastructure, Financial Aid, Core Business System) in order to address the fundamental misalignment with the business, inconsistent practices and results across the operation, inconsistent & shared accountabilities, and IT staff dissatisfaction. Given the volume and complexity of the in-flight initiatives and the need for change, HEA Recommends:

1. Gain **control of ALL the IT project demand** starting with accountability and process management
2. Establish **single point of accountability for IT Operations Management** and team formation
3. Enforce **clarity of accountability for IT Solution Definition and Ownership with the business owners** and ensure demand and investment is governed by item 1.
4. Establish **High Performance Team Culture and Measurement System Training** for Leadership

- Provide strategic IT leadership to achieve BCCC business goals and objectives.
- Focus on the following 3 **pillars**:



1. Infrastructure

- Review design and scope for transition to modern infrastructure
Socialize with user community and leadership
- Approval from State governing bodies
- Implementation in FY2019

2. Financial Aid Management

- Continued support for current platform to allow for processing of applications for 2108-2019 academic year
- Transition to modern platform to allow for processing of applications for 2019-2020 academic year

3. Core Business System (ERP)

- Clearly define scope and expectations
- Achieve buy-in with the Board, leadership and user community
- Target selection process to begin late FY2019
- Solicit information from colleges regarding implemented solutions
- Identify colleges that present an opportunity for piggy-back purchase agreement to provide means to acquire software
- Capture financial outlay required for full implementation

Overall Timeline

Pillars	FY 2019				FY 2020				FY2021	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Infrastructure Modernization *	[Timeline bar]				[Timeline bar]				[Timeline bar]	
Financial Aid Management	[Timeline bar]				[Timeline bar]				[Timeline bar]	
Core Business System Research & Prep	[Timeline bar]				[Timeline bar]				[Timeline bar]	
Core Business System Selection	[Timeline bar]				[Timeline bar]		[Timeline bar]			
	CY 2018		CY 2019				CY 2020			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

*Procurement and purchasing are critical to achieving target implementation.

- Technical Challenges
 - Current legacy technical solutions are high risk and require extensive operational support
 - Core business system requires significant custom code development
 - Custom legacy core business system **does not** integrate with modern solutions
 - The following are beyond the current scope and will be addressed at a later date:
 - Human Resources
 - Digital pedagogy/Instructional technology
 - Workflow automation
 - Document Management

- Financial Challenges
 - Inability to forecast financial outlay for core business system
 - Need to complete Infrastructure and Financial Aid
 - Need to capture organizational soft costs (i.e., personnel, training, etc.)
- Personnel Challenges
 - Attract new talent to complement current staff
 - Some critical functional roles and skills may be missing
 - Especially within the Student Information System (SIS)
 - Some designated individuals may not step up to their newly defined roles and accountability
 - Provide students practical work experience and training opportunities
- Organizational Challenges
 - During the next 9-12 months we will be executing 2 significant projects concurrently
 - Infrastructure Modernization and Financial Aid
 - Navigating the requirements of various state governing agencies



Where technology gets down to business.



**BALTIMORE CITY
COMMUNITY COLLEGE**
CHANGING LIVES...BUILDING COMMUNITIES

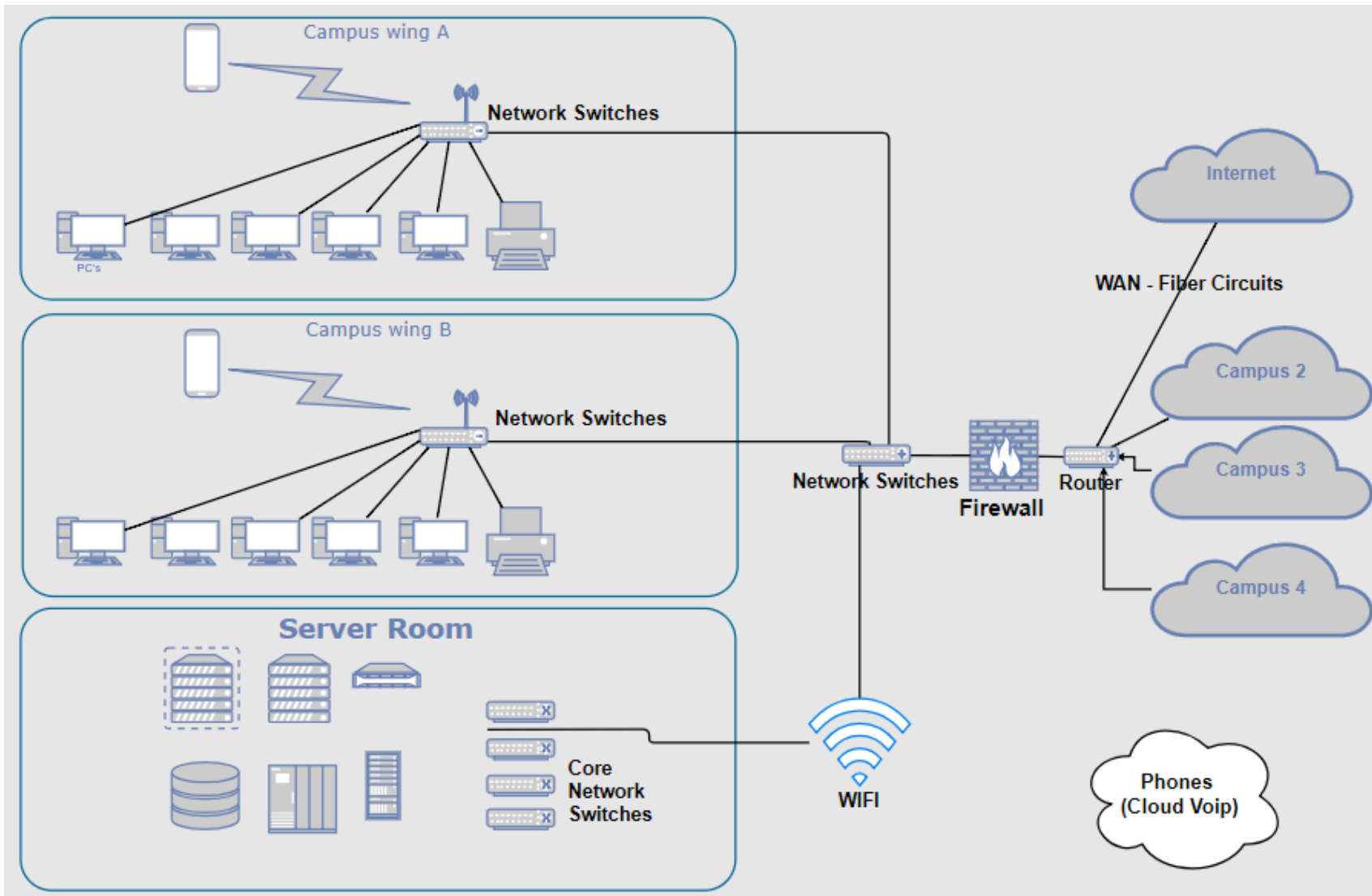
Appendix

Infrastructure Overview

- Scoped the program to LAN, WAN, VOIP Phones, WiFi, Admin Building
 - Server / Datacenter Project to be a separate initiative
- Partnered with DoIT to ensure project design/architecture aligned with DoIT's governing Realignment Project.
- Executed site surveys and developed a coauthored design
- Developed alternative design (from Cisco to Juniper, and DoIT VOIP to Microsoft Cloud VOIP) to reduce hardware costs by 50%+.
- Developed an overall program plan for each of the projects
- Created estimates and formalized firm proposals.
- Leveraging DoIT's approved engineering firm Skyline Technologies for potential implementation



Project Scope - Visual





What's out of scope

- Out-of-scope
 - Servers
 - Storage
 - Datacenter Equipment/Facilities
 - UPS
 - Cooling
 - Generation
 - ERP systems
 - Email/web/applications software
 - PC Refresh



Where technology gets down to business.

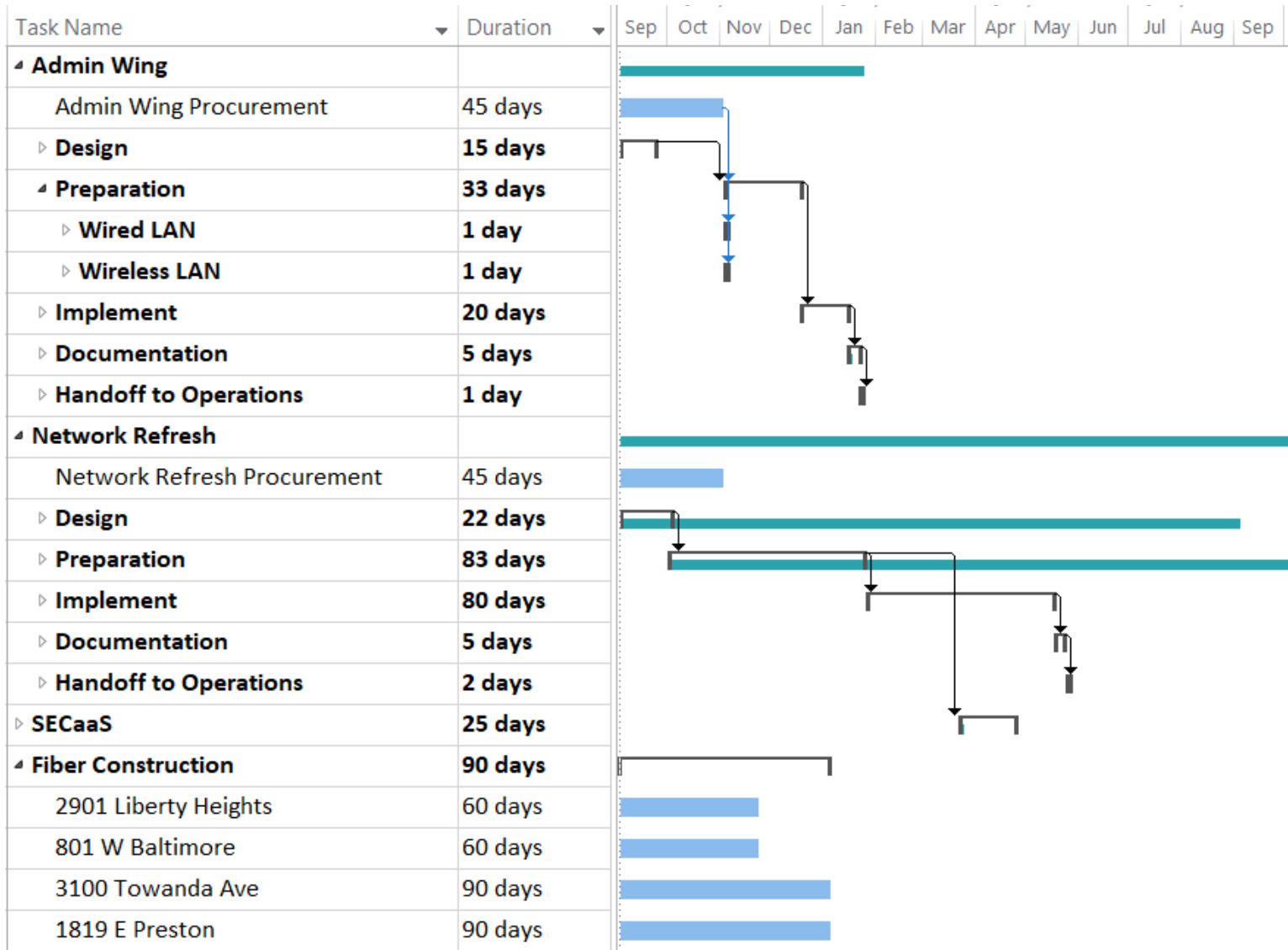


BALTIMORE CITY COMMUNITY COLLEGE
CHANGING LIVES...BUILDING COMMUNITIES

Proposal Components

Category	Component Needing Refresh	Strategy Proposed
Firewalls	7 Internal/External Cisco Firewalls	- Hosted/Managed FW w/ DoIT
Network (LAN)	Campus Networking - Switches, Routers, Firewalls	- Replace on-premise equipment w/ lower-cost Juniper hardware scalable for 7-10 years.
Phone System (VOIP)	Cisco VOIP On-Premise PBX	- Cloud Deployed - Microsoft Cloud PBX - Licensing costs included with Office365 Academic licensing
WiFi	Cisco WiFi Controllers and Access Points	- Cloud-managed Aruba WiFi - Centrally manage all AP's. - High density, higher speed.
Connectivity (WAN)	Wide-Area-Networking leased circuits	- Replace multiple disparate internet/Wan connections with managed fiber-optic high-speed ring service from Network MD/DoIT.

Program Timeline





Design Considerations

- Networking
 - Alternative hardware manufactures other than Cisco was sought to significantly lower overall hardware cost.
 - Juniper – Chosen as a lower-cost, enterprise-grade solution
 - Secured a 60% discount via DoIT leverage
 - Aligns with DoIT's Juniper skillset to allow future DoIT support of hardware.
 - Aligns with DoIT's Firewall as a Service which is Juniper-based.
- Phones
 - Leveraging currently owned, Microsoft-licensed Cloud PBX (pending research) could eliminate up to 50% of VOIP one-time costs.

Infrastructure Total Costs

Strategic Proposal – Costs are subject to refinement and may increase or decrease with additional architectural re-design, vendor negotiations/discounts etc.

Component	One-Time Outlay			Annual Recurring After Year 1
	Capital Purchase	Services	Year One Total	
Admin Wing	\$ 215,027	\$ 177,483	\$ 392,510	\$ -
LAN/WiFi	\$ 632,453	\$ 301,644	\$ 934,096	\$ 36,854
WAN	\$ 97,000	\$ 112,908	\$ 209,908	\$ 112,908
VOIP (Microsoft Skype)	\$ 275,000	\$ 150,000	\$ 425,000	\$ 150,000
Firewall as a Service		\$ 50,000	\$ 50,000	\$ 50,000
Totals	\$ 1,219,480	\$ 792,034	\$ 2,011,515	\$ 349,762

Infrastructure Next Steps

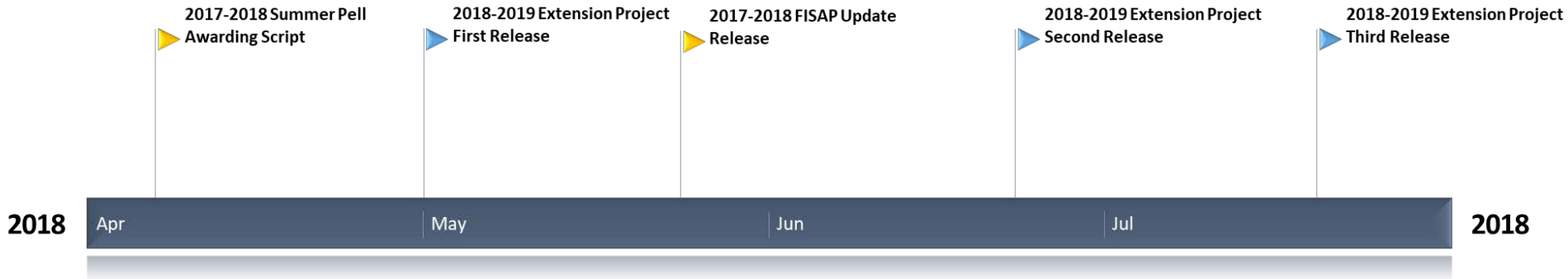
- Finalize determination around Microsoft Cloud PBX implementation possibilities & cost.
- In-depth review of submitted proposals, SOW's, contracts
- Approve, sign, execute orders/contracts with DoIT
- Kickoff the program
- Other?

Financial Aid Management Overview

- Regent contracts approved by BPW
- Continue operational support for Regent Carbon to process financial aid applications for FY2018-2019
- Transition from Regent Carbon to Regent Award to process financial aid applications for FY2019-2020
- Validate Regent Award integrations with current BCCC core business systems to ensure interoperability
- Position BCCC to be able to either integrate Regent Award with a modern core business solution **or** migrate to a fully integrated core business solution that includes a financial aid module

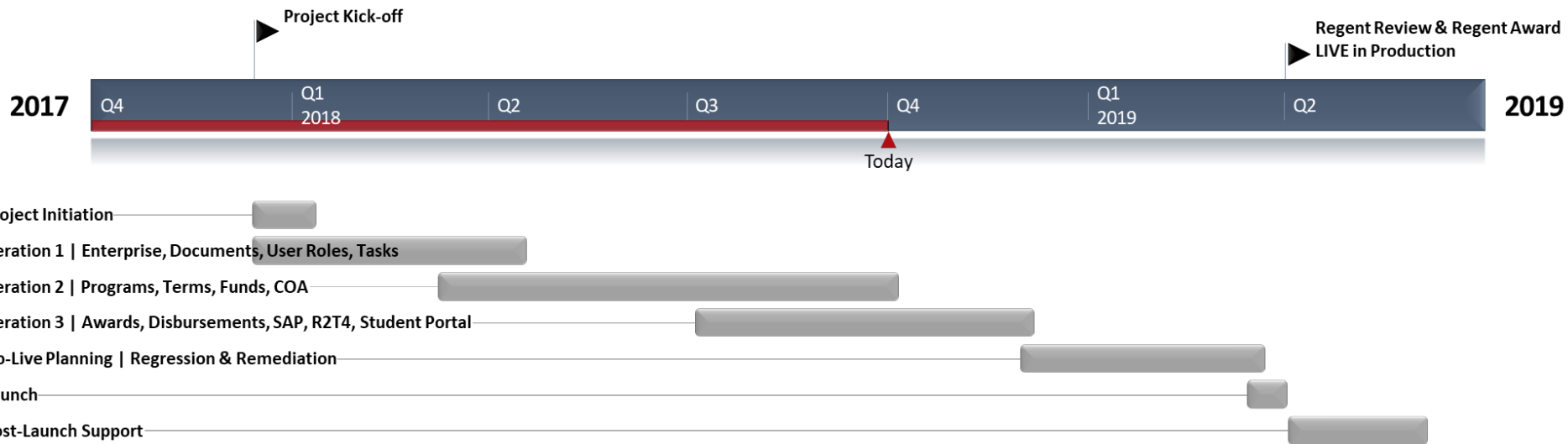
Project Scope & Timelines

- Carbon



Project Scope & Timelines

- Award



Financial Aid Next Steps

- Iterations 2 and 3:
 - Finalize configuration templates and Regent Award setup
 - Continue Operational Guidebooks (OGB's), Business Process Analysis (BPA) documents, and System Test Plan
- Integration:
 - Complete Single Sign-On (SSO) implementation
 - Continue SBL Development for Phases 1 and 2
 - Complete Import Awards integration
 - Document SBL requirements for Phases 3 and 4
 - Complete Iteration 2 Training and Validation
 - Complete Iteration 3 Discovery

Core Business System Overview

- Migrate to a modern core business solution to address the operational challenges faced by BCCC in supporting their students.
- Overall the planning will detail the 36-48 month process to launch the following major modules:
 - Student & Financial Aid modules
 - Finance and Business Administration functions (including the chart of accounts (COA), may also include Procurement functionality and support of many other back-office functions)
 - Human Resources
 - Portal (for diverse constituent groups)
 - Enhanced reporting and data analytics
- The project was re-scoped and re-baselined in FY2018.

Financial Aid Project Scope

- For the current Fiscal Year (2019), activities directly related to the ERP will be focused on:
 - Selecting software and implementation partners
 - Determining purchase options both software and services.
 - a Piggy-back (Also known as ICPA) for the software and leveraging MEEC for implementation support.
 - Change Management
 - Identify & engage BCCC Executive Sponsorship
 - User Education

Core Business System Project Scope

- **Business Process Services**
 - Process improvement and documentation
 - Process measurement efforts
- **Data Governance, Data Cleansing**
 - Foster sense of data ownership on the part of Divisions
 - Support creation of method and processes to clean data

Core Business Systems

Next Steps

- Contact colleges to learn from experiences and conduct knowledge sharing
- Begin organizational readiness
- Identify core project team members
- Establish communications norms and processes
- Refine business requirements
- Identify procurement options
- Capture financial estimates for implementation
 - Hard Costs (i.e., technical solution)
 - Soft Costs (i.e., personnel, training, etc.)

TAB 10



BOARD AGENDA
TAB 10- INFORMATION
OCTOBER 17, 2018

NO COLLEGE POLICIES



NO COLLEGE POLICIES



TAB 11

PRESIDENT'S REPORT



Baltimore City Community College (BCCC)

Presidents Board Report

October 24, 2018

- A. Senior Leadership Team Development Exercise – On September 28, 2018 sixty members of the College’s Leadership Team met for a one day retreat. The Team included vice presidents, associate vice presidents, directors, and faculty members identified by the Faculty Senate and staff members identified by the union. The retreat was facilitated by John Frisch of Milles Stockbridge.
- The Team looked at the College’s core values—Integrity, Respect, Diversity, Teaching, Learning, Excellence, Leadership, and Professionalism— and decided to focus attention on three most relevant ones for the group—Integrity, Excellence and Professionalism.
 - The Team divided into three groups and defined and discussed these values by looking at five points about the value: What is the value and what does it mean to BCCC? What behaviors have to change to bring the value more fully to life at the College? What must BCCC leaders stop doing to embody this value? What must BCCC leaders start doing to embody this value? And lastly, what stories illustrate BCCC leadership’s behaviors that align with this value?
 - The first group looked at integrity. The group reported back that integrity was defined as uncompromising adherence to a moral standard. Integrity was about “doing the right thing,” and “doing what we say we are going to do.” It’s about trusting people and standing firm and meeting the needs of students and community. Some of the terms the team associated with integrity were: consistency, follow-up, respect, honesty, accountability, truthfulness, compassion and collaboration.
 - The example the group cited was the College’s response and communications regarding the recent issues with the Nursing Building and how the BCCC leadership responded to, and how they communicated with the BCCC community regarding the issues with the building.
 - The next group reported on excellence. The group defined excellence as a commitment to outcomes by providing exceptional student services and customer service, and being fully engaged with the community. The group said that for this to

happen there needed to be accountability, both personally and by holding each other accountable. Commitment to good outcomes. Some terms the team associated with excellence included: planning, being proactive, communication, integrity, selflessness and accountability.

- The third group discussed professionalism, which they defined as the conduct, aims, and qualities characterizing a person working at the highest level of expectations. The group decided that some of the behaviors that best demonstrated this value were showing empathy, listening, responsive consideration, being proactive, and recognizing and celebrating professional behavior.
- The leadership at the College agreed that the values of integrity, excellence and professionalism pertained not only to BCCC leadership, but to the entire BCCC Community. To better bring these values to life they agreed that all faculty and staff should be thinking about how they hold themselves and those around them accountable for their actions at the College.
- Team members were paired with an accountability partner. The partners shared with each other ways they would manifest the three values. The partners will meet on a monthly basis to share their progress. The three figures below illustrate the frequency of various activities team members identified to manifest the various values. The larger the print the more frequent an activity the more frequent an activity was mentioned by a Team member.



B. The items below represent external meetings and activities I have participated in since July 2, 2018.

- 1) October 11, 2018 - Attended the Grand Opening of the CVS Mock Pharmacy at Goodwill. The first graduating class will be honored at the event and tours of the Training Center will be available.

- 2) The CVS Mock Pharmacy is a vital component to Goodwill's workforce training initiative for Pharmacy Technicians and Retail Sales Associates through a partnership with CVS Health and Baltimore City Community College. The program includes job readiness soft-skills training combined with classroom and field-based clinical instruction, creating a pipeline of pharmacy technicians and retail store employees.
- 3) The CVS Mock Pharmacy provides a hands on work experience to familiarize participants with all aspects of the pharmacy technician job and/or retail store responsibilities, preparing them for the fast pace pharmacy environment. Pharmacy tech trainees are provided a 16 week pre-apprenticeship program, consisting of Pharmacy Calculations and Theory courses, and CPR certification at Goodwill's Career Center, followed by a 6 week Pharmacy Technician Clinical Externship provided by CVS Health. Each participant will sit for Maryland's Pharmacy Technician Certification Exam (PTCE) upon the completion of the training program.
- 4) October 10, 2018 – Along with the COS/Legal Counsel, Interviewed 3 candidates for the position of CIO.
- 5) October 15, 2018 – Attended the 2018 Washington Center Annual Scholarship Dinner
- 6) October 5, 2018 – Attended the Presidents breakfast and meeting on improving cybersecurity education in the region at Prince Georges Community Colleges.
- 7) October 2, 2018 – Meet with Trustee Jason Perkins-Cohen to discuss alignment of the College's and City's priorities and ways to improve the MSP Summer program.
- 8) September 26, 2018 – Along with Academic Affairs Team, Meet with President Aminta Breaux of Bowie State University and Bowie's Academic Affairs Team to update and refine transfer articulation.
- 9) September 28, 2018 – Participated in a whole day retreat with 60 members of the College's leadership team

C. The following are informational items provided by members of the President's Cabinet.

- 1) **Vice President of Advancement and Strategic Partnerships, Dawn Kirstaetter,**
 - **Traditional media** coverage of BCCC leadership, including articles re several members of the leadership team (Chief of Staff/General Counsel Bryan Perry, VP Dawn Kirstaetter, VP Tonja Ringgold and Dean Daphne Snowden) taking volunteer roles in the community netted the College **428 total mentions, with a total potential audience reach of 308.7 M and a publicity value of \$272,000.**

- The College was featured in a **Baltimore Sun** article “**Tremendous opportunities: Careers in cybersecurity, digital forensics and data science**” (published 9/2/18). The article highlighted BCCC’s participation in the Cyber Warrior Diversity Program. BCCC is the only community college in the state taking part in the program, which is in its first year. Many HBCUs around the state including Coppin State and Morgan State are part of the program. (See <https://bit.ly/2DLvKGa>)

- Our **social media** presence has grown steadily with Twitter and Facebook. In September, the College’s Facebook page saw an **increase in reach by 19% over last month and our increase in followers was up 7% over August.**

- In Collaboration with ITS and the Project Management Office, we are **developing a strategic marketing plan for the Student Single Sign On**, a new system allowing BCCC students to sign onto several student-focused apps – Gmail, Regent (financial aid), Canvas (learning management system), and network access. The marketing plan will ensure not only Students understand the new SSO and what are its benefits, but both faculty and staff are provided with takeaways to ensure optimal student support during the transition period. We also developed a **Crisis Communications Plan.**

- Fundraising efforts yielded the following during the month of October:
 - Grants Awarded:**
\$428,000
 - Grants Submitted:**
\$387,190

- Our efforts to rebrand the College launched this month with The Hatcher Group. Research phase begins in October.

- 2) **Vice President of Workforce Development and Continuing Education Division, Michael Thomas** -The WDCED provides year-round classes in ABE, ESL, and Workforce Training. Along with the start of the new Academic Year, the full series of ABE and ELS classes started in September.

- The new Director for the Adult Basic Education (ABE) Department is Diana Hegmann. She comes to the college with teaching and administration experience in Baltimore County Public Schools and having served as a teacher-leader and administrator for Career Technology Education (CTE) programs at MSDE. Department accomplishments include:
 - ✓ Professional Development sessions for more than 20 ABE/GED instructors preparing for the 2018-2019 Academic Year.

- ✓ Launching updated instructional resources and Canvas training for ABE/GED;
 - ✓ Submission of the DLLR ABE/ELS Grant to support courses, professional development and program improvements.
- Interviews for the new Director for the English Language Services (ELS) Department were conducted in September, with an expected start date in mid-Oct. Department accomplishments include:
- ✓ Submission of the FY2019 DLLR and MOIRA Grants to support Refugee Services and ESL courses and programs;
 - ✓ More than 40 ESL students successfully completed the Mayor's Scholars Program. Thirteen (13) require additional ELS and will continue studies at the Harbor Campus;
 - ✓ ELS staff are working with Baltimore City Police Department to design customized ESL classes and materials for officers;
- Expanding career services and job placement support was provided by the **Panther Workforce Center**, including participation in the Mayor's Job Fair. BCCC hosted a table in partnership with *FirstGroup/Greyhound* to promote opportunities in Transportation. A second Job Fair/Hiring Event with FirstGroup/Greyhound is scheduled for November.
- WDCED is updating and expanding campus facilities and classrooms to ensure efficiency and adequacy of instructional space and resources. New program development and space requirements support expanded workforce training in the following:
- Expanding career services and job placement support was provided by the Panther Workforce Center, including participation in the Mayor's Job Fair. BCCC hosted a table in partnership with FirstGroup/Greyhound to promote opportunities in Transportation. A second Job Fair/Hiring Event with FirstGroup/Greyhound is scheduled for November.
- WDCED is updating and expanding campus facilities and classrooms to ensure efficiency and adequacy of instructional space and resources. New program development and space requirements support expanded workforce training in the following areas.
- The college in partnership with City Schools initiated the **STEM CORE** program for dual enrollment in mathematics and computer science.
- ✓ More than 40 rising 12th graders completed the summer Math86 classes and will advance through Math92 during their senior year of high school.

- WDCED successfully competed for a Baltimore Children and Youth Fund Grant (BCYF) to support the establishment of a Training Fund Account at BCCC. The college was awarded \$220,000 to establish the WDCED Training Fund for student otherwise not eligible for financial support or tuition assistance. This fund will allow 100 students to participate in workforce training programs at BCCC.

3) Vice President of Academic Affairs, Dr. Tonja Ringgold,

- **Acalog** - BCCC launched their online catalog management system, Acalog on Monday, October 8. Now departments can create, organize and publish interactive course information in real-time with the DIGARC (Digital Architecture) Acalog academic catalog management system. Acalog gives users flexible tools to turn our catalog into a destination, not just a publication.
- DIGARC is the leading provider of catalog and curriculum management software solutions for higher education institutions. Serving over 570 higher Education Institutions, DIGARC is the most trusted provider of online catalog management and curriculum software solutions.
- **Perkins** - BCCC received approval October, 4 for \$242,638 in Perkins CTE funds. Program allocations are as follows:
 - ✓ Accounting Tutors (Online): \$40m,208
 - ✓ Business: \$27,384
 - ✓ Dental Hygiene: \$39,800
 - ✓ Nursing: \$24,375
 - ✓ Paramedicine: \$64,196
 - ✓ Respiratory Care: \$12,210
 - ✓ Surgical Technology: \$22,350
 - ✓ Administrative Cost: \$12,000
- **MHEC** - On 9/28/18The Maryland Higher Education Commission has approved the discontinuance of two BCCC programs: 1) Mental Health Services AAS and 2) Substitute Teacher, LDC. All students currently in these programs will be taught out.
 - ✓ The Transportation Supply Chain Management program (AAS) was approved on Sep. 10 by MHEC. This program supports the new P-TECH school New Era Academy. The industry partner is the Baltimore Port Authority.

4) Vice President of Administration and Finance, Calvin Harris, Jr.

(Major accomplishments for various departments – representing month of September 2018):

Facilities / Real Estate

- Continued negotiations for a **long-term Ground Lease for the downtown Bard Building site**. Business terms have been agreed-upon, with legal language under discussion and review. Goal is to have Board of Public Works approval before end of calendar year 2018.
 - ✓ *Why this is Significant: approval of the Ground Lease, by the Board of Trustees and State Board of Public Works, would allow for building demolition in spring 2019.*
- Continued **build-out of Administration Wing Building**. Remaining focus is on information technology needs, as the original design is approximately ten years old and not reflective of current technology needs.
 - ✓ *Why this is Significant: building will centralize the executive management team of the College, while allowing the College to shift its construction focus on needed student-supporting facilities.*
- Facilities Department continuing beautification of campus through **installation of new outside trash containers**, as part of a new recycling program to be implemented in fall 2018.
 - ✓ *Why this is Significant: recycling program will reduce waste around campus, while participating in a City-wide program.*

Finance / Budget

- Presented fiscal 2020 operating and capital budget information to State stakeholders, via the **Capital Debt Affordability Committee** (comprised of the State Treasurer, State Comptroller, and Secretary of the State Department of Budget and Management), and **Maryland Higher Education Commission**.
 - ✓ *Why this is Significant: hearings are a required part of the overall capital and operating budget process, and allow the College to communicate its various resource needs to stakeholders.*
- Analyzed and finalized short-term solution for **online student payments PayPal**, while starting process for long-term solution for online payments through CashNet.
 - ✓ *Why this is Significant: work-around solutions allow students to make online payments, while new systems are implemented for long-term usage.*

Procurement

- Continued day-long customized training for departments around campus.
 - ✓ *Why this is Significant:* training allows for real-time question and answer with departments, with the goal of enhanced processing.

- Address the IT and infrastructure needs of BCCC
 - **IN PROCESS** – The College engaged an outside IT expert firm to assess the information technology infrastructure of BCCC. That firm (which is also providing IT leadership services pending the engagement of a full-time Chief Information Officer) has provided that report.
 - ✓ The College is working with oversight agencies, such as State Department of Information Technology (“DoIT”) on a long-term infrastructure plan and the implementation of these needs. Though an infrastructure needs analysis has been successfully completed and is on schedule to be completed this fiscal year, as the IT infrastructure has not yet been fully implemented, this realignment task is in-process.
 - ✓ It should be noted that properly addressing long-term IT infrastructure needs for the College requires a prioritization and focus on implementation of strategic plans that has not been previously noted. While IT plans may have been completed previously, those plans had not been implemented and are no longer reflective of a current strategic IT system. As a result, various IT needs, such as various instructional technology areas, document imaging, and human resource software must be intentionally delayed to focus on infrastructure. A proper and solid focus on infrastructure, will ultimately support those areas, as those areas would then be built upon a solid foundation.

5) Director of Governmental Relations, James Knighton, Esq.,

- BCCC developed two legislative proposals for introduction in the 2019 Maryland General Assembly session.
 - ✓ The first will grant BCCC similar procurement authority to all other State-funded public colleges in Maryland. It directly addresses the legislature’s requirement in Realignment Task #11 that BCCC “identify any barriers in State or local laws or regulations that impede the ability of the College to operate efficiently and effectively, including procurement and capital construction projects.”

 - ✓ The second will amend State law relating to revenue-sharing agreements for broadcasting infrastructure to allow BCCC to retain the revenue it generates from leasing the WBJC radio tower to private businesses.

- ✓ Both legislative proposals were adopted by the Maryland Association of Community Colleges (MACC) as part of MACC's 2019 legislative agenda.
- The Director developed a State Legislative Action Plan and Structure to assist the next BCCC President and CEO in effectively representing BCCC at the federal, state, and local levels.
- On September 10, 2018 BCCC's Chief of Staff, VP of Workforce Development and Continuing Education, VP of Administration and Finance, and Director of Government Relations met with House Appropriations Committee Chair Maggie McIntosh for an update on the Realignment tasks and discussion of the College's FY2020 budget request.
- On September 20, 2018 the Director along with staff from the Division of Advancement and Strategic Partnerships attended Baltimore City Council President Bernard "Jack" Young's 12th Annual Senior Expo at Martin's West.

6) Chief Information Officer Gary Burnett,

ITS topics:

- Infrastructure plan
 - ✓ Goals:
 - Minimize/eliminate business risk from aging/failure-prone infrastructure.
 - Maximize health, security and support of systems at lowest cost, and with lowest operational management requirement.
 - Provide a new-construction network infrastructure for Admin Wing that ties into the greater Infrastructure Refresh design.
 - ✓ Status
 - Draft plan completed and presented to BCCC leadership
 - Working with DoIT on procurement and scheduling
 - Infrastructure modernization - target implementation Q3 FY2019
- IT Governance
 - ✓ IT Steering Committee
 - ✓ Goals:
 - Ensure alignment of IT activities and BCCC strategic goals
 - Ensure that IT resources are allocated to those projects that provide the greatest benefit to BCCC and our constituents.
 - Provide transparency to strategic IT decision-making
 - Foster collaboration amongst BCCC leadership
 - ✓ Status
 - Reactivation and branding of IT Steering Committee as the Technology Investment Team

- Project Charter complete
 - Initial meetings held
 - Early stages of project prioritization ongoing
 - Increased business ownership of IT related projects
- IT project portfolio (IT Production Schedule)
 - ✓ Goals:
 - Provide a system of record for all IT related projects
 - Provide an intake process that will assist in capacity
 - Improved resource management
 - ✓ Status:
 - Creation of IT Production Schedule
 - Initial capture of projects is complete
 - Rationalization of list is ongoing
 - Created online project request form to simplify process and manage intake
- Policy development
 - ✓ Goals:
 - Provide a strong governing foundation based on best practices
 - Protect BCCC systems, people, processes, and intellectual property
 - Improved risk management capabilities
 - ✓ Status
 - Reviewing current policies for modification if required
 - Conducting Gap analysis
 - Developing missing IT Policies
- Single Sign On (SSO)
 - ✓ Goals
 - Improve the student experience
 - Reduce the complexity around accessing multiple BCCC systems
 - Increase user & staff satisfaction
 - Reduce costs associated with supporting multiple credentialing processes
 - Improve productivity for staff
 - ✓ Status
 - Completed successful demonstrations
 - Scheduled Pilot test
 - Developing communications plan
 - Target implementation Q2 FY2019
- Professional development
 - ✓ Goals
 - Ensure that staff continue to strengthen their practice throughout their career
 - Improve staff satisfaction
 - Improve operational efficiency
 - ✓ Status

- ✓ Engaging staff to make purposeful professional development a mandatory part of their work activities
- ✓ Focus on technical skills, and organizational skill
- ✓ Scheduling professional development sessions

7) Chief Internal Auditor, Lyllis Green

During the month of September, the Office of Internal Audits' activities included the following:

- Reviewed three policies from the Office of the President and recommended revisions to the Fraud Policy. Information was submitted to the Chief of Staff and the Policy workgroup.
- Facilitated meetings of the team assigned to address Realignment Task #11 involving barriers to the College's operations. The Director of Government Relations, Jim Knighton was invited to our September 14th meeting where we shared information on some issues that we felt should be included in the College's legislative agenda. The team provided examples and summarized their issues in a chart.
- Met with college staff in a pre-meeting for the upcoming meeting with DGS representatives regarding a state approved vendor for the College's physical inventory. This issue relates to the inventory finding from our 2013-2016 OLA audit findings.
- Completed the position description and other documentation to post vacancy announcements for a staff auditor and an administrative assistant in the Office of Internal Audits. Both vacancy announcements have been posted and resumes are being received.
- Began internal audits/investigations of:
 - ✓ OLA Fraud Hotline case received 9/27/2018
 - ✓ Grants
 - ✓ ComplianceLine investigation

Baltimore City Community College's Implementation Plan
REALIGNMENT TASKS UNDER HB1595

Realignment Task Number 11

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

Sub Task	Tactic	% Completed to Date	Predicted Completion Date
Address BCCC's limited procurement authority	<ul style="list-style-type: none"> Oversight agency approval prevents timely procurement for academic services. Greater Specialized Procurement's: Autoclave, Refrigeration equipment, PayPal legislative agenda. 	Complete: D Paulk R. Walsh & E. Waitsman provided examples	09/30/2018
	<ul style="list-style-type: none"> Budget for procurement 	Delete – internal issue	
	<ul style="list-style-type: none"> The process delays in purchase orders (Legislative Agenda) 	Complete D Paulk & E Waitsman & J. Knighton	
	<ul style="list-style-type: none"> Increase procurement thresholds. Need to have Procurement authority as other higher Ed. Institutions. (Legislative Agenda) 	Delete: Locked per E Waitsman	
	<ul style="list-style-type: none"> Increase spending limits on CPC. 		
	<ul style="list-style-type: none"> Less oversight on capital construction projects/ (Main bldg. renovation – Phase II, Library renovation, loop road delays) 	All: F. Paraskevoudakis Complete R Walsh to J. Knighton	
	<ul style="list-style-type: none"> COMAR 17 & College Affordability Act (Leg Agenda) 	Complete - R Walsh	
	<ul style="list-style-type: none"> Central Collections Bureau rules and regulations prevent the College from registering students that have past due balances of \$250. 	Complete F Paraskevoudakis, E. Waitsman & J. Knighton	
	<ul style="list-style-type: none"> Hindrances to participating in external projects as other Higher Ed. (Achieve the Dream, MSP) 		

8) **Director of Human Resources, Michelle Williams,**

- The Baltimore City Community College 2nd Annual Career Expo:
 - ✓ This year the Baltimore City Community College 2nd Annual Career Expo was held on September 20, 2018. The event was a great turn out. There were 26 vendors to participate along with the Mayor's Office Mobile Workforce truck also in attendance. The Expo welcomed approximately 150 job seekers many of whom were hired by vendors; Daily Computer, Window Nation and Verizon.

9) **Interim Vice President of Student Affairs, Sylvia Rochester,**

- JUDICIAL AFFAIRS AND TITLE IX
 - ✓ Two new initiatives have been developed to address **hate-bias** and **hazing**. The Maryland Higher Education Commission requested that BCCC submit by September 1st, a report detailing the number of reports/incidences of hate-bias and hazing the College has had and what our plan will be going forward to educate the community about preventative measures. At the time the report was submitted there were zero incidences in both areas, but since the submission of the report there has been one incident of a bias incident reported. The investigation has been concluded and found that the intention of the individual was merely academic and no intentional harm to any specific individual was intended.
- TRIO/SSS –STAIRS
 - ✓ As of the end of September, eight program participants had received a total of \$2,810.00 in book awards. This is significant because without adequate financial support, many of our BCCC students cannot attend college.
- STUDENT SUCCESS CENTER
 - ✓ The Director of SSC office facilitated an Advising Workshop training on September 24th, 2018 to help address the issue of advising training. 15 faculty and Professional advisors attended.
- STUDENT SUPPORT AND WELLNESS SERVICES
 - ✓ One new therapist was hired. Two graduate student interns began. One Student Leader for the Truth Initiative was hired (we still have one vacancy). This grew our office from one person to a team of five.
 - ✓ We began collaborating with Year Up and Upward Bound for our annual Community Resource Fair bringing in both BCCC resources and community resources to the community on October 24th.

- UPWARD BOUND MATH & SCIENCE PROGRAM
 - ✓ The Upward Bound Math & Science (UBMS) program was awarded an additional forty thousand dollars (\$40,000) to develop a year-long intensive instructional and experiential learning experience for eligible program participants in the area of computer science. The program has partnered with the **BCCC Computer Science Department** and **BITHGROUP Technologies Inc.**, a minority owned Technology Company based in Baltimore. In addition to project based academic learning activities students will have an opportunity to engage in hands on work experience with these locally based technology firm for six weeks in the summer of 2019.

10) Chief of Staff and General Counsel Bryan Perry, Esq. – (See Tab 2)

Updates September

- Met with the University of Baltimore and B-Power on increasing dual enrollment opportunities at BCCC

Significance

- ✓ Increasing dual enrollment opportunities has been a strategy that both the Schaefer Center report and legislature have wanted BCCC to explore to help drive enrollment.
 - Met with Apple to discuss their coding initiative
- ✓ VP Thomas and I travelled to Apple in Chicago to meet with Apple education leaders about their coding initiative, and more specifically, Apple's community college partnership with the City Colleges of Chicago. Over two days, I attended coding training sessions, heard from Chicago K-12 and community college partners on their experience with the coding initiative, and toured one of Apple's incubator sites.

Significance

- Apple described coding as “the new literacy.” Apple is specifically targeting community colleges to lead the coding initiative because of our ability to be nimble and scale up quickly. In Chicago, the coding initiative focused specifically on disconnected youth 16-24 years old, and helping students receive coding training, as well as job skills training. A similar initiative could be successful in Baltimore. VP Thomas and I are continuing conversations with Apple to learn more about bringing coding to Baltimore.
- ✓ Participated in the BCCC Leadership Retreat

The retreat was the third in a professional development series to help BCCC leadership to better define our core values as a leadership team and become better leaders at the College.

Significance

- Unstable leadership throughout the College has been a constant complaint about BCCC. Through conducting this leadership workshop, it better prepares leadership to collectively learn how to address issues at the College, lead more effectively, and feel supported in making the tough decisions to move the College forward.

11) Director of Mayors Scholars Program, Ms. Barbara Webb- (See Tab 11)

As of October 2, 2018

- 310 students registered for fall classes
- Financial aid status
 - 146 students awarded
 - 38 EFC too high
 - 37 Ineligible to receive aid
 - Remaining students fall into the following categories:
 - Awaiting decision, verification documents outstanding, no FAFSA on file*
 - ✓ MSP Financial Aid Workshop scheduled 10/17/18
 - Three Success Coaches hired to provide continuous, intrusive student support
 - ✓ Success Coaches facilitating recertification financial aid drop in sessions on campus 10/1/18 -10/5/18 and 10/8/18-10/12/18 as well as following up on students with attendance issues and other non-academic barriers to success

- Three Academic Advisors hired for the MSP cohort
- Focus group held for students 9/26/18 to assess the summer bridge program
- Disability Support Services workshop held for MSP students 10/3/18
- Faculty survey to be administered mid-October by BCCC's Office of Institutional Research
- MSP research and data collection plan being developed in conjunction with Morgan State University Ph.D. students
- New marketing and promotional materials being developed for the class of 2019

Respectfully submitted

**James H. Johnson, Jr., Ph.D., P.E.
Interim President**



Enrollment Report

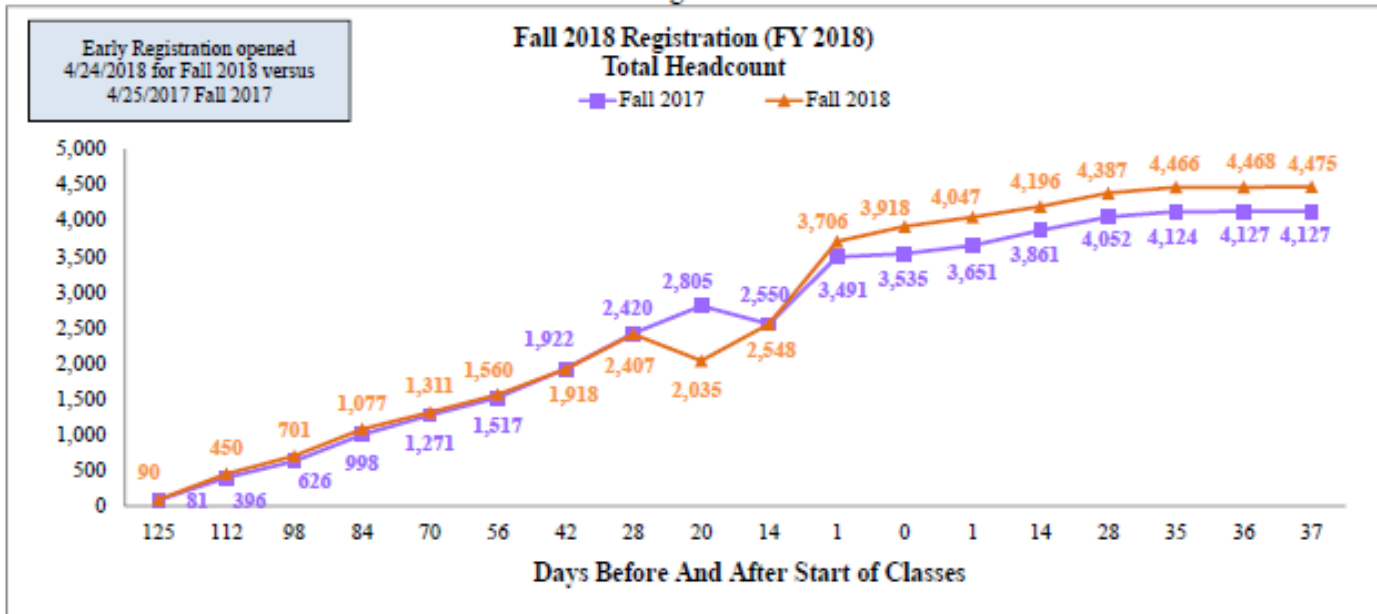
Sylvia Rochester

Interim Vice President of Student Affairs – Student Affairs Division

The below information reflects enrollment/registration activity for **Fall 2018** as of October 03, 2018.

- 4,475 credit students are currently enrolled compared to 4,127 (+8%) in Fall 2017 (Figure 1).

Figure 1



Hobson’s Communication Outreach

October

Registration Fall 2018:

- Thursday, October 4th, emails were sent to remind students that they can register for Accelerated II courses. The Accelerated II 8-week session begins on October 22.

Early Registration Winter/Spring 2019:

- Monday, October 15th, emails will be sent to students to remind them about early registration for the winter and spring semesters.

Near Completers Winter/Spring 2019:

- Monday, October 15th, emails will be sent to stop outs encouraging them to check their status and to enroll for the spring semester to complete their degree.



Mayor's Scholars Program Report- October 2018

Prepared by Barbara Poindexter Webb

Program Updates

New Communication Plan and Marketing Materials

In preparation for the 2019 cohort, BCCC's Director of Communication is working closely with the college and MSP partners on a new communication plan as well as new marketing materials to promote the Mayor's Scholar's Program. Improvements will include a new streamlined admissions application that eliminates the need for two separate applications as well as new marketing materials that provide more comprehensive detail of the scholarship and its requirements including FAFSA completion. An MSP process plan is being developed and will incorporate all of the essential elements for a successful second launch including critical timelines and deadlines so that BCCC is prepared for its second cohort of Mayor's Scholars.

Ph.D. Research Project

Two Ph.D. students from Morgan State University will be researching the Mayor's Scholars Program and will focus primarily on the analysis of the effects of program elements on student outcomes. We believe that the results will give the college critically important information that will lead to program improvements and it will provide data to support capacity building and enhancements to student programming. The data analysis is expected to be completed in December 2018.

BridgEdU Summer Partnership Report

BridgEdU, the organization that provided support services to the MSP Scholars during the summer, submitted their final report. Highlights included:

- ✓ 91% of summer bridge participants indicated they had a favorable experience and the program helped them prepare for the fall
- ✓ 85% of summer bridge program completers registered for fall classes
- ✓ 84% of summer students received at least two individual coaching sessions with a BridgEdU Success Coach

Fall Student Activity

Student Focus Group

A focus group was facilitated this month by BCCC's Office of Institutional Research with MSP students to gather information about their experience with the summer bridge program. Highlights included:

- ✓ All students reported that the summer bridge program helped them prepare for fall
- ✓ They made friends over the summer that they are still engaged with in the fall
- ✓ All would recommend the summer bridge program and BCCC to family and friends

Faculty Survey

The Office of Institutional Research will be conducting a faculty survey this month for instructors in MSP specific courses to gather information about their experience with the MSP scholars during their first full academic semester. This is a follow up to a survey administered during the summer with MSP faculty- one which was conducted online and another informal meeting with the faculty, the MSP Director and Dr. Johnson.

Disability Support Services

As part of the needs assessments conducted during the summer students were identified who were in need of targeted support and as a result the MSP Program partnered with the Disability Support Services Center (DSSC) to provide an overview of DSS Services, advising tips, and offer faculty and student engagement to encourage students with disabilities to be self-advocates in their educational journey and to encourage them to self-identify so additional resources and services can be made available to them.

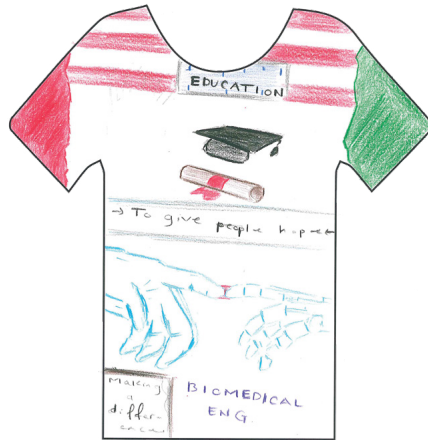
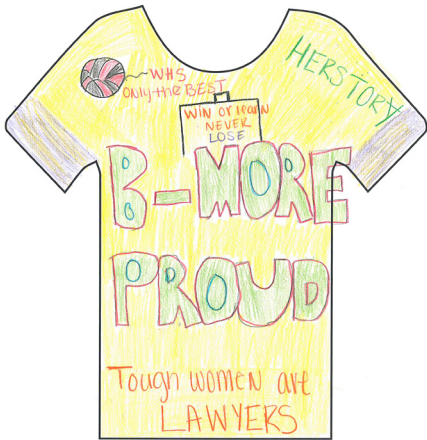
Sustained Student Achievement

The MSP staff has increased efforts to collect data that will inform decision making and future program planning. Through the use of leading indicators such as attendance data and early alert systems for students who may be at risk for failure, the staff is utilizing contractual Success Coaches to communicate with students having attendance problems and provide support and advice regarding shifts in behavior and make referrals where needed. Academic Advisors are working with students falling under the early alert system to ensure students are contacting faculty, coaches and tutors to provide immediate academic interventions. A resource guide has also been revised in conjunction with BCCC's Office of Student Support and Wellness to ensure MSP students and the larger college community have access to college-wide and citywide resources that can aid in overall student success, retention, and persistence.

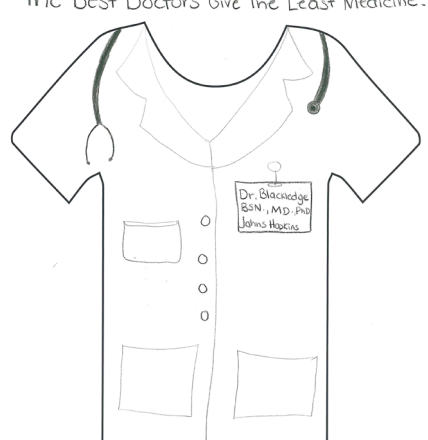
MAYOR'S SCHOLARS PROGRAM

2018 SUMMER BRIDGE END-OF-PROGRAM REPORT

Submitted by BridgeEdU September 26, 2018



"The Best Doctors Give The Least Medicine."



Program Partners Roles & Responsibilities



Baltimore City Community College

- Higher education lead
- Overall program design & oversight
- Academic program implementation-curriculum, teacher selection & hiring, academic credits



Mayor's Office

- Program sponsor--fully funded the promise scholarship fund
- Coordination of engagement with the immigrant community to ensure program access and funding for summer bridge stipends



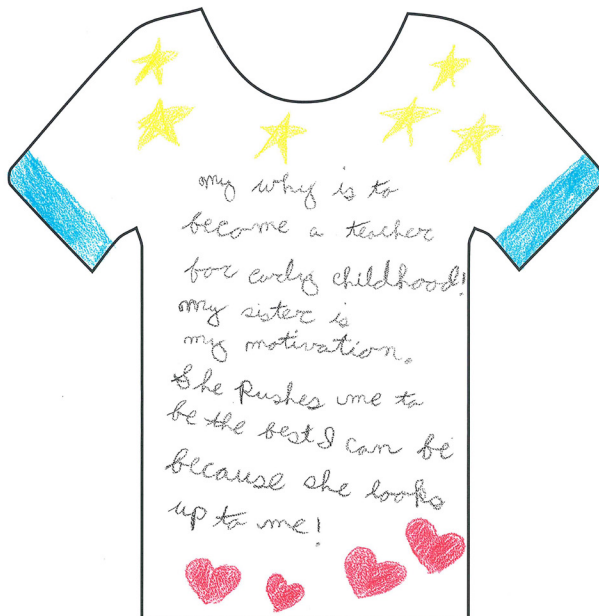
Mayor's Office of Employment Development

- Funding partner-summer bridge stipends



BridgeEdu

- Success Coaches-intrusive advising model
- In-class math tutoring support
- Financial aid support and consultation
- Administration of needs assessment & career exploration inventory
- College readiness seminars



Mayor's Scholars Program Student Profile

Based on self-reported data collected in the College Student Inventory needs assessment.

Non-Academic Barriers

- 76%** currently employed
- 67%** do not have money to cover college expenses
- 50%** selected for FAFSA verification process
- 32%** working >20 hours/week
- 20%** housing instability
- 18%** care for dependents
- 6%** food insecure

Academic Barriers

- 60%** first-generation
- 45%** do not own a computer
- 41%** experience high academic stress
- 40%** English as a Second Language
- 17%** self-report having an IEP in HS

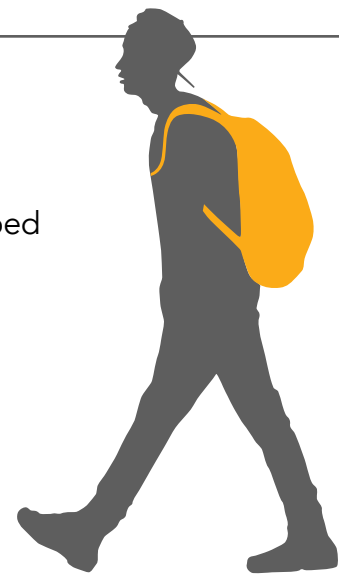


50% of the MSP students have 3 or more risk factors.

Summer Bridge Early Wins

- 91%** of the summer bridge participants indicated they had a favorable experience and the program helped them prepare for the fall
- 85%** summer bridge completers registered in the fall*
- 84%** students participated in at least two individual coaching sessions

**Note: August unofficial summer-fall registration. Data does not include students that registered in the September accelerated fall sessions (12-week/8-week).*

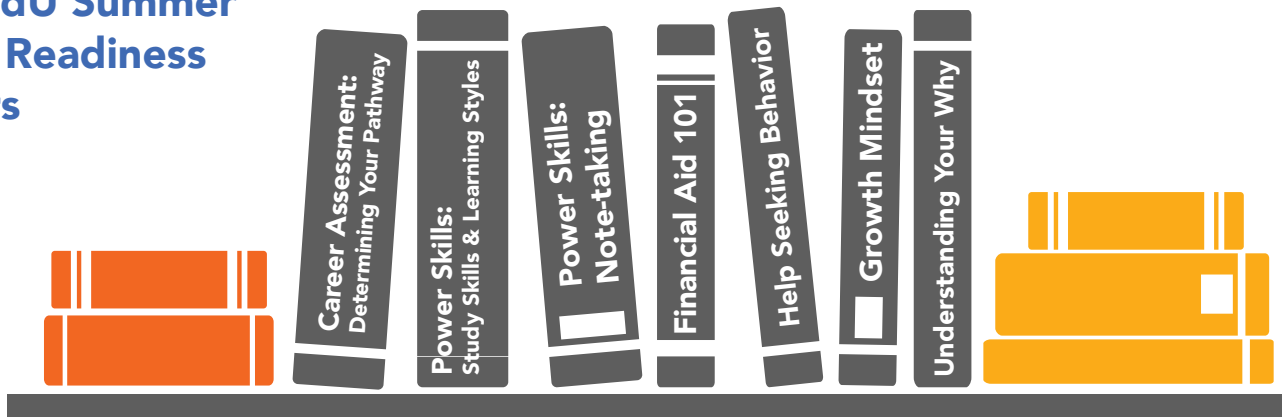


BridgeEDU Partnership

Summer Bridge Success Coaching Performance Indicators

- 91% students completed an individual needs assessment
- 81% students completed a career assessment
- 90% students received a financial planning coaching session
- 80% students completed an end-of-program exit survey

BridgeEdU Summer College Readiness Seminars



Summer Bridge Program Goals & Progress

Goal 1:
Implement onboarding process that identifies non-academic barriers to completion.

Summer Bridge Outcomes

- 91% MSP participants completed the College Student Inventory (CSI)
- 76% currently employed
- 32% work greater than 20 hours per week
- 20% experience housing instability
- 18% care for dependents
- 6% food insecure

Opportunity for Growth

- Although BCCC has access to various support services on campus (food pantries, social workers, wellness resources), it's important that the college execute an outreach effort that best positions MSP students to access the resources.
- Students have not fully developed their self-advocacy skills so connections to needed resources must be individualized and targeted.

Considerations for Fall 2018

- Success Coaches will meet with students to address risk factors identified in individual needs assessments and develop action plans to address barriers to completion.
- BCCC should continue to expand its network of partners to ensure there are appropriate resources to address student needs.

Goal 2:
Decrease the number of developmental courses MSP participants take so they can complete more college level courses in their first year.

Summer Bridge Outcomes

- 387 students enrolled in the Bridge Program at the end of the first week
- Out of 144 students, 29.3% improved by 1 or 2 levels in English
- Out of 239 students, 12.3% improved by 1 or 2 levels in Math

Note: Data does not include students that tested into college level English/Math.

Opportunity for Growth

- Ensure all students take the Accuplacer pre-test before graduating from high school.
- Establish baselines for future comparisons to determine areas of progress & improvement.
- Determine how cohorts can serve as an opportunity to provide in-class supplemental supports, assigning the strongest teachers with students that have the greatest need, etc.

Considerations for Fall 2018

- Develop on-track/off-track methodology that allows Academic Advisors & Success Coaches to determine completion plans for each student at the end of the Fall semester.
- Fully engage the BCCC Academic Achievement Center and the Disability Services Center in the MSP program design.
- Require faculty to report attendance, formative grades, and encourage office hours.

Summer Bridge Program Goals & Progress

Goal 3:

Accelerate college credit accumulation so that MSP participants are positioned to graduate in 3 years or less with an associate's degree.

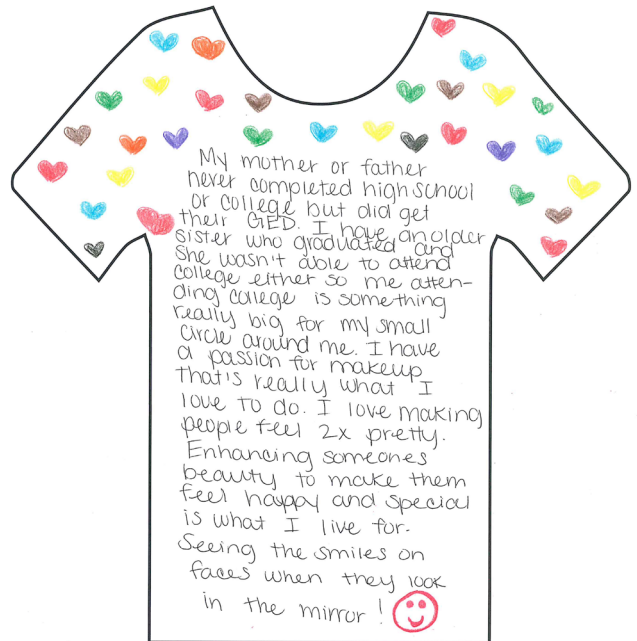
Summer Bridge Outcomes

335 students took summer college courses
(excludes those who never attended both classes)

- 15% earned 1 college credit
- 11% earned 2 college credits
- 43% earned 3 college credits

Based on responses from the needs assessment:

- 87% requested help with study habits
- 86% requested help selecting an academic major
- 85% requested help with basic math skills
- 85% requested help with exam skills



Opportunity for Growth

- Onboarding/orientation should include more focused discussions with students on understanding the connection between credits earned & how academic momentum drives the 3-year graduation requirement.
- Summer Bridge faculty, program management, and partners should have regular check-ins during program implementation to develop real-time interventions for at-risk students and to make program adjustments.
- Summer Bridge should build a culture of help-seeking behavior for students by incentivizing/promoting accessing tutoring, faculty office hours, use of academic center services.
- Students that present academic risk factors should not be allowed to register for 12-week/8-week accelerated courses without special permission.

Considerations for Fall 2018

- Provide faculty with specialized professional development and clear expectations for teaching the MSP cohort.
- Execute a coordinated academic support strategy designed specifically for MSP—intrusive, highly visible/promoted based on student preferred communications mechanisms.
- Engage faculty in academic support efforts-via **Require. Reward. Recognize.**
i.e. Require students to either schedule faculty check-in or tutoring session after mid-terms. Reward students by providing points on future assignments, revision credit, etc. Recognize students in class as a means of positive reinforcement.

Summer Bridge Program Goals & Progress

Goal 4:

Decrease financial barriers to completion by assisting students with the FAFSA process.

Summer Bridge Outcomes

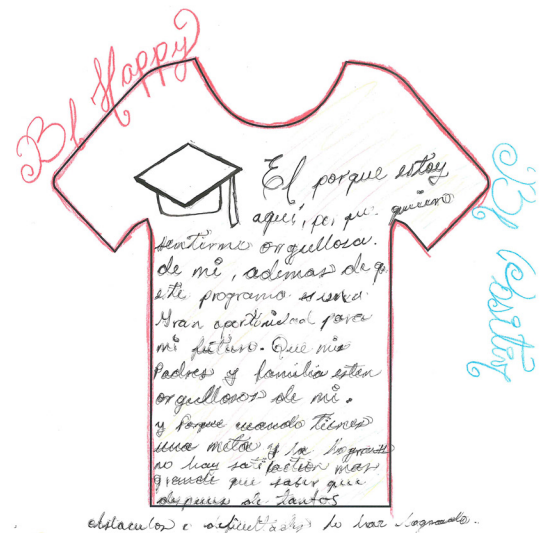
- 90% MSP participants had an individual or group financial aid session
- 50% students were selected for FAFSA verification
- 63% of MSP participants report they do not have money to cover education expenses
- 45% do not own a computer

Opportunity for Growth

- One of the biggest barriers facing MSP participants is funding to support cost of attendance and the pressures of working to support their families.
- Delayed completion of the FAFSA limits MSP students from qualifying for other need-based state aid that could provide some financial relief.

Considerations for Fall 2018

- Success Coaches will execute an aggressive FAFSA renewal campaign beginning Oct. 1. The goal is to have 70% of MSP students complete their SY19/20 FAFSA by the end of the fall semester.
- Students should receive counseling on other need-based funding and scholarship opportunities so they are positioned to pursue additional funding to assist with costs beyond tuition.
- BCCC should consider providing additional financial supports such as monthly bus passes throughout the program, computers, book waivers, etc.



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Broader Opportunities for Continuous Improvement

Stronger Data Protocols are Needed to Effectively Monitor Student & Program Performance

The MSP presents an opportunity to implement a data-informed educational experience for the scholarship participants. There are ongoing challenges associated with tracking summer-to-fall participation, daily class attendance, course registration and overall program performance. By establishing data governance rules and processes, the college would be better positioned to implement effective program design and monitor student progress.

FAFSA Verification Process Has Far Reaching Implications

As of September 9, sixty-four (64) students remain in the verification process and nineteen (19) students are awaiting a financial award. FAFSA completion has proven to be a high-touch effort for MSP participants. Students and parents/guardians require intensive engagement when navigating the FAFSA process. Students are caught in the verification process and parents are apprehensive to change/amend IRS forms and/or to provide supplemental documentation. Open information sessions have not proven to be the best strategy for meeting the needs of students and parents/guardians. Late completion of the FAFSA process interferes with students' ability to access other need-based state aid. Moreover, if program costs are not controlled the funding may become cost-prohibitive and negatively impact long-term sustainability.

Cohorting Students Alone Will Not Drive Academic Success

Fall semester 2018, MSP students were registered as cohorts. Although cohorting is widely known as an evidence-based strategy for community building; the structure alone will not drive retention and engagement. BCCC should consider leveraging the cohort model to integrate supplemental instruction, organize specific community building special events, assign best-fit teachers, and tailor instructional experiences based on overarching programmatic goals/objectives. There continues to be an outstanding question as to the unique aspects and opportunities associated with the MSP program.

Consideration Should be Given to Plan B Pathway Options

Most of the MSP students have chosen to pursue an associate's degree. Eighty-five percent (85%) of the students that participated in the summer bridge program registered in a degree program in the fall semester, and only two students are actively pursuing a workforce credential. Currently, the MSP guidelines only allow students to choose one pathway (college or career) and students must maintain a 2.0 GPA to receive scholarship funding, which is limited to the completion of the initial pathway choice. After the first semester, students should be given the opportunity to reassess their college or career options to determine their best-fit pathway going forward.

MSP Students Face Many Barriers to Completion

Based on responses from the College Student Inventory, students shared the many academic and non-academic barriers they face on their journey to college completion. It is imperative that BCCC continue to identify partners, community-based resources, and services to meet the extensive needs of MSP participants. Through an intrusive advisement strategy, the college should continue to implement targeted programming that helps students to develop greater awareness of their personal challenges, cultivate a help-seeking behavior, and develop a growth mindset.

Improved Onboarding Can Increase Student Engagement & Academic Performance

As the college begins to prepare for the next MSP cohort, consideration should be given to improving and streamlining the recruitment, admissions, and onboarding process. During the early stages of planning, there were uncertainties and evolving considerations that resulted in students and parents receiving conflicting information. The Summer Bridge program should be considered a cornerstone element to the MSP program—it provides a critical opportunity for students to receive much needed academic and non-academic support in their transition to college while also receiving a work stipend for their participation. With more time and resources dedicated to instructor training, improved tracking systems, and more direct conversations with students about academic expectations, the program can serve as a pivotal student experience.

MSP Success Coach Activity Report

October 2, 2018

Fall 2018 Priorities

- Mitigate risk factors identified in the student needs assessment
- Attendance monitoring
- Engage academic supports to drive credit accumulation
- Early FAFSA renewal
- Student-specific interventions

Coach-to-Student Ratio 1:104

Risk Factors Summary

Non-Academic Barriers

- 76%** currently employed
- 67%** do not have money to cover college expenses
- 50%** selected for FAFSA verification process
- 32%** working >20 hours/week
- 20%** housing instability
- 18%** care for dependents
- 6%** food insecure

Academic Barriers

- 60%** first-generation
- 45%** do not own a computer
- 41%** experience high academic stress
- 40%** English as a Second Language
- 17%** self-report having an IEP in HS

50% MSP participants present 3 or more risk factors

Attendance Alert Summary

ATTENDANCE ISSUES	#
Injury/Illness	13
Transportation	16
Work	6
Course Schedule Change*	3
No Phone Service	2
Wrong #	1
No Longer In MSP	3
No Response	36
Other**	13
TOTAL	93

Notes:

* Student dropped from class. Absence reflects days missed before being added to new class.

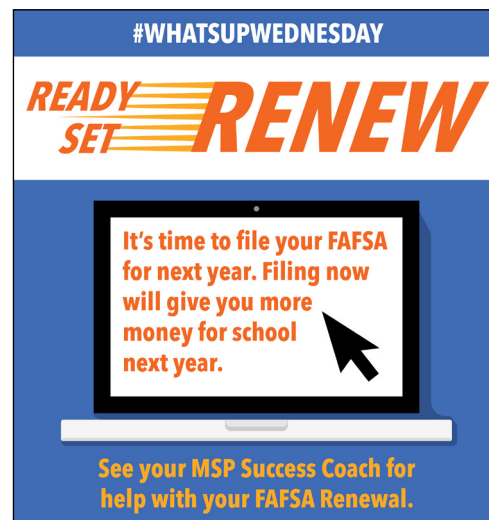
**Includes varied issues: over-slept, personal/family issues, and confusion about class start date.

FAFSA Renewal Summary

FAFSA RENEWALS	#
Complete	42
In progress	22
TOTAL	64

Note:

FAFSA renewal not required for 38 DACA students.



TAB 12

