BCCC
Baltimore City Community College

Baltimore City Community College

Board of Trustees Open Session

Dr. Debra L. McCurdy
President

Mr. Kurt L. Schmoke
Chair

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TAB 1 | Approval of the September 20, 2023 Agenda

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BALTIMORE CITY COMMUNITY COLLEGE

Open Session Agenda (revised) │ 4:00pm September 20, 2023 (Virtual Zoom Meeting)
Meeting Location: https://bccc-edu.zoom.us/j/93145261642
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I.	Call to Order	Mr. Kurt L. Schmoke, *Chair*
	a. Adoption of Agenda **(Vote)**	
	i. Approval of the September 20, 2023 Agenda (Tab 1)	Mr. Kurt L. Schmoke, *Chair*
II.	Board Actions/Consent Agenda **(Vote)**	Mr. Kurt L. Schmoke, *Chair*
	a. June 21, 2023 Open Session Meeting Minutes (Tab 2)	
	b. June 21, 2023 Closed Session Meeting Summary (Tab 2)	
	c. September 1, 2023 Finance/Audit Committee Meeting Minutes (Tab 2)	
	d. Student Government Association (Tab 3)	
	e. AFSCME Local #1870 at BCCC Comments (Tab 5)	
	f. Faculty Senate Comments (Tab 4)	
III.	Items Removed from the Agenda (Tab 6)	Mr. Kurt L. Schmoke, *Chair*
	a. None	
IV.	Presentations (Tab 9)	Mr. Kurt L. Schmoke, *Chair*
		Dr. Debra McCurdy, *President*
	a. ERP Update	Mr. Michael Rading, *CIO*
	b. Enrollment Update	Dr. Jade Borne, *VP Student Affairs*
V.	New Business (Tab 7)	Mr. Kurt L. Schmoke, *Chair*
		Dr. Debra McCurdy, *President*
	a. MHEC 2023 Performance Accountability Report **(Vote)**	Ms. Becky Burrell, *VP Institutional Effectiveness*
	b. Finance/Audit Committee Special Meeting September 1, 2023	Mr. Aubrey Bascombe, *VP Finance & Administration*
	i. MHEC Cultural Diversity Report **(Vote)**	Dr. Jade Borne, *VP Student Affairs*

     ii. Approval Requests **(Vote)**
        a. Nursing Cooling Towers

i. Control Sources, LLC	$156,246	(Rescind)
ii. BMC Services, LLC	$128,455	Base Bid
	<u>$29,956</u>	Alternate
Total	$158,411	
iii. Shoreline Mechanical, LLC	$165,965	
iv. Best Mechanical Service, LLC	$169,956	
b. Construction of Security Kiosk	$237,000	
c. Strategic Plan Consulting (**Credo**)	$107,000	

iii. Financial Monthly Performance Report		Mr. Aubrey Bascombe, *VP*

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VI. College Policies (Tab 8)   Mr. Kurt L. Schmoke, *Chair*
                                                                 Dr. Debra McCurdy, *President*

    None

VII. President's Report (Tab 10)   Mr. Kurt L. Schmoke, *Chair*
                                                                 Dr. Debra McCurdy, *President*

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

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

VI.   College Policies (Tab 8)   Mr. Kurt L. Schmoke, *Chair*
                                                                      Dr. Debra McCurdy, *President*

   None

VII.   President's Report (Tab 10)   Mr. Kurt L. Schmoke, *Chair*
                                                                      Dr. Debra McCurdy, *President*

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

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

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BALTIMORE CITY COMMUNITY COLLEGE

TAB 2 | June 21, 2023 Minutes
TAB 2 | June 21, 2023 Closed Session Meeting Summary
TAB 2 | September 1, 2023 Finance/Audit Committee Meeting Minutes

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BCCC
Baltimore City Community College

BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | 4:00pm June 21, 2023 (Virtual Zoom Meeting)

Board Members Present: **Chairman** Kurt L. Schmoke, Mr. John C. Weiss, Dr. Rachel Pfeifer, Ms. Lelia Parker.

Also Present: President Debra L. McCurdy

Board Members Absent: Mr. John K. Goeken, Dr. Leonor Blum

I. Call to Order   Mr. Kurt L. Schmoke, *Chair*
    a. Adoption of Agenda
       i. Approval of the June 21, 2023 Agenda

Chairman Schmoke called the meeting to order at 4:03pm on the 21st of June, 2023. The Agenda was unanimously approved upon a motion by Trustee Weiss, seconded by Trustee Pfeifer.

II. Board Actions/Consent Agenda   Mr. Kurt L. Schmoke, *Chair*
    a. May 17, 2023 Open Session Meeting Minutes
    b. May 17, 2023 Closed Session Meeting Summary
    c. June 15, 2023 Finance/Audit Committee Meeting Minutes
    d. Student Government Association
    e. AFSCME Local #1870 at BCCC Comments
    f. Faculty Senate Comments

Chairman Schmoke asked for a motion to approve the Consent Agenda items a through d. Trustee Pfeifer moved to adopt the motion and Trustee Weiss seconded it. There were no objections, and the Consent Agenda was adopted.

Chairman Schmoke approved AFSCME's President, Ms. Nena Kutniewski to briefly present comments to the Board.

Ms. Kutniewski gave greetings and provided a summary about BCCC. She stated the following:
- Per our labor management committee meetings, a tele-work policy will be created. We are requesting a special board meeting for the review of this policy.
- We look forward to resuming our meetings with President McCurdy.
- We look forward to the release of organizational charts that previously were shown on the College website. Management has added senior level positions and HR and Payroll leadership is new.
- The College now must also fill skill service positions and bargaining positions, admissions, call center, and recruiters.
- More communication and collaboration are needed between Faculty and Administration.

Chairman Schmoke asked Ms. Kutniewski to comply, in the future, with the Guidelines that state all speakers must be visible on video. She said that it is a College technology issue that her camera had not been turned on. It was indicated that this would be changed.

Chairman Schmoke introduced the President of the Faculty Senate, Dr. Katana Hall to give comments.

Dr. Hall offered greetings and announced that she is offering an individual response and on some points, she is speaking on behalf of the Faculty Senate. She indicated that the College was challenged historically – we need leadership who are change agents and not just a leader. Change agents are catalysts for flexibility, priority, accountability, and responsibility. Dr. Hall indicated some achievements that have occurred under the current President:

- o Higher spending limits.
- o ERP system is being implemented.
- o Cleaner, healthier work environment.
- o Equipment improvements – a generous, serious approach to the realignment task.
- o   The hiring of appropriate people to fill leadership positions – Academic Affairs specifically and faculty commends the work.

She stated that the President and she have had meetings that enabled all stakeholders to speak. Graduation ceremony is much improved. She is prouder today of our campus and events. In the past Faculty have been concerned about enrollment, retention and admissions and access to bookstore materials, but are now seeing that the College is continuing to move through the process of change and hiring key people who are front facing with students. Shared Governance is happening, and faculty can now talk about the problems BCCC students face. This is the first President in 20 years to sit with students.

Dr. Hall further stated that faculty are returning to campus in the summer to participate in the Middle States working groups and are pleased to be involved. Faculty feel they are represented and there are signs of mutual respect and honesty. In over 20 years, she has not seen a President work harder or smarter. This President is trustworthy and authentic in putting students first "which means all of us are first."

Chairman Schmoke assured Ms. Kutniewski and Dr. Hall that the Board hears and is giving attention to the matters brought before them.

III. Items Removed from the Agenda   Mr. Kurt L. Schmoke, *Chair*
   a. None

IV. Presentations   Mr. Kurt L. Schmoke, *Chair*
                                                                         Dr. Debra McCurdy, *President*
   a. ERP Update   Mr. Michael Rading, *CIO*

   Dr. McCurdy stated that the ERP Update will be given by Mr. Peter Farrell.
   Mr. Farrell shared his screen to give the update report. There is a project status assigned by the state's department of information technology (DoIT) and 5 of the 6 criteria are green with the Cost Measure being yellow. The Board of Public Works will address project modifications next month, and the College is expected to be green on all measures after that. The College's Finance and IT departments are working with Ellucian on the Banner integration and on end-of-year procedures involving Finance and HR.

BCCC is live on all core modules and use them on a daily basis. After November 30, 2023, the College will be pursuing a longer-term management contract. IT will update the Board about that.

Chairman Schmoke asked whether DoIT would stay on as a partner. Mr. Farrell explained that they will be with us through November 30th when the core system is going to be fully live. DoIT has been meeting with us every 2 weeks and, after that date, they will shift into more of an operating oversight role, but they will continue with us for one year from the November 30th date.

b. Enrollment Update

Dr. Jade Borne, VP of Student Affairs, gave an update, focusing primarily on the Mayor's Scholars Program.

He stated: BCCC continues to have daily recruiting sessions. In May alone we touched 130 students and parents interested in the MSP. The MSP/Youthworks program runs from July 10 – Aug 11th. Approximately 140 students will be receiving payment of $13.25 per hour to attend. Over 600 students were interested, and we are hoping to end up with approximately 300 students. There are currently two cohorts offering either 6 or 7 credits.

There was a question from Trustee Pfeiffer regarding Computer Literacy Training. She noted that at the last meeting we discussed CLT not being a requirement and asked for an update. Dr. Hill confirmed the concerns over CLT content and pass rates. She stated that we are redesigning the instructional approach around computer literacy using the MSP program to approach the delivery of that content and to realign that CLT course. There will be 12 sessions during MSP, taught by faculty that have professional development training on the latest industry standards. Dr. McCurdy stated that the choice to pilot and move forward with this class was made immediately after the last Board meeting.

Chairman Schmoke asked Dr. Borne if he had met the new Director in his dealings with the mayor's office on Youth Works. Dr. Borne has not but VP Thomas has met the new Director and shared that she was instrumental in convincing her staff to re-open a portal so that Dr. Borne could register more students.

Dr. Borne stated that we have placed approximately 1600 email communications and phone calls to get the MSP students registered. We have on-site registration twice a day and 3 MSP new student orientations are being held June 30th, July 5th, and July 6th.

We hired a new Spanish speaking recruiter: Calvin Sanchez. He was a VA recruiter and involved in Hispanic Outreach.

V. New Business (Tab 7)   Mr. Kurt L. Schmoke, *Chair*
                                                                   Dr. Debra McCurdy, *President*
    a. Finance/Audit Committee Meeting June 15, 2023   Mr. Aubrey Bascombe, *VP*
                                                                   Finance & Administration

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

        ii. Procurement Awards over $25,000 to $99,000 (**These items were presented to the Board for informational purposes only; no Board action was required.**)

             a. Textbooks $25,067
             b. Temporary Staffing (Bookstore) $36.000
                     (BCCC will be outsourcing the bookstore to Barnes & Noble)

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       c.   Temporary Staffing (Finance) $41,200

iii.   Pre-Approvals - The following IT-related expenditures were presented to the Board for approval:
  a. Microsoft 365 (Software) $104,945
      Mr. Farrell offered that the annual renewal purchased through the Maryland Education Consortium Contract (MEEC). MS 365 runs our core infrastructure.
  b. Learning Management System $362,974
      Mr. Farrell stated that "Canvas" facilitates all instruction and communication between faculty and students in the online portal such as assignments and grade submissions.
  c. HERF Funds:
    i. Purchase of Dental Equipment $395,306
        BCCC is doing a total overhaul of the Dental Lab, increasing the space and replacing all instrumentation. The dollar amount listed here is for equipment only, not for reconfiguring the Facility. We are currently speaking with vendors who will be providing quotes for the altering of the physical space.
    ii. Student/Faculty CPUs $885,666
    iii. Student/Faculty Monitors $373,128
    iv. Student Laptops Carts $133,975
    v. Student Laptops $153,241
    vi. Faculty Laptops $206,325
    vii. Projectors for Classrooms $218,053
        Mr. Farrell stated that we are doing a refresh since the majority of BCCC's IT equipment is at its end of life and out of warranty. We have been identifying and prioritizing areas which impact students and instruction, specifically computers for students, faculty, and labs. We will also be refreshing and overhauling staff and administration devices that are out of warranty. The dollar amount for the projectors in the classrooms is the total for equipment and installation costs.

    Upon recommendation from the Finance Committee, the Board unanimously approved all above items.

    Trustee Pfeifer asked about the cycle of the refreshment of laptops. Mr. Farrell explained that they have a 3-year warranty; depending on the equipment, we will assign a refresh of between 3 and 5 years.

iv.   Approval Requests - The following Facilities-related expenditures were presented to the Board.
  a. Entrance Sign (Go Bonds) $99,746
      VP Thomas and Ms. Zurlage offered a brief update. The sign is completely nonfunctional and is much overdue to be replaced. This situation does not represent the college well. The design is for a replacement sign with two digital boards for messaging as opposed to our current situation of hanging banners.

  b. Gymnasium Structural Repairs (Go Bonds) $779,030
      VP Thomas stated that the concrete pillars attached to the building and the roof are deteriorating. This poses a serious risk to BCCC students and employees.

    Upon recommendation from the Finance Committee, the Board unanimously approved the above items.

v.   Financial Monthly Performance Report   Mr. Aubrey Bascombe, *VP*
                                                            Finance & Administration

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VP Bascombe shared his screen and reviewed the Revenue first, explaining the differences year over year. He noted that federal grants account for 30% of year-to-date restricted revenues. He also stated that expenditures are at a 12.2% increase over last year and observed that additional revenues create additional expenditures.

VI. College Policies (Tab 8)   Mr. Kurt L. Schmoke, *Chair*
                                                                            Dr. Debra McCurdy, *President*
   a. Policy Regarding Student Religious Accommodations   Dr. Jade Borne, *VP Student Affairs*

   Dr. Borne and Dr. Hill presented jointly. Dr. McCurdy noted that we sent this policy out to the college community for comments. Dr Hill acknowledged that we took the comments into account and made some changes to the original draft. This policy responds to a state mandate regarding the observance of faith based or religious holidays and events. Our policy covers the procedures around missing or rescheduling class time and tests. The mandate requires BCCC to post the policy on its website by July 1st with instructions on how students are to notify their faculty in advance for their accommodation. We received a question from Trustee Weiss. Do we publish these holidays to the faculty? Dr. McCurdy responded positively. It was also noted that there could be other events that are not widely published that would fall under this policy.

   b. Policy Regarding Athlete Eligibility   Dr. Jade Borne, *VP Student Affairs*

   Dr. Borne noted that this is already an approved policy and that we are only adding additional language to make it clear that it is the Registrar's responsibility to approve eligibility. Students need to be in compliance with the BCCC Code of Conduct as well as JCNCAA rules. We received a question from Trustee Pfeiffer – How will students find out about this new policy? Dr. Borne answered that the coaches and athletics department do on campus orientation and hand out the handbooks and policies. Dr. Borne does a Title IX workshop at the same time also.

   c. Policy Regarding Mobile Phone Assignment   Mr. Michael Rading, *CIO*

   Mr. Farrell stated that this is an update to our 2007 Mobile Phone Policy. BCCC is choosing to modernize this policy by splitting "Use" and "Assignment" into two separate policies. Today we are presenting the Assignment Policy which is all about determining which employees are authorized to receive a BCCC cellular device. We are currently working on the Acceptable Use Policy to be presented at a later date.

   d. Policy Regarding Weapons on Campus   Mr. Michael Thomas, *VP Workforce Development*

   Ms. Maria Rodriguez and VP Thomas worked together to update this policy. VP Thomas stated that we wanted to clarify for the college community our policy and to try to avoid the confusion that could result from our total ban being in conflict with the new laws. Ms. Rodriguez stated that we are continuing with our weapons ban on campus, which will apply to all campus property and all persons, except for police officers. We received one comment regarding our BCCC security force and took that into consideration. Chairman Schmoke questioned the situation surrounding students who themselves may be police officers. VP Thomas answered that they are allowed to carry on campus if they are current officers of the law. Chairman Schmoke asked if these student police officers must identify themselves to Public Safety and VP Thomas stated that they did not. Chairman Schmoke commented that from his personal experience this is a tough policy to enforce.

   Chairman Schmoke posed another question asking if we have a drug policy addressing the new legalization of

cannabis. Ms. Rodriguez stated that BCCC does not have to alter the current policy since cannabis is still illegal per federal law and therefore the College will continue to prohibit its use on campus property.

e. Guidelines on Public Comment at Board Meetings   Ms. Maria Rodriguez, *General Council*

Ms. Rodriguez discussed this series of guidelines pertaining to individuals who request to address the Board of Trustees during a meeting.

- Individuals must first make a request of the President at least 48 hours prior to the Board meeting and the Chairman will make the final decision.
- There will be no debating with this individual.
- The commenter will have 3 minutes maximum to speak.
- The commenter must appear on camera during their 3 minutes.
- The commenter will not address personnel matters or reference individuals.

Upon a seconded motion, the Board unanimously approved the policies presented.

VII.   President's Report   Mr. Kurt L. Schmoke, *Chair*
                                                      Dr. Debra McCurdy, *President*

Dr. McCurdy shared the report on screen.

- Mission, Vision, and Core Values are helpful for Middle States. We need to keep pushing the agenda for a "student first" environment. If we put students first, then we will be first as well.
- Faculty and staff salary increases – 2% cost of living July 1st for all eligible staff. It will start in August when the new contract goes into effect then there will be a 2.5% merit increase. Merit increase timeframe is according to state hiring date.
- HERF dollars will be used to provide free tuition and books during summer 2023. We will continue to try to find the funds to financially assist the students.
- The President's Forum was in May where we had 5 days of interface between Cabinet, faculty, and staff. During these meetings we were building on collaboration and prioritizing opportunities for our students.
- We continue to invite state agencies to meet with us. We will be discussing capital needs and opportunities.
- This summer we might need a special session with the Board of Trustees to discuss Finances.
- Review of the cultural and ceremonial events that will be scheduled.
- We need branding and website updates.
- Dining services will be assessed and plans initiated for a central copy center.
- The college bookstore will be Barnes and Noble starting this Fall.
- Academic Affairs has a new Operational Calendar, and they are filling faculty vacancies.
- Information Technology – We are seeking approval for needed contract modifications. IT is refreshing classrooms and labs. The College now has a secure IT Platform and works closely with DoIT.
- Student Affairs – Degree Works is going live in the spring, and we are bringing back Women's Sports.
- Finance – The transition from HP Lan to Banner is slow but we are progressing. We are improving employee onboarding and the timely processing of student refunds. We are updating the payroll process and the time entry system.
- Middle States Reaccreditation – We met the Team Chair, and he will be returning to meet with us in the fall. He is a college President from New York. We have no set date yet for the spring visit. Dr Hill will be the ALO for BCCC and VP Burrell and co-chairs will share responsibility. Dr. McCurdy is pleased with the amount of work initiated and that has continued throughout the realignment.
- Going forward all policies must have regular review periods.

Dr. McCurdy discussed deferred maintenance projects like the dental hygiene lab and the flood damage to the IT area. IT has moved about since the damage to their area and we have identified a location to renovate for them. This summer we can speak with the Finance Committee regarding Capital and deferred maintenance.

Chairman Schmoke asked if we were on target with the Bard Building. VP Thomas stated that we are on track and expecting BPW to award a contract on August 2nd. In September, we will have kickoff and we are hoping to be done 8 months from issuance of the notice to proceed, which would be September 2024. Chairman Schmoke asked what "final completion" entails. VP Thomas answered that once the green space is open, that is completion. Chairman Schmoke stated that he is still getting questions regarding plans for the future of that green space, but he agrees that the green space is the right move for now. Dr. McCurdy acknowledged that we are looking at additional and expanded options. When the funds were awarded, it was for demolition and modest green space. While some discussion has taken place about a park space, that was not a part of the vision. We will be good neighbors and stewards. In the proposal, it was stated that the property would be "green space." We will consider other ideas, but we are attempting to maintain the initial thinking.

Dr. McCurdy asked for a loop road and entry stairs update. VP Thomas stated that they are finally done with pile drivers that make the temporary dirt road ready to be roughed in. In consultation with DGS, the completion of loop road is imminent. The steps were completed a few weeks ago but not up to code therefore another inspection is needed. Dr. McCurdy indicated that DGS is solely responsible for this, so we rely on them to get the message out.

VIII.   Active Search Listing   Mr. Kurt L. Schmoke, *Chair*
                                                                                 Dr. Debra McCurdy, *President*

Chairman Schmoke read a closing statement as follows:

Pursuant to the General Provisions Article, Sections 3-305(b) (1), (7), (8), and (9) the meeting will now be closed so that the Board can discuss the following items:

- *The on boarding, separation and discipline of specific employees;*
- *Consultation with counsel to obtain legal advice;*
- *Pending litigation and administrative complaints; and*
- *Matters related to collective bargaining.*

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

Upon a motion to adjourn and move into closed session made by Trustee Weiss and seconded by Trustee Parker, the Board voted unanimously to adjourn at 5:40 PM. The Closed Session was scheduled to reconvene at 5:45 PM.

Respectfully submitted.

Debra L. McCurdy, PhD
President

Next Board Meeting: 09/20/23

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Attendance/Participants:	BCCC Faculty/Staff Attendees:	
Kurt Schmoke	Valerie Grays	Jeffrey Grell
Peter Farrell	Carol Taylor	Amy Belt
Dr. Jacqueline Hill	Jason Quick	Eileen Waitsman
Michael D. Thomas	Dr. Sylvia Rochester	Mariam Yahaya
Lyllis M. Green	Cynthia Wilson	Dr. Naesea Price
Maria E. Rodriguez	Theresa Tunstall	Cherryllynn Williams
President McCurdy	Latonia Moss	Elizabeth Massanopoli
Gussener Augustus	Bryan Miller	Michael Berends
Katherine Zurlage	Carole Quine	Natasha Williams
Lelia Parker	Dr. Charles N. Wilson	Rebecca Johns-Hackett
Dr. Jade Borne	Dr. Nicole L. Deutsch	Karen King-Sheridan
Aubrey Bascombe	Keenan E. Jones	Aquila Evans
Anna Lansaw	Angelique Cook-Hayes	Laura Pope
Kristin McFarlane	Kathryn Singleton	Sara Hinze
J.C. Weiss	Dr. Katana L. Hall	Thomas Phenix
Rachel Pfeifer	Mr. D. FitzGerald Smith	Gabi Czerwinska
	Eileen Hawkins	Chris Jordan
	Servio Mariano	Patricia Thomas
	Dr. Charice Hayes	Cassandra Wilks
	Dr. Edna Street-Jones	Stanley Cavouras
	Ebony McFadden	Professor Jà Hon Vance
	Christina Carter	Dorothy Byam
	Leslie Jackson	Nena Kutniewski
	Dr. Denise Holland	Noah Grant
Other Non-College Attendees:	Chuck Marquette	Robin Erhardt
Kelly Norton - DLS	Autumn Wallace	Saleemah Franklin
	Courtney B. Ross	Becky Burrell

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Closed Session Summary | June 21, 2023 (Virtual Zoom Meeting)

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Board Members Present: Chairman Kurt L. Schmoke, Esq.; Ms. Lelia F. Parker, Esq; Dr. Rachel Pfeifer; and Mr. J.C. Weiss III.

Also Present: Dr. Debra L. McCurdy; Ms. Maria E. Rodriguez, Esq.; and Ms. Kristin McFarlane, Esq.

Chairman Schmoke brought the closed session meeting to order at 5:45 PM.

Upon a motion by Mr. Weiss, seconded by Dr. Pfeifer, the Trustees unanimously approved the consent agenda and the attached closed session materials.

The Board discussed specific personnel issues, legal questions, and matters related to collective bargaining.

The closed session was adjourned at 6:03 PM upon unanimous consent, after a motion to adjourn made by Mr. Weiss.

Respectfully submitted,

Debra L. McCurdy

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Special Meeting Agenda | 8:00 AM September 1, 2023 (Virtual Zoom Meeting)
Meeting Link: https://bccc-edu.zoom.us/j/96885011566?pwd=VUNXeTR5aGs1b2ZtUWFVZjdlbzlCdz09

Board Members Present: Chair Kurt L. Schmoke and Mr. J.C. Weiss
Also Present: President Debra McCurdy, VP Aubrey Bascombe, VP Michael Thomas, CIO Michael Radding, VP Becky Burrell, VP Jade Borne, Executive Director Anna Lansaw, and AVP Katherine Zurlage

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

Chair Schmoke called the meeting to order to begin the meeting. The meeting of the Finance Meeting began at 8:10 am.

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

There was no discussion about the Procurement Policies and Procedures.

III.   **Approval Requests (Vote)**
a.   Nursing Cooling Towers ($156,246)

VP Michael Thomas outlined the background of the project and the reasons for the need for the replacement of the cooling towers. He included information that the College is currently renting a cooling generator ($10,000 monthly) until the cooling towers are replaced.

Chair Schmoke moved to approve the Nursing Cooling Towers, and Trustee Weiss seconded it. There were no objections, and the contract was approved.

b.   Construction of Guard Booth ($237,000)

VP Michael Thomas reported that this contract was for the demolitions and rebuilding of the guard booth that sits in front entrance of the main campus. This will bring the security kiosk to industry standards.

Ms. Anna Lansaw, Executive Director of Procurement and Auxiliary Services, outlined although this was single bid recommendation, this College will receive credit for awarding to MBE Prime and achieve 100% participation. This contract, due to the funding source will be presented to the Board of Public Works for approval.

Chair Schmoke moved to approve the recommendation for award, and Trustee Weiss seconded it. There were no objections, and the contract was approved.

c.   Consulting Services for Strategic Plan ($107,00)

Ms. Anna Lansaw, Executive Director of Procurement and Auxiliaries, explained the contract presented is for the Finance Committee to ratify as the contract was awarded under the President's delegated authority. Under the Procurement Method of Unusual and Compelling Circumstances, this was necessary due to its urgency and the need.

VP Becky Burrell expanded on the explanation of the contract and outlined the components of the strategic plan including creation, development, and implementation of the plan for the College. The new strategic plan will be presented to the Board of Trustees for final approval before the implementation across the College.

Chair Schmoke motioned to approve the contract; Trustee Weiss seconded it. There were no objections, and the contract was ratified.

d.   2023 Cultural Diversity Report with Chairman Certification and Appendixes

VP Jade Borne summarized the report to the Finance Committee and provided detailed explanation of the report and its requirements. Before submitting, the report needs to be signed by the Board Chair.

Chair Schmoke motioned to accept the report as written; Trustee Weiss seconded it. There were objections, and the report was approved.

IV.   Motion for Adjournment (Vote)

Chair Schmoke motioned for the adjournment of the Special Meeting of the Finance Committee; Trustee Weiss seconded.   The meeting adjourned at 8: 43am.

Baltimore City Community College
CABINET UPDATE
Board of Trustees, September 20, 2023
Student Government Association

MONTHLY MEETING

August 4, 2023 2:30 pm. SGA team members met and discussed the following:

1. Assignments of members to help during Welcome Week 2023
2. Establishment of dates for fall general meetings
   a. The SGA has established that the fall general meetings will be the 1st and 3rd Monday of the month from 12 – 1pm. Executive board meetings will be scheduled on alternating dates.
3. Vacant SGA Positions updates
   a. SGA has a goal of filling vacant positions no later than September 12, 2023
4. The need for confirming the SGA budget so that they can plan effectively during the semester
5. Establishing a regular meeting schedule with Dr. McCurdy and VP Borne

SGA president (Alice Vieira Andrade) has established her regular office hours which started the first week of class. All other officers will be finalizing their office hours and will be posted by September 1, 2023.

ACTIVITIES AND EVENTS

Members of the SGA team participated and volunteered at the following campus events below:

- <u>Welcome Week Greeters -</u> August 21 – 25, 2023
- <u>Welcome Back Breakfast and Snacks -</u> August 21, 2023 (8 – 10am and 4 – 5pm0
- <u>Involvement Fair -</u> August 22, 2023 11am – 1pm
- <u>Welcome Back Bash -</u> August 23, 2023 11am – 2pm
- <u>Butterfly Community Service Project</u> – August 24, 2024
- <u>Women's Equality Appreciation Day –</u> August 25, 2023 12 – 1pm

STUDENT GOVERNMENT ASSOCIATION OFFICERS

President
Alice Andrade

Major
Cyber Security

Vice President
Sapana Bom

Major
Nursing

Senator
Quanye Johnson

Major
General Studies

Secretary
Dominic Murray

Major
Nursing

TAB 3 | Student Government Association Report

TAB 5 | Faculty Senate Report

- None

TAB 4 | AFSCME Local #1870 at BCCC Report

- None

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BALTIMORE CITY COMMUNITY COLLEGE

TAB 6 | Items Removed from the Agenda
_____

- None

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TAB 9 | Presentations

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- Enrollment Update
- ERP Update

Enterprise Resource Planning (ERP) Project Update

Michael Rading, CIO

Date: September 20, 2023

Project Status

The College is currently at an overall Green status from the State's Department of Information Technology (DoIT). DoIT has provided additional information on the monthly health status of the project, which includes the following criteria:

#	Criterion	Description	Status
1	Scope	Work content and products of the project	Green
2	Schedule	Listing of project milestones, activities, and deliverables	Green
3	Risks	Uncertain events or conditions that can positively or negatively affect project objectives	Green
4	Quality	Project conformance with performance requirements	Green
5	Resources	Necessary assets needed to carry out project tasks	Green
6	Cost	Cash value of project activity	Green

- All 6 criteria used to establish the overall project health are Green (cost moved from yellow to green).
- The ERP contract modifications were approved by the BCCC Board of Trustees and were subsequently approved by the Board of Public Works (BPW) on September 6, 2023.

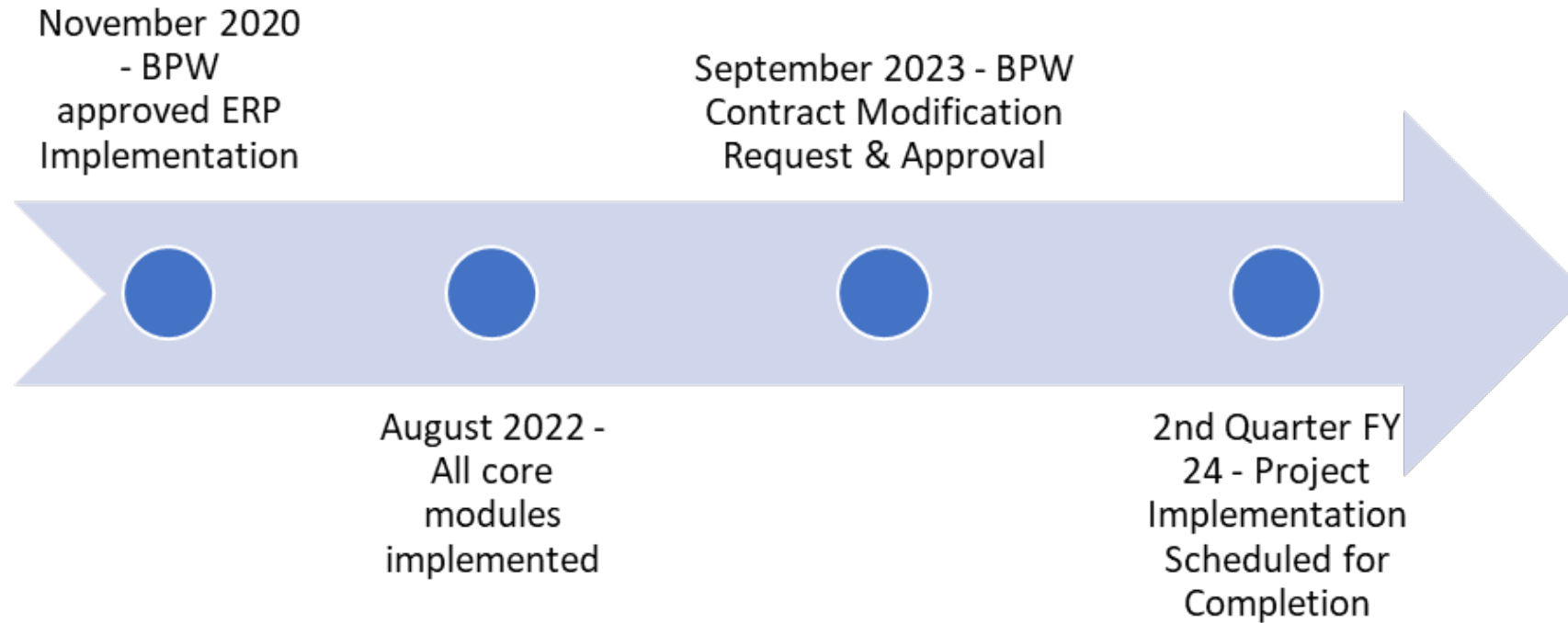# ERP Contract Modifications Approved by BPW

BPW approved the following ERP contract modifications on September 6:
1. A retroactive modification to add additional funding to the base term of the contract to complete the implementation of system based on changes in the scope of work and modules,
2. Modification to extend the base-term of the contract by two-months to align with the executed contract,
3. A modification to decrease the original amounts for the option years,
4. BCCC exercising the first of three one-year renewal options, and
5. BCCC receiving delegated authority to exercise future renewal options without further Board of Public Works approval.

ERP Contract Modifications Approved by BPW

Original Base Contract Amount:	$4,913,982 (3-year Base Contract)	
Base Modification Amount: (*this Item*)	$ 530,000	12/01/2022 – 9/7/2023 (Base Retroactive)
	$ 168,289	9/8/2023 – 11/30/2023 (Base Proactive)
	$ 698,289	(Total)
Total Modified Base Amount:	$5,612,271	
Original Option Amounts:	$ 822,528 (Renewal Option Year 1)	
	$ 822,528 (Renewal Option Year 2)	
	$ 822,528 (Renewal Option Year 3)	
	$2,467,584	
Option Modification Amounts:	$ 758,859	(Renewal Option Year 1)
	$ 782,267	(Renewal Option Year 2)
	$ 806,422	(Renewal Option Year 3)
Prior Mods/Options:	N/A	
Revised Total Amount:	$6,371,130	(Modified Base + Modified Renewal Option Year 1)
Overall Percent +/-:	7.7%	
MBE/ VSBE Participation:	19% / 1%	
MBE/ VSBE Compliance:	24% / 0.3%	

Key Dates

November 2020 - BPW approved ERP Implementation

August 2022 - All core modules implemented

September 2023 - BPW Contract Modification Request & Approval

2nd Quarter FY 24 - Project Implementation Scheduled for Completion

Recent Work

- **Degree Works** – An academic advising and degree audit tool that provides students easy access to their academic path and helps them understand degree requirements as well as the next steps to graduation.
  - In July 2023, a second round of Degree Works training was conducted that included the Students Records and Registration office
  - In August 2023, a third round of training was conducted. Additional scribing work is underway for additional catalog years 2021, 2022, 2023 and 2024.

- **Finance**
  - The integration between FMIS and Banner for Journals files was tested and validated by FMIS, DoIT, and BCCC
  - End of Fiscal Year Processing Sessions
  - Budget Development Sessions

Current & Upcoming Work

1. ERP Implementation Work

Period	Module	Implementation Phase
FY 24	Degree Works	Design and Configuration
FY 24	Ellucian Experience	Design and Configuration
FY 24	Ellucian Insights	Design and Configuration

2. Pursue Managed Services beyond December 2023
   - Consulting provides ongoing operational support for the year or two post go-live after the project team is complete
   - Targeting Board of Trustees and BPW approval before December 2023

ERP Challenges – Data Cleanup

- Data migration from the legacy ERP took place over the last year and was validated by functional offices
- It is normal and expected for an ERP migration project of this magnitude to have data errors and inconsistencies that need to be addressed in production
    - Data is decades old
    - Legacy system did not have strict validation rules in place for many fields
    - Data fields don't match 1:1 from legacy ERP to Banner
    - Banner SaaS (software-as-a-service) does not offer customization

- Examples:
    - Residency codes for student records that need to be updated
    - Historical majors do not always appear sequentially

- Approach to Resolve
    - Collaborative work with functional areas, Institutional Research and IT to identify what needs to be updated
    - Vendor support to update data in the ERP system

ERP Challenges - Reporting

- There is a catalog of compliance and operational reports that have been identified by functional offices that require data out of Banner
- Resource constraints & learning curves
  - New data structures
  - New reporting tool
  - Many reports need to be written from baseline

- Examples:
  - CC-3 Report on enrollment for WDCE that includes Maryland Higher Education Commission (MHEC) reporting
  - Integrated Postsecondary Education Data System (IPEDS) reporting
  - Department of Budget and Management (DBM) reporting
  - Operational reports used for daily operations and informed decision making

- Approach to Resolve
  - Cross-functional work that includes functional areas, Institutional Research and IT to identify needs
  - Vendor supported implementation of Insights reporting platform in FY 24
  - Vendor services to build out additional institutional reports

ERP Challenges – Cyclical Operations

- Due to the cyclical nature of college operations, there are many processes that are only run annually, so implementing the new system means that offices will be running new processes for the next couple of years.
- Ellucian project team has built the foundation but will not be available beyond the initial implementation scope

- Examples:
  - End-of-year reporting in Finance
  - Budget Development

- Approach to Resolve
  - Additional training to support functional areas with new processes
  - Vendor support for ERP configuration changes

Questions

Board of Trustees Meeting

Wednesday, September 20, 2023

Enrollment Report DRAFT

Dr. Jade Borne, Vice President for Student Affairs

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Realignment Task 5
Strategic Enrollment & Recruitment Planning
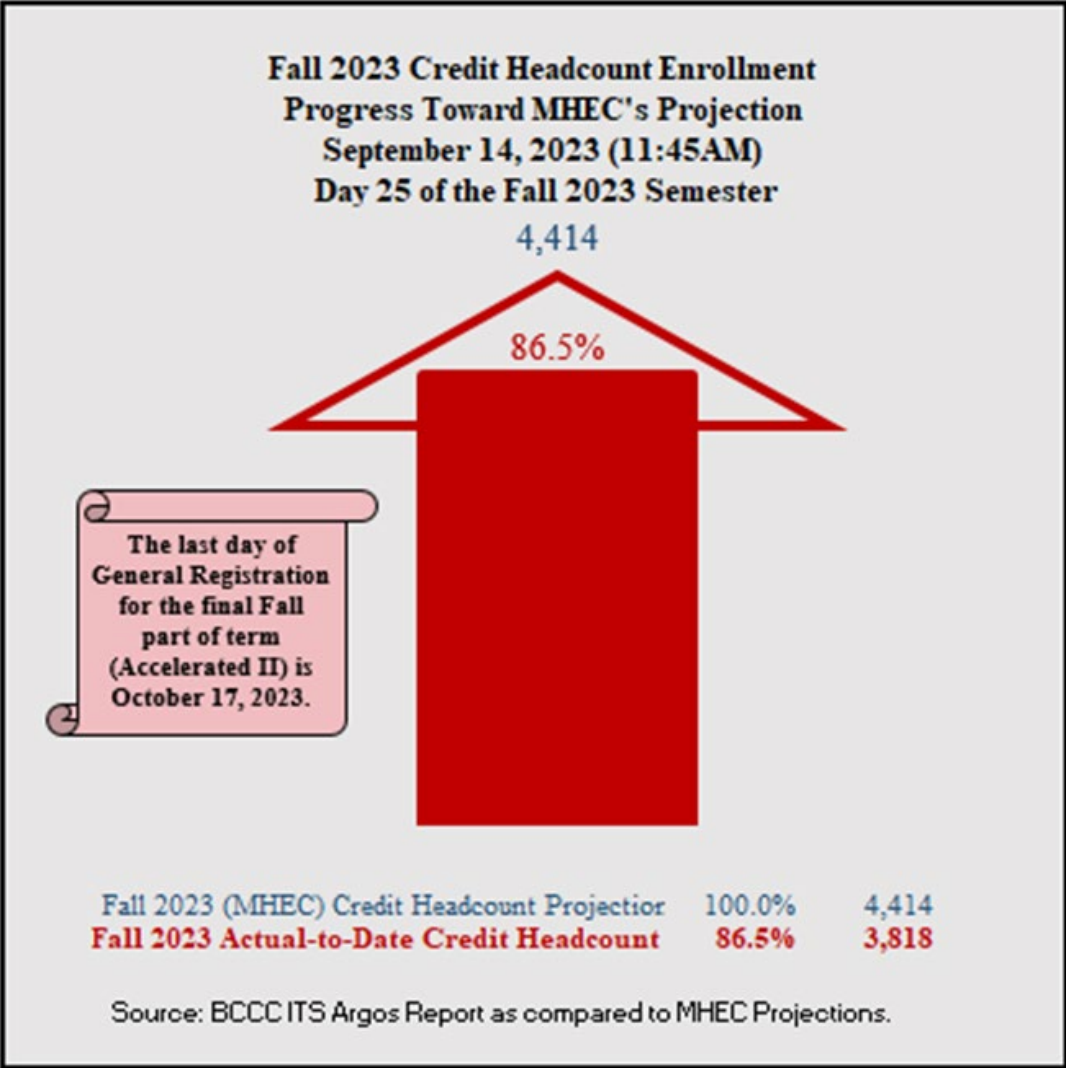
Realignment Task 5
Strategic Enrollment & Recruitment Planning

Fall 2023 Dual Enrollments
3,814 + 405 Dual Enrollment = 4,219

96%

School	Type	Term	Start	Classes	Students	Campus
Baise Yakov	Private	14-weeks	9/5/2023	Biol 102	26	Mervo and BCCC
				Biol 102L		Mervo and BCCC
				Biol 102	26	Mervo and BCCC
				Biol 102L		Mervo and BCCC
Baltimore Desing	BCPS	12-weeks	9/18/2023	Engl 101	20	BCCC
				Math 107	20	BCCC
Dunbar	BCPS	12-weeks	9/18/2023	Speech 101	20	Dunbar
				Speech 101	20	Dunbar
				Soci 101	20	Dunbar
				Soci 101	20	Dunbar
				Hist 110	20	Dunbar
				Hist 110	20	Dunbar
				Art 106	20	Dunbar
				Art 106	20	Dunbar
Green Street	BCPS	14-weeks	9/5/2023	Math 128	24	Green Street
				Math 128	24	Green Street
Mergenthaler	BCPS	12-weeks	9/18/2023	Art 200	15	BCCC
				Math 107	15	BCCC
				Engl 101	15	BCCC
Forest Park	BCPS	12-weeks	9/18/2023	Speech 101	20	Forest Park
				Buad 100	20	Forest Park
				Eng 102	20	Forest Park

Remaining Fall Terms

- **12-Weeks –** Registration ends September 24
- **10-Weeks –** Registration ends October 8
- **Accelerated II –** Registration ends October 22, 2023.

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Realignment Task 5
Strategic Enrollment & Recruitment Planning

Summer & Fall 2023 Recruitment Outreach Efforts
June – August 31, 2023
Emails, Phone Calls, High School Campus Visits, Community Events Information Sessions

Type	Number
On-Campus Information Sessions	35
Application Status Emails	4,300 (duplicated)
Near Completers & Stop Out Emails (Fall 22-Sum 23)	15,000
High School Visits (June 2023)	15
Music Festivals & Fairs	2,500
MSP Fall Outreach Contacts	550
Dual Enrollment High School Outreach	350
Total	22,750

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Realignment Task 5
Strategic Enrollment & Recruitment Planning

Mayor's Scholars Program Enrollments

MSP Participation Term	Number
Summer Bridge 2023	184
Fall 2023	100
Total	284

Realignment Task 5
Strategic Enrollment & Recruitment Planning

**Expanded
Recruitment Teams**

Team Members	Territory/Focus
4 General Recruiters	K-12 Schools & Community Organizations
Coordinator International Student Support	International Student Organizations
Athletic Director & Coaches	High Schools and Community
Director Disability Support Services	K-12 Schools & Community Support Agencies
Veterans Support Coordinator	Military and VA Support Agencies
Director for MSP	K-12 Schools & Community Organizations
Director for Dual Enrollment	K-12 Schools
Dean of Enrollment Management	Overall Strategic Management

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Realignment Task 5
Strategic Enrollment & Recruitment Planning

Recruitment Planning Next Steps

- Individualized Recruitment Plans for Fall 2023 by Specialty Area – KPIs and Territory Management
- 2023-2024 Recruitment Plan for the College – Strategic Enrollment Management Planning
- Enhancements to CRM Recruit – Improved Messaging & Case Management of Prospective Students Through the Onboarding Process
- Engagement of Academic and Workforce programs – Recruitment and Enrollment Goals by Program
- New Partnerships – Dual Enrollment, Paraprofessional Training, Prison's to Baccalaureate.

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Realignment Task 5
Strategic Enrollment & Recruitment Planning – LatinX / Hispanic

Updates

- **Weekly Information Session -** BCCC MSP and Dual Enrollment Information Sessions (English and Spanish)

- **English Second Language (ESL/ELI) –** Student, Academic Affairs, and Workforce collaboration to have BCCC's ESL Program approved for International Student Recruitment

- **Spanish Speaking Recruiter & MSP Advisor Hired**

- **Expand Dual Enrollment Fall Options – Adelante Latina Program**

- **Expanded Student Engagement Activities – Hispanic Heritage Month September 15 – October 15. September 20 – Loteria Event, October 12 – Fiesta Event**

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Realignment Task 5
Strategic Enrollment & Recruitment Planning – LatinX / Hispanic

Realignment Task 5
Strategic Enrollment & Recruitment Planning

Questions?

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TAB 7 | New Business

_____

a. Finance/Audit Committee Meeting April 13, 2023
- i. Procurement Policies & Procedures **(Overview)**

- ii. Procurement Awards over $25,000 to $99,999 **(Information)**
  - a. Towson University — $43,934
  - b. Vector Media Holdings — $43,800
  - c. Morabito Consultants — $43,800
- iii. Approval Requests **(Vote)**
  - a. Downtown Partnerships — $127,160
  - b. CDW-G — $120,719
  - c. Ellucian Company
    - i. Modification No. 1 — $366,129
    - ii. Renewal Option Year 1 — $798,358
- iv. Financial Monthly Performance Report
- v. Retroactive Approval
  - a. Ellucian Company
    - i. Modification No. 1 — $350,445
  - b. Downtown Partnership — $ 11,560

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2023 Performance Accountability Report Summary

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 2021 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 (that each institution must provide) which were presented and developed at work sessions conducted by the Director of Institutional Research with teams from each of the College's Cabinet areas. The Board of Trustees approved the current cycle's benchmarks at its meeting in September 2021. There are 28 performance indicators, and many are broken down further into sub-groups. The indicators are organized by the three goals of the *2017-2021 State Plan for Postsecondary Education: Student Success with Less Debt* and the 2022 State Plan for Higher Education (State Plan) which are Access, Success, and Innovation. Additionally, 11 student characteristics are required to clarify institutional missions and provide context when reviewing the indicators. Each year of the cycle, colleges must update the trend data for the characteristics and indicators with the most recent year's information.

In addition to the indicators and benchmarks, two narrative sections are required: Institutional Assessment and Community Outreach and Impact. The Institutional Assessment section is the key to explaining what the College is doing to address its performance in the areas measured by the indicators in keeping with the goals of the State Plan. New, current, and planned initiatives are discussed as well as external and internal factors. The activities and initiatives the College has underway are equally, if not more, important as any progress is shown via the indicators. As a component of the Institutional Assessment section, institutions must respond to prompts related to Equity Gaps. The Community Outreach and Impact section provides a unique opportunity to share initiatives, particularly in consideration of the pandemic, that the College has conducted to serve its community. The strict page limits and formatting requirements set forth by MHEC are adhered to in the Report.

The indicators and benchmarks make up the heart of the PAR, which has important internal and external uses. Internally, the measures serve as key performance indicators to support the College's strategic planning and effectiveness processes. In 2022, the Office of Institutional Research collaborated with the Finance & Administration division to align the Managing for Results (MFR) measures with the PAR indicators. Since that time, MFR submissions to the Department of Budget Management reflect this alignment. Externally, it is a significant MHEC requirement that is compiled into a statewide submission to the Governor's office and, ultimately, can be included in the information utilized in the budget process at the State level.

The College's progress in meeting our benchmarks is monitored carefully. If satisfactory progress is not met at any point in the cycle, the Secretary of Higher Education may require a response detailing specific activities designed to improve BCCC's progress in meeting its goals. Thus, a proactive and comprehensive Institutional Assessment section is critical. BCCC's PAR submissions have been received well in prior years and the same is expected this year.

MHEC requires that each institution's governing board approve their PAR. The 2022 PAR must be submitted to MHEC by October 2, 2023.

2023 Performance Accountability Report

Office of Institutional Effectiveness, Research & Planning

Ms. Becky Burrell, Vice President

Ms. Eileen Hawkins, Director of Institutional Research
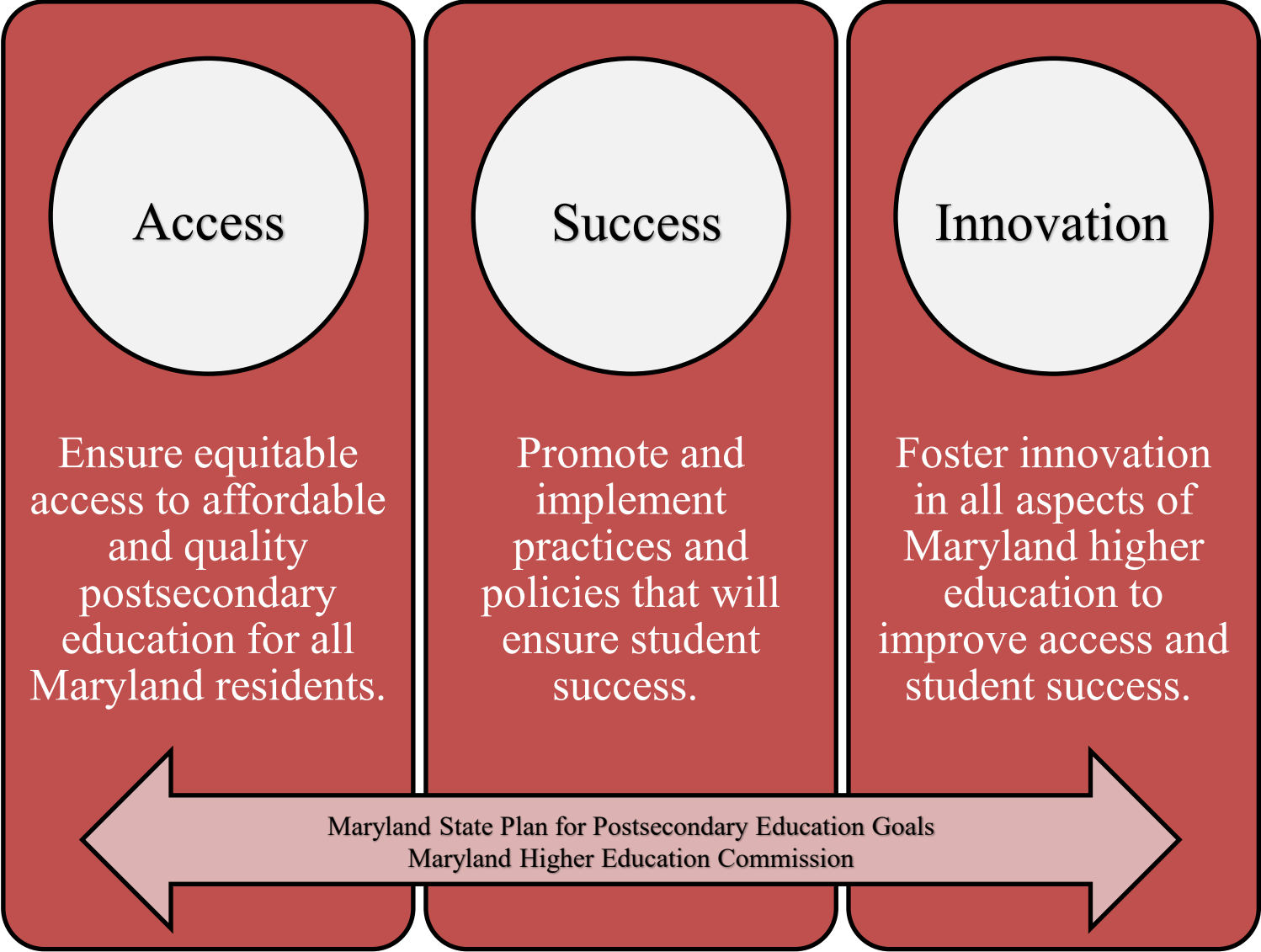
Board of Trustees Meeting

September 20, 2023

2023 Performance Accountability Report: Background

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

- The PAR operates on a five-year cycle; 2023 is the third year in the current five-year cycle and aligns with the goals of the 2017 – 2021 Maryland State Plan for Postsecondary Education: *Student Success with Less Debt* and the 2022 Maryland State Plan for Higher Education.

- The Report provides an opportunity for the State, MHEC, colleges and universities, and governing boards to review and evaluate institutions' efforts to advance the goals of the State and fulfill their missions.

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

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

- For BCCC, the PAR Indicators now provide the framework for the Managing for Results submission to the Department of Budget and Management.
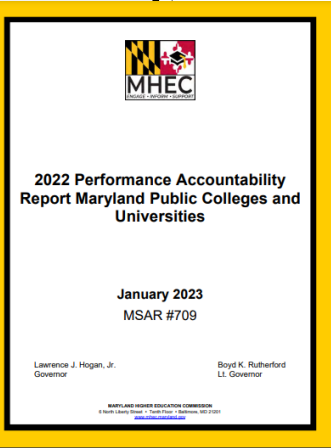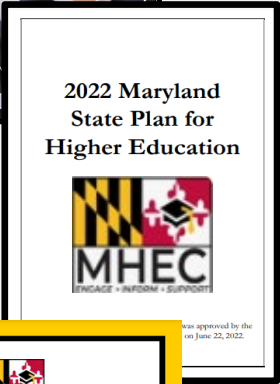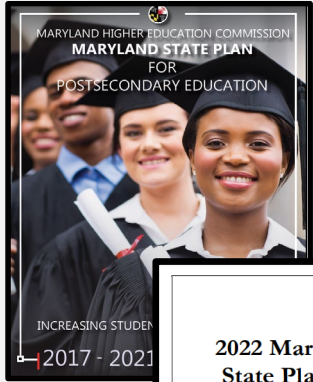
Strategic Planning and Institutional Key Performance Indicators (KPIs)
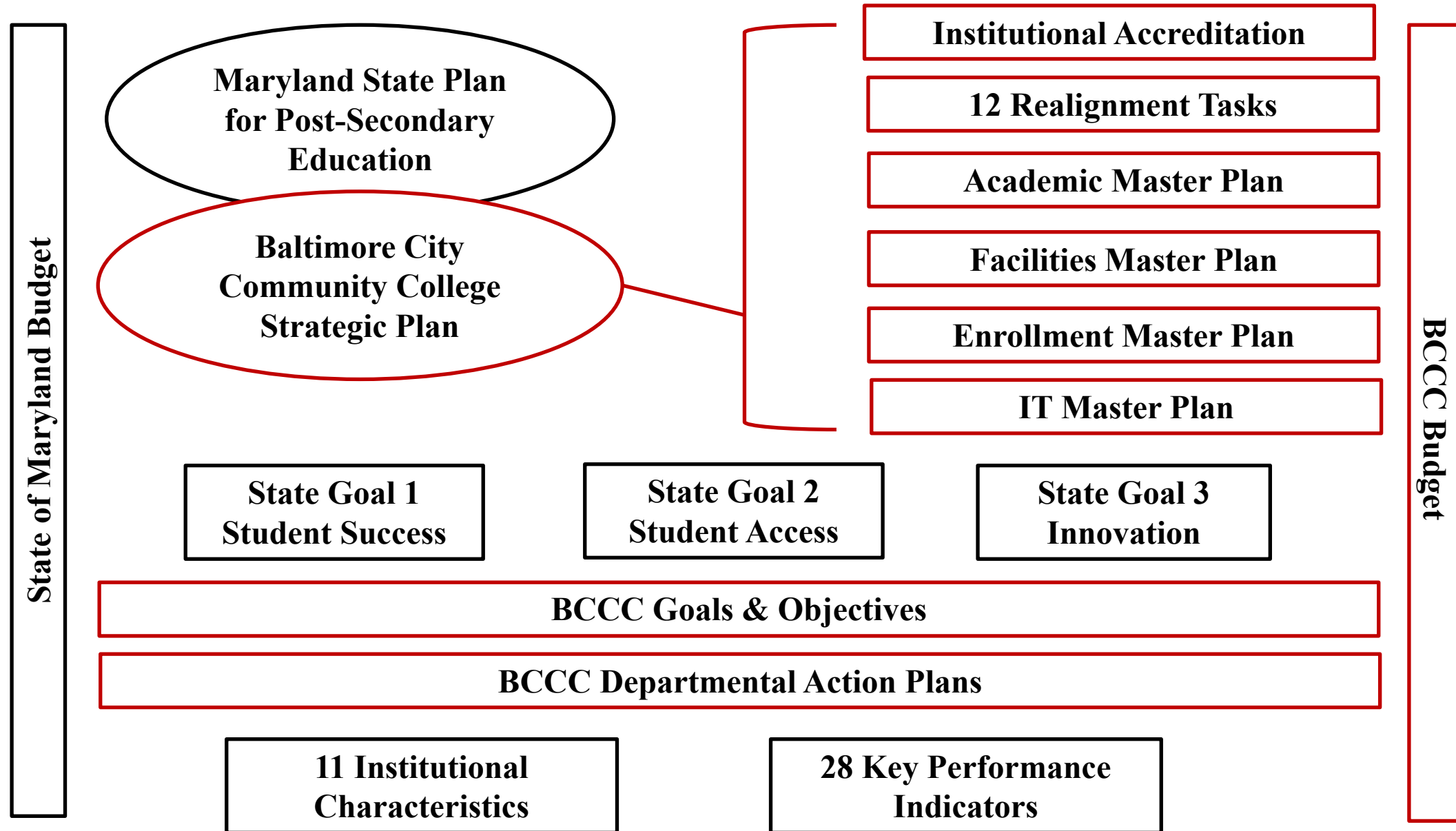
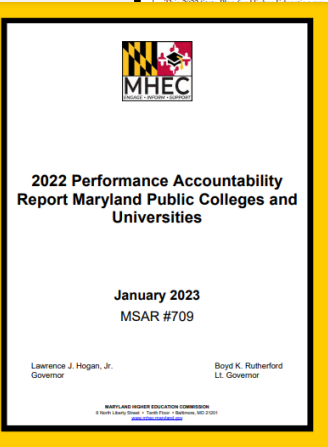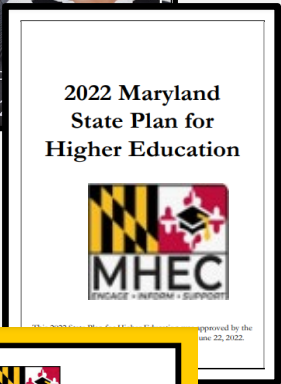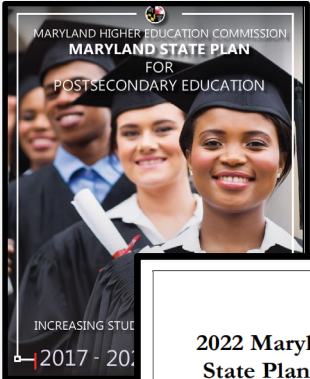# 2023 Performance Accountability Report: Maryland State Plan Goals

2023 Performance Accountability Report: Community College Performance Indicators

Access

Annual Enrollment (C+CE)

Market Shares (C)

Dual Enrollment (C)

Online/Hybrid Enrollment (C+CE)

Tuition and Fees (C)

CE Enrollment Breakdowns

Minority Enrollment (C+CE)

Minority Faculty and Staff

Success

Fall-to-Fall Retention Rates (C)

Developmental Completion Rates (C)

Successful-Persistence Rates (C)

Graduation-Transfer Rates (C)

Degrees and Certificates Awarded (C+CE)

Performance at Transfer Institutions (C)

Innovation

Credit Program Licensure/Certification Examinations Pass Rates

Graduates Employment and Income Growth (C)

Continuing Education Workforce Enrollment

Four Years of Trend Data
Five-Year Benchmarks / Targets

Credit = (C)

Continuing Education = (CE)

2023 Performance Accountability Report:
BCCC Institutional Characteristics
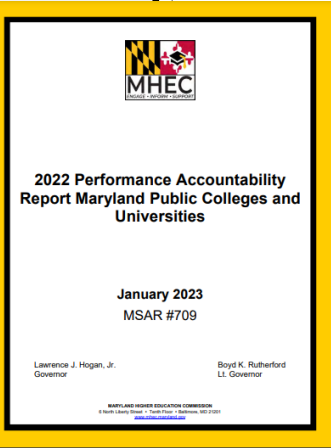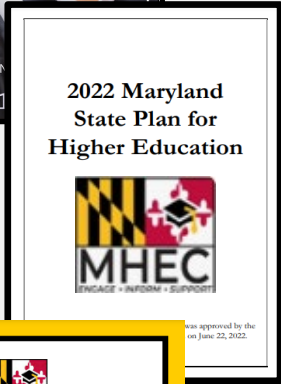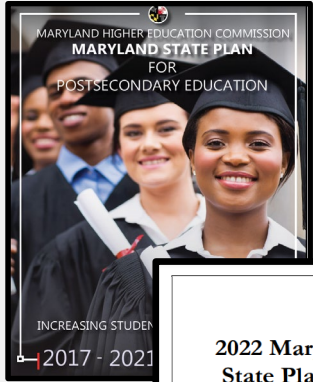
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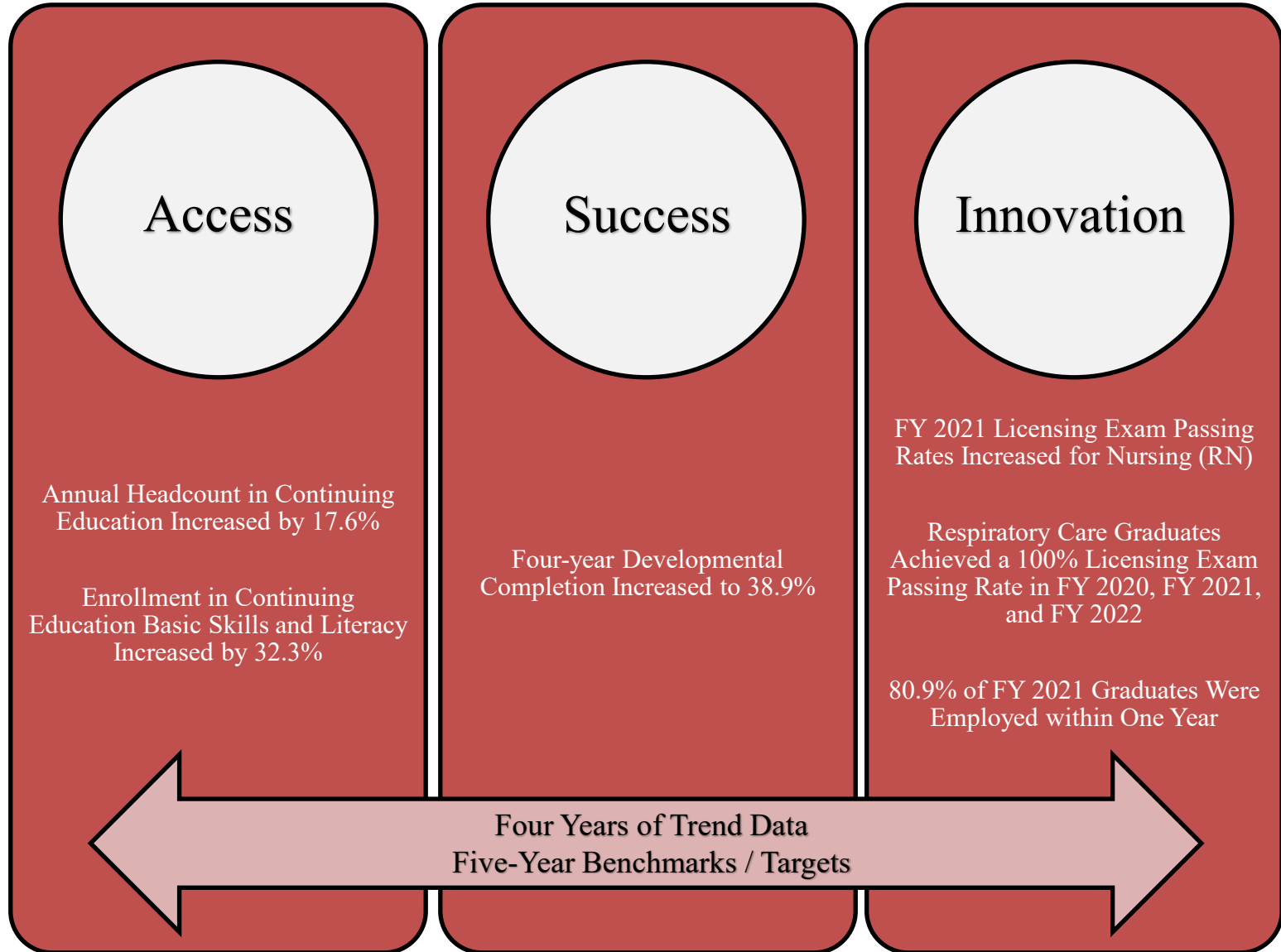Credit = (C)

Continuing Education = (CE)

Characteristics

76.1% of Credit Students Enrolled Part-time (Fall 2022)

83.5% of First-time Entrants were Assessed to
Need Developmental Coursework (Fall 2022)

59.7% are First-generation College Students (Spring 2022)

1,333 Students Enrolled in ESOL Courses (FY 2022)

45.7% of Credit Students are 25 Years of Age or Older (Fall 2022)

72.1% of Continuing Education Students are 25 Years of Age or Older (FY 2022)

46.1% Work 20 or More Hours Per Week (Spring 2022)

50.4% of Expenditures are Allocated to Instruction and Academic Support (FY 2022)

Four Years of Trend Data
No Benchmarks/Targets

2023 Performance Accountability Report:

Community College Performance Indicators Highlights

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MARYLAND HIGHER EDUCATION COMMISSION
MARYLAND STATE PLAN
FOR
POSTSECONDARY EDUCATION

INCREASING STUDE...
2017 - 2021

2022 Maryland State Plan for Higher Education

MHEC
ENGAGE · INFORM · SUPPORT

...was approved by the ... on June 22, 2022.

MHEC
ENGAGE · INFORM · SUPPORT

2022 Performance Accountability Report Maryland Public Colleges and Universities

January 2023
MSAR #709

Lawrence J. Hogan, Jr.
Governor

Boyd K. Rutherford
Lt. Governor

MARYLAND HIGHER EDUCATION COMMISSION

Credit = (C)

Continuing Education = (CE)

Access

Annual Headcount in Continuing Education Increased by 17.6%

Enrollment in Continuing Education Basic Skills and Literacy Increased by 32.3%

Success

Four-year Developmental Completion Increased to 38.9%

Innovation

FY 2021 Licensing Exam Passing Rates Increased for Nursing (RN)

Respiratory Care Graduates Achieved a 100% Licensing Exam Passing Rate in FY 2020, FY 2021, and FY 2022

80.9% of FY 2021 Graduates Were Employed within One Year

Four Years of Trend Data
Five-Year Benchmarks / Targets

BALTIMORE CITY COMMUNITY COLLEGE
2023 PERFORMANCE ACCOUNTABILITY REPORT (8 PAGES MAXIMUM)

I. MISSION

Baltimore City Community College (BCCC) provides quality, affordable, and accessible education meeting the professional and personal goals of a diverse population, changing lives, and building communities.

II. INSTITUTIONAL ASSESSMENT

State Plan Goal 1. Access: Ensure equitable access to affordable and quality postsecondary education for all Maryland residents.

BCCC continued operating in a remote learning and service environment through winter 2022 and returned to primarily in-person operations in spring 2022. Throughout the pandemic, Baltimore City, the College's primary service area, remained among the highest jurisdictions in the State for COVID-19 positivity and the lowest for vaccinations. BCCC's Liberty Campus zip code, 21215, had the highest positivity rate in Baltimore City. The effects of the pandemic, particularly on enrollment, lasted longer than anticipated. The College's annual unduplicated credit headcount decreased to 5,761 in fiscal year (FY) 2022 (Indicator 1b). In fall 2021 (FY 2022), Maryland community colleges' credit enrollment continued declining, with a decrease of 10%. In fall 2022, there was a 2% decline across the community colleges. This continued decline is reflected in the College's fall 2022 headcount (Characteristic A). The fall credit headcount declined to 3,538 and the percentage of part-time students decreased by 3.1 percentage points (Characteristic A). While the market share of first-time, full-time freshmen decreased slightly, the number increased by 21.1% (Indicator 2). The market share of part-time undergraduates decreased slightly as did the market share of recent, college-bound high school graduates (Indicators 3 and 4). The characteristics and personal responsibilities of the majority of BCCC's students make full-time enrollment challenging: 47.3% of credit students are 25 years of age or older and 46.1% work at least 20 hours per week (Characteristics F and G).

The shift to a remote learning environment occurred in spring 2020 and was in place for all of FY 2021 and over half of FY 2022, as reflected in the enrollments in credit and continuing education online courses (Indicator 6). The College has integrated the 14- and 10-week sessions first initiated in response to the pandemic into the academic calendar. Prior to the pandemic, BCCC had a consistent proportion of students enrolled in distance education; in fall 2022, the percent exclusively enrolled in distance education increased slightly to 12.7% from 10.5% in fall 2019, the last fall before the pandemic (Characteristic I). When the College transitioned to the remote learning environment, it introduced synchronous sections which have become integrated into the College's class schedules. BCCC expanded its course offerings in the winter 2021, 2022, and 2023 sessions, which resulted in enrollment increasing from 35 in winter 2020 to 247 in winter 2021. The increases continued in winter 2022 and 2023 to 283 and 320, respectively.

The number of Baltimore City Public School System (BCPSS) graduates declined by 10% from 2020 to 2021, over 300 graduates, while BCCC's fall 2021 market share of recent, college-bound

high school graduates fell by 2.3 percentage points (Indicator 4). This market share is largely comprised of the Mayor's Scholars Program, a partnership with BCPSS, launched in summer 2018. Through this last-dollar scholarship program, recent high school graduates who are City residents may complete an associate degree, certificate, or workforce training program in three years with tuition and fees covered. The in-person 2023 Summer Bridge program concluded with a recognition ceremony for its fifth cohort of participants. A Program participant was the 2023 Commencement Valedictorian. The number of dual-enrolled high school students continued to increase in fall 2021 reaching 481 and fell slightly in fall 2022 (Indicator 5). The Pathways in Technology Early College High School (P-TECH) program, a partnership with BCPSS, continues at New Era Academy, Carver Vocational Technical, and Paul Laurence Dunbar high schools. Over 200 P-TECH students are expected to register in fall 2023 12-week classes.

The socio-economic characteristics of most BCCC students make affordability a key issue. Respondents to the College's Spring 2022 Community College Survey on Student Engagement (CCSSE) reported that 62.2% use their own income/savings as a major or minor source for paying their tuition; 47.5% reported that the lack of finances is likely to be what would cause them to withdraw from class or college; 42.4% reported that working full-time would likely be the cause; and 68.2% reported that they provide care for dependents living with them. BCCC's mission reflects its commitment to providing quality, affordable, and accessible education to its diverse population. The College strives to keep tuition and fees at a fraction of those for Maryland public four-year institutions, 33.0% in FY 2023 (Indicator 7). The zero-dollar application fee and flat rate tuition and fee schedule for students enrolled in 12 to 18 credits have continued. Students received free textbooks in summer 2020, 2021, 2022, and 2023 and fall 2023 and free shipping on textbooks in fall 2020, spring 2021, fall 2021, and spring 2022.

The Workforce Development and Continuing Education (WDCE) Division remains committed to responding to the needs of the City's citizens and business community. This is reflected in the 17.5% increase in the annual unduplicated headcount in continuing education students during FY 2022. (Indicator 1c.) FY 2022 marked the return to in-person course offerings at the College's downtown Harbor location and throughout the community, complimenting virtual course options. Annual unduplicated headcount and annual course enrollments in continuing education basic skills and literacy courses increased by 32.3% and 28.8% in FY 2022, respectively (Indicator 9). The annual unduplicated headcount in English for Speakers of Other Languages (ESOL) courses increased by 52.9% in FY 2022 (Characteristic D). BCCC has successfully submitted an ESL Pathways Program proposal to the United States Citizenship and Immigration Services that will allow students with F-1 Visas to enroll in full-time programs. WDCE added QR codes on all published materials for students to easily access interest forms for their preferred course of study which allows intake specialists to provide personalized follow-up messages within 48 hours of receiving completed forms. In addition, seven of the eight full-time staff members in the English Language Services (ELS) department are multilingual. When a common language is not spoken, staff use LanguageLine, a telephonic interpretation service to ensure that all students can access the appropriate courses and resources. The ABE/GED department restarted its classes in Maryland correctional facilities and ran two classes in spring 2023; two more are slated for fall 2023. BCCC expects this partnership, with its carefully chosen instructors, to yield many future graduates. The department created new classes for students needing to pass a single subject area on the GED exam. By focusing more on these advanced

students' needs, the number of graduates from the ABE/GED program is slowly increasing. In FY 2022, the percentage of students achieving at least one educational functional level increased to 26.5% for ABE and fell slightly for ESL (Indicator 10). Stepladders were created to distribute at intake to potential and new ABE and ESL students to help them clearly understand their path to a Maryland high school diploma or advancement in English proficiency. Intake specialists explain the steps and time to move from their unique entry point to the program's exit point. Prior to the pandemic, community service offerings primarily focused on senior citizens. COVID-19 restrictions meant engagement with senior centers was quite limited. This continued in FY 2022 and essentially halted community service courses (Indicator 8).

BCCC's percentage of minority student enrollment has always exceeded the corresponding percentage in its service area; 95.5% of fall 2022 credit students and 89.2% of FY 2022 continuing education students were minorities compared to 71.0% of the City's population age 15 or over (Indicator 11). In fall 2022, 80.0% of full-time faculty and 68.8% of full-time administrative/professional staff were minorities (Indicators 12 and 13). The Human Resources Office continues to leverage a variety of methods to attract diverse and highly qualified candidates. Open positions are routinely posted on the BCCC website, InsideHigherEd.com, Indeed.com, HigherEdJobs.com, LinkedIn, Higher Education Recruitment Consortium,com, and The Chronicle of Higher Education. Open positions requiring specialized skills may solicit a more focused approach with niche websites including Dice, Idealist Careers, Society for Human Resource Management, Chesapeake Human Resources Association, CareerBuilder, American Association of Community Colleges, International Facility Management Association, National Association of College and University Business Officers along with various affinity groups.

State Plan Goal 2. Success: Promote and implement practices and policies that will ensure student success.

BCCC's fall-to-fall retention rate decreased slightly with the fall 2021 cohort at 37.5% but remained above the benchmark of 36.0%. The college-ready cohort had the highest increase to 56.1% although it is the smallest in size of the three sub-cohorts (Indicator 14). The four-year developmental completer rate increased by 4 percentage points for the fall 2018 cohort to 38.9%, 10 percentage points higher than for the fall 2014 cohort (Indicator 15). In FY 2021, BCCC implemented a policy to formalize use of multiple measures for placement assessment for developmental or college-level English/reading and math courses and changed its academic standing policy to add a "probation" status to allow students additional time to return to good academic standing after being on "warning." As the physical campus reopened in spring 2022, the Testing Center reinstated the use of Accuplacer as a form of assessment; it became a primary form of assessment in fall 2022. A new Director of Testing was appointed in fall 2022 and the Center expanded its services and hours of operation to include two evenings per week and alternate Saturdays. PRE 100, Preparation for Academic Achievement, has been revised to fill more first-year experience needs. The Volunteers in Service to American Success Coach Project delivers non-academic support to nearly 150 students per semester in MAT 107, Modern Elementary Statistics, The Coach assists with navigating services, developing personal success plans, and building self-advocacy. As a result, the "F" grade rate was reduced by 10 percentage points, increasing the number of students persisting.

The proportion of credit students receiving Pell grants in FY 2022 increased to 34.6% and the proportion receiving any financial assistance decreased to 52.4% (Characteristic E). The College utilized the Coronavirus Aid, Relief, and Economic Security Act Higher Education Emergency Relief Fund funding to assist students with balances, tuition and fees, and textbooks. The fall-to-fall retention rate for the 2021 Pell grant recipient cohort declined to 44.7% but remained above the benchmark of 40.0% after the sharp increase for the fall 2020 cohort (Indicator 14). With 90.0% of CCSSE respondents indicating that financial aid advising is important to them, the Financial Aid Office is dedicated to supporting students. The proportion of respondents reporting they were very satisfied with BCCC's financial aid advising services has increased steadily from 34.5% in 2014 to 50.2% in 2022. The return to campus meant that student athletics could return, providing a retention avenue for students. In 2022, the Panthers men's basketball team competed in the Maryland Junior College Conference (MDJUCO) and National Junior College Athletic Association. Three student athletes were awarded MDJUCO All Academic Status. Women's basketball and volleyball coaches were hired for competition beginning in fall 2023.

BCCC is committed to student success by allocating as much of its resources as possible to instruction, academic support, and student services. Over 50% of the College's expenditures in FY 2022 were for instruction and academic support with an additional 8.6% for student services. The use of COVID funds increased "other" revenues and expenditures in FY 2021 and 2022 (Characteristics J and K). In FY 2022, BCCC used institutional COVID Funds to help students by covering summer tuition, fees, and books. Funds were used to assist with balances for students who could not pay due to COVID. As the College strives to enhance its course and program offerings to meet workforce needs and improve graduate employment and transfer rates, it is a priority to supply distinct programs of study with the necessary equipment and technology. The implementation of the new Enterprise Resource Planning (ERP) system in fall 2022 and capital improvements throughout the year increased "other" expenditures in FY 2021 and 2022.

BCCC's overall successful-persister rate for all students in the fall 2018 cohort decreased for all students. The developmental completers' successful-persister rate remained far above that of the developmental non-completers (Indicators 16 and 17). Continued increases in developmental completion remain a priority. The streamlined levels of developmental courses in math and reading/English have made a positive impact. In previous years, many students put off taking math. Students are being advised to take MAT 86, the first developmental math course, earlier in their college careers making it more possible to complete subsequent math and other courses. BCCC provides tutoring services to all students, in-person and virtually, and embeds many of its tutors into classes to develop rapport with students, especially those taking typical gate-keeper courses such as math, computer literacy, and English. In spring 2023, the virtual tutoring site was accessed over 39,000 times, primarily for math and writing assistance. As many students attend BCCC part-time while working, virtual tutoring remains beneficial. The E-Learning department supports all students and faculty with Canvas (learning management system) access and assistance; participation in welcome events, new student and faculty orientations; professional development; on-demand recorded trainings; and the Canvas 24/7 Tier 1 support platform that offers basic assistance "live" from a Canvas support agent at any time. BCCC continues its work to expand support services, offer creative scheduling options, increase financial aid literacy and access, and increase staff training. Student success remains the number one strategic goal.

The College's federally-funded TRIO Student Support Services (SSS) Program empowers 230 first-generation, low-income, or disabled students to reach their full potential in college and beyond. SSS aims to increase the retention, graduation, and transfer rates of eligible students needing academic support. The FY 2022 Annual Performance Report showed that SSS exceeded goals for persistence (63%), good academic standing (79%), degree attainment (33%), and transfer (19%). Services include academic advising and tutoring, financial aid information and assistance, financial and economic literacy resources, referrals to campus resources, laptop loan programs, peer mentoring, and leadership development. Virtual and on-campus workshops, focused on non-cognitive and academic skills and community building, included career and decision-making, learning styles, overcoming test anxiety, understanding money and credit, and balancing school, work, and home. SSS introduced StudentLingo via a series of online student success workshops to support learning, personal growth, and health and wellness. In spring 2023, SSS partnered with Upward Bound Math and Science Program for a visit to Howard University's College of Pharmacy to meet with admissions staff. They visited the Smithsonian National Museum of African American History & Culture and iFLY where they experienced physics first-hand by flying in state-of-the-art vertical wind tunnels. They visited the UMBC Observatory for interactive demonstrations and discussion of STEM pathways. The program awarded $13,000 in SSS grant aid to 13 eligible Pell grant recipients. The annual Recognition Day Celebration highlighted the 41 graduates in addition to the Academic Excellence awards for participants with GPAs of 3.00 or better, Overcomer Awards for those who excelled in adversity, and Shining Star Awards for those who inspired others with their commitment to academic excellence.

After an increase in FY 2021, the total number of degrees and certificates decreased in FY 2022 to 472 and the number of graduates declined to 433 (Indicator 20). After a sharp increase in AY 2020-21, the performance of BCCC transfer students at senior institutions decreased slightly in AY 2020-21 and 2021-22 as the percentage of students with a cumulative GPA of 2.0 or above after the first year declined (Indicator 21). To support transfer opportunities and success, the new Assistant Vice President of Academic Engagement and Partnerships has been designated with rebuilding academic articulations and Memorandums of Understandings with senior institutions.

State Plan Goal 3. Innovation: Foster innovation in all aspects of Maryland higher education to improve access and student success.

In spring 2020, students in their final semester of Nursing and Health Professions programs were not able to complete all their clinical and lab instruction due to the pandemic, which decreased the number of graduates eligible to take the respective licensing exams. In FY 2021, no Dental Hygiene graduates were able to sit for the Board exam; FY 2022 saw a passing rate of 92.9% for 14 graduates. Program faculty and staff remain committed to ensuring students get the clinical experiences needed to demonstrate competency in the established learning objectives. Perkins funds were utilized to invest in high fidelity instruments and mannequins to meet the laboratory needs. Respiratory Care graduates' licensure exam pass rates remained at 100% for the third consecutive year. The Physical Therapist Assistant program's pass rate declined. To enhance learning outcomes and pass rates, the program adopted physical and online resources including lab equipment and practice exam review. The number of graduates who sat for the Nursing NCLEX-RN exam pass rate fell to 41 and the pass rate fell slightly to 78.0%. Teaching strategies being utilized to increase participation and pass rates include role-play, concept maps, and

practice test questions. The program will implement mandatory tutoring sessions based on classroom assessment scores and hire a full-time Nursing Success Coach to increase students' skills in time management, studying, test-taking, and reading comprehension. The four-day pre-entry orientation sessions for new fall and spring entering cohorts will be reinstated along with the two-day orientation sessions for students entering the second semester course and mandatory remediation activities for students scoring below the norm on the end-of-course assessments. The Practical Nursing (PN) program's pass rate on the NCLEX-PN exam fell to 66.7%. To increase pass rates, the August 2022 graduating cohort participated in the three-day Hurst N-Stream online review course. To assist all Nursing students to prepare for the exams, ATI testing was purchased with Perkins funds for its tutorials, case studies, and assessments (Indicator 23).

The proportion of graduates employed within one year increased by 3.2 percentage points to 80.9% for the FY 2021 graduates (Indicator 24). The median annualized income of FY 2019 career program graduates after three years increased by over $10,000 to $49,912, surpassing the pre-pandemic levels. BCCC's Career Development Services (CDS) Office supports students' workforce goals with services including resume development, interview preparation and mock interviews, career readiness skills, individual employment plans, job search and employment placement, recruitment events, and career development workshops. In FY 2023, CDS assisted in placing students at organizations including Lazarus-Rite, Inc., Lifebridge, FutureCare, University of Maryland Medical Center, Johns Hopkins Express Labs, and Maryland Transit Authority. The annual unduplicated headcount and course enrollments in continuing education workforce development courses fell slightly in FY 2022 (Indicator 26). The unduplicated headcount and course enrollments in Continuing Professional Education leading to government or industry-required certification or licensure remained stable (Indicator 27). The unduplicated headcount and course enrollments in contract training fell in part due to pandemic-related challenges with organizations' employee retention (Indicator 28). FY 2022 contract training partners include Goodwill Industries, Kennedy Krieger, Baltimore Alliance for Careers in Healthcare, Baltimore City Police Department, Maryland Department of Labor, Johns Hopkins Health, Mayor's Office of Economic Development, and Baltimore City Department of Social Services. Currently, the ELS department provides training at BCCC's Harbor location to the Thomas Shortman Training Fund 32BJ Union for ESL, ABE, CPR, and computer literacy. The Workforce Development department partners with the Center for Urban Families and is training cohorts in phlebotomy, patient care tech, and job readiness via a partnership with University of Maryland Medical Center (UMMC) and Southwest Partnership. UMMC works to place students in-house.

Institutional Responses (No more than two of the eight pages)

Identifying Long-term Equity Gaps

What are the largest long-term equity gaps that exist in student access, success, and innovation in your institution? Please note the long-term equity gaps refers to the inequities that existed long before the COVID-19 pandemic and persisted over the years.

BCCC's cultural diversity and inclusion efforts include increasing traditionally underrepresented groups and creating positive interactions and cultural awareness among students, faculty, staff, and emerging populations. Particular attention has been paid to increasing enrollments and

resources for LatinX/Hispanic, international, LGTBQ+, active military/veterans, and disabled students. For the thousands of students who came through BCCC's doors prior to the pandemic, personal resources, academic readiness, and language were gaps to equitable access to services at the first touch point. Traditionally, older students have difficulty resuming their studies. Other pre-pandemic gaps for continuing education students are transportation and childcare.

How are these equity gaps uncovered/discovered/identified at your institution and how are they shared with your community?

In reviewing processes before, during, and after the pandemic, the College's ELS, Admissions, and Marketing departments have been committed to enhancing access for international and all students with English language barriers. In FY 2023, BCCC's Refugee Youth Project (RYP) continued to work with over 150 refugee and asylee youth in four Baltimore City Public Schools. The RYP helps bridge the gap between refugee and asylee students and their peers by providing high-quality after school instruction, including ESL, STEM, art, and sports classes. Recently, RYP received a $750,000 American Rescue Plan Act grant award from the Mayor's Office for expansion of this important work to include students with different immigration statuses.

What interventions have been implemented to eliminate these gaps?

ESL Students: To bridge the language gap, the ELS department recruits multilingual staff to assist English learners coming to BCCC. Seven of the eight full-time ELS staff are multilingual, and all ELS staff are trained to use LanguageLine, a telephonic interpretation tool used if there is no common language and an intermediary is necessary. It assists in person via speakerphone or by phone call via three-way calling. Through Maryland Office for Refugees and Asylees grants, ELS provides services specifically for refugees and asylees who are 60 years of age or more. The Services to Older Refugees (SOR) program bridges gaps for older residents integrating into a new society. Most participants do not speak fluent English and enroll in ESL and citizenship classes and Participating in American Life that covers civics and what it means to be a positive member of society. Students get connected to community-based resources such as the Enoch Pratt Free Library, Department of Aging, and Baltimore City Health Department

Transportation and Childcare: With the introduction of more virtual class options during the pandemic, many BCCC continuing education students benefited from not having to commute or find childcare. While the College has resumed its in-person classes across all departments in WDCE, virtual options continue to remain popular. The ELS department now runs hybrid classes for its Integrated English Literacy and Civics Education/Integrated Education and Training Certified Nursing Assistant course which is a demanding 12-week program. Students attend five days a week for four hours a day. To ease the students' burden and bridge traditional equity gaps, the ESL portion is hybrid, class is in person one day per week and virtually another day.

Measuring Equity Gaps

How has your institution used disaggregated data to identify equity gaps in students' educational opportunities and outcomes?

Students with English language barriers typically enroll in ESOL continuing education courses or English Language Instruction (ELI) credit courses, both of which are managed by the ELS department. The ELI courses mirror the developmental reading/English courses in terms of registration and financial aid processes.

What stakeholder engagement (students, faculty, staff, etc.) is used to collect and review this data?

Course placement, enrollment, and pass rates are compiled along with completion and retention rates. In addition, the performance indicators included in the Performance Accountability Report are presented to all Cabinet areas to inform planning.

Does your institution set goals/benchmarks in regard to the elimination of equity gaps? If so, what steps does your institution take to ensure accountability in meeting the established goals/benchmarks of equity?

The College is relaunching its strategic planning process, which will include alignment of all plans (including the Cultural Diversity Plan), goals, objectives, and performance indicators at the institutional and unit levels. Institutional indicators from Performance Accountability Report and the Managing for Results submissions will be key to the process.

COMMUNITY OUTREACH AND IMPACT

BCCC's Strategic Plan calls for growing and strengthening partnerships and community engagement. The College is committed to engaging and improving communities in the greater Baltimore area. Dedicated faculty, staff, and students provide their time and expertise to serve the City's citizens, neighborhood and community organizations, public schools, and employers.

The COVID-19 pandemic created challenges for the College community though FY 2022. Throughout the pandemic, the City was in the top five Maryland jurisdictions for reported cases and 21215, the Liberty Campus zip code, remained one of the highest zip codes in the State. BCCC served as a partner with many City and State stakeholders to support its neighbors. In partnership with CVS, it served as a host site for community testing for most of the pandemic. BCCC's partnership was expanded with CVS and Baltimore City Department of Health to be a host site for vaccinations for an extended period with support from BCCC's Public Safety.

BCCC's Citizenship Preparation Program, under a Maryland Office of Refugees and Asylees/Maryland Department of Human Resources grant, ensures that refugees, age 60 and over, have access to mainstream aging services in their community through the SOR Program. It enables older refugees to live independently as long as possible; provides appropriate services to those who are not currently being served in the community; establishes and expands working relationships with State and local agencies to ensure refugee access to aging services; links refugees to naturalization services that help them become U.S citizens. Citizenship classes for older refugees are currently provided at the BCCC Harbor location, Goodnow Community Center, Church of the Most Precious Blood, and Active Day of Baltimore. The College partners with many community organizations to support the older refugees including the International

Rescue Committee of Baltimore, Maryland Volunteer Lawyers Services, Maryland Access Point, and Meals on Wheels of Central Maryland.

In collaboration with Howard University, the College is a partner with Prison to Professionals. The program is designed for formerly incarcerated students in selected BCCC science programs to work towards their associate degrees and transfer for bachelor's degrees in STEM.

BALTIMORE CITY COMMUNITY COLLEGE
2023 ACCOUNTABILITY REPORT

<mark>**Student & Institutional Characteristics** *(not Benchmarked)*</mark>

These descriptors are not performance indicators subject to improvement by the college, but clarify institutional mission and provide context for interpreting the performance indicators below.

		Fall 2019	Fall 2020	Fall 2021	Fall 2022
A	Fall credit enrollment				
	a. Unduplicated headcount	4,909	4,181	3,864	3,538
	b. Percent of students enrolled part time	67.8%	71.8%	79.2%	76.1%

		Fall 2019	Fall 2020	Fall 2021	Fall 2022
B	First-time credit students with developmental education needs	90.2%	47.0%	55.2%	83.5%

		FY 2018	FY 2019	FY 2020	FY 2022*
C	Credit students who are first-generation college students (neither parent attended college) * CCSSE is administered every two years.	48.4%	CCSSE Not Admin	35.9%	59.7%

		FY 2019	FY 2020	FY 2021	FY 2022
D	Annual unduplicated headcount in English for Speakers of Other Languages (ESOL) courses	2,543	1,547	872	1,333

		FY 2019	FY 2020	FY 2021	FY 2022
E	Credit students receiving financial aid				
	a. Receiving any financial aid	47.8%	49.7%	57.0%	52.4%
	b. Receiving Pell grants	38.5%	37.2%	33.3%	34.6%

		Fall 2019	Fall 2020	Fall 2021	Fall 2022
F	Students 25 years old or older				
	a. Credit students	50.6%	52.5%	52.2%	45.7%

		FY 2019	FY 2020	FY 2021	FY 2022
	b. Continuing education students	78.9%	75.8%	72.6%	77.1%

		FY 2018	FY 2019	FY 2020	FY 2022*
G	Credit students employed more than 20 hours per week * CCSSE is administered every two years.	44.1%	CCSSE Not Admin	44.4%	46.1%

		Fall 2019	Fall 2020	Fall 2021	Fall 2022
H	Credit student racial/ethnic distribution				
	a. Hispanic/Latino	3.4%	3.7%	2.8%	3.3%
	b. Black/African American only	75.8%	76.5%	76.0%	64.6%
	c. American Indian or Alaskan native only	0.1%	0.05%	0.30%	0.3%
	d. Native Hawaiian or other Pacific Islander only	0.1%	0.02%	0.05%	0.0%
	e. Asian only	1.6%	2.0%	1.5%	1.0%
	f. White only	5.9%	6.6%	5.4%	3.8%
	g. Multiple races	2.0%	2.1%	2.8%	2.2%
	h. Foreign/Non-resident alien	9.3%	7.4%	8.1%	21.0%
	i. Unknown/Unreported	1.8%	1.6%	3.2%	3.8%

		Fall 2019	Fall 2020	Fall 2021	Fall 2022
I	Credit student distance education enrollment				
	a. Enrolled exclusively in distance education	10.5%	100.0%	99.2%	12.7%
	b. Enrolled in some, but not all, distance education	29.3%	0.0%	0.7%	27.8%
	c. Not enrolled in any distance education	60.2%	0.0%	0.1%	59.5%

		FY 2019	FY 2020	FY 2021	FY 2022
J	Unrestricted revenue by source				
	a. Tuition and fees	22.4%	23.1%	23.2%	18.1%
	b. State funding	71.3%	71.3%	71.1%	73.3%
	c. Local funding	0.7%	1.0%	1.1%	1.1%
	d. Other	5.6%	4.6%	4.5%	7.5%

		FY 2019	FY 2020	FY 2021	FY 2022
K	Expenditures by function				
	a. Instruction	35.8%	41.6%	41.9%	40.1%
	b. Academic support	12.3%	13.4%	10.5%	10.3%
	c. Student services	9.7%	10.0%	9.9%	8.6%
	d. Other	42.2%	35.0%	37.6%	41.0%

BALTIMORE CITY COMMUNITY COLLEGE
2023 ACCOUNTABILITY REPORT

Goal 1: Access

		FY 2019	FY 2020	FY 2021	FY 2022	Benchmark FY 2025
1	Annual unduplicated headcount					
	a. Total	13,177	11,119	8,940	8,848	**14,300**
	b. Credit students	6,694	7,025	6,358	5,761	**7,473**
	c. Continuing education students	6,611	4,193	2,659	3,126	**7,152**

		Fall 2019	Fall 2020	Fall 2021	Fall 2022	Benchmark Fall 2025
2	Market share of first-time, full-time freshmen	27.5%	18.4%	13.2%	12.3%	**23.4%**

Note: Methodology changed starting in Fall 2019.

		Fall 2019	Fall 2020	Fall 2021	Fall 2022	Benchmark Fall 2025
3	Market share of part-time undergraduates	35.4%	33.7%	35.0%	32.5%	**38.7%**

Note: Methodology changed starting in Fall 2019.

		Fall 2018	Fall 2019	Fall 2020	Fall 2021	Benchmark Fall 2024
4	Market share of recent, college-bound high school graduates	38.2%	36.6%	20.7%	18.4%	**37.0%**

		Fall 2019	Fall 2020	Fall 2021	Fall 2022*	Benchmark Fall 2025
5	High school student enrollment	245	442	481	436	**640**

(Note: Fall 2018 includes those who enrolled after EIS)
* May not include all PTECH

		FY 2019	FY 2020	FY 2021	FY 2022	Benchmark FY 2025
6	Annual enrollment in online/hybrid courses					
	a. Credit, online	7,200	9,152	27,238	18,573	**7,639**
	b. Continuing education, online	1,121	135	5,330	5,672	**176**
	c. Credit, hybrid	1,217	1,211	0	47	**740**
	d. Continuing education, hybrid	0	0	0	0	**0**

		FY 2020	FY 2021	FY 2022	FY 2023	Benchmark FY 2026
7	Tuition and mandatory fees					
	a. Annual tuition and fees for full-time students	3364	3314	3314	3314	**NA**
	b. Percent of tuition/fees at Md public four-year institutions	34.7%	36.8%	33.7%	33.0%	**36.8%**

Note: The goal of this indicator is for the college's
percentage to be at or below the benchmark level.

BALTIMORE CITY COMMUNITY COLLEGE
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	FY 2019	FY 2020	FY 2021	FY 2022	Benchmark FY 2025
8 Enrollment in continuing education community service and lifelong learning courses					
a. Unduplicated annual headcount	105	39	43	0	**78**
b. Annual course enrollments	124	47	49	0	**95**

	FY 2019	FY 2020	FY 2021	FY 2022	Benchmark FY 2025
9 Enrollment in continuing education basic skills and literacy courses	4.353	2,981	1,707	2,258	**3802**
a. Unduplicated annual headcount	8,395	5,572	3,244	4,179	**7,604**
b. Annual course enrollments					

	FY 2019	FY 2020	FY 2021	FY 2022	Benchmark FY 2025
10 Adult education student achievement of:					
a. At least one ABE educational functioning level	27.2%	21.5%	23.4%	26.5%	**36.2%**
b. At least one ESL educational functioning level	32.5%	24.8%	24.5%	22.5%	**43.3%**
Note: Not reported if < 50 students in the cohort					

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Benchmark Fall 2025
11 Minority student enrollment compared to service area population					
a. Percent nonwhite credit enrollment	93.4%	92.7%	94.5%	95.5%	**93.0%**

	FY 2019	FY 2020	FY 2021	FY 2022	Benchmark FY 2025
b. Percent nonwhite continuing education enrollment	97.5%	97.4%	90.0%	89.2%	**92.0%**

	July 2019	July 2020	July 2021	July 2022	Benchmark Not Required
c. Percent nonwhite service area population, 15 or older	70.3%	70.5%	70.5%	71.0%	**NA**

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Benchmark Fall 2025
12 Percent minorities (nonwhite) of full-time faculty	78.3%	77.1%	75.3%	80.0%	**BCCC does not benchmark.**

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Benchmark Fall 2025
13 Percent minorities (nonwhite) of full-time administrative and professional staff	77.1%	75.3%	73.5%	68.8%	**BCCC does not benchmark.**

Goal 2: Success

		Fall 2018 Cohort	Fall 2019 Cohort	Fall 2020 Cohort	Fall 2021 Cohort	Benchmark Fall 2024 Cohort
14	Fall-to-fall retention					
	a. All students	35.2%	31.2%	39.3%	37.5%	**36.0%**
	b. Pell grant recipients	34.8%	35.0%	55.4%	44.7%	**40.0%**
	c. Developmental students	36.2%	31.3%	40.2%	36.6%	**36.0%**
	d. College-ready students	25.0%	29.3%	38.5%	56.1%	**34.0%**

		Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Fall 2018 Cohort	Benchmark Fall 2021 Cohort
15	Developmental completers after four years	33.1%	36.4%	34.9%	38.8%	**46.0%**
				(208/596)		

		Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Fall 2018 Cohort*	Benchmark Fall 2021 Cohort
16	Successful-persister rate after four years					
	a. College-ready students	64.3%	na (n=21)	na (n=29)	na (n=10)	**69.3%**
	b. Developmental completers	76.7%	77.6%	75.1%	66.6%	**82.6%**
	c. Developmental non-completers	28.9%	27.0%	46.0%	30.3%	**NA**
	d. All students in cohort	57.1%	57.7%	62.2%	53.0%	**62.7%**

*May change with updated National Student Clearinghouse (NSC) file.

		Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Fall 2018 Cohort	Benchmark Not Required
17	Successful-persister rate after four years					
	a. White only	na (n=18)	na (n=23)	na (n=14)	na (n=19)	**NA**
	b. Black/African American only	54.5%	54.3%	62.3%	53.0%	**NA**
	c. Asian only	na (n=29)	na (n=17)	na (n=14)	na (n=7)	**NA**
	d. Hispanic/Latino	na (n=9)	na (n=19)	na (n=10)	40.4%	**NA**

Note: Not reported if < 50 students in the cohort for analysis
*May change with updated NSC file.

		Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Fall 2018 Cohort	Benchmark Fall 2021 Cohort
18	Graduation-transfer rate after four years					
	a. College-ready students	54.3%	na (n=21)	na (n=29)	na (n=10)	**58.3%**
	b. Developmental completers	51.7%	43.7%	54.7%	41.9%	**71.1%**
	c. Developmental non-completers	23.3%	23.6$%	30.0%	26.1%	**NA**
	d. All students in cohort	41.5%	36.7%	43.3%	35.9%	**51.5%**

*May change with updated NSC file.

		Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Fall 2017 Cohort	Benchmark Not Required
19	Graduation-transfer rate after four years					
	a. White only	na (n=18)	na (n=23)	na (n=14)	na (n=19)	**NA**
	b. Black/African American only	39.3%	35.3%	43.5%	36.1%	**NA**
	c. Asian only	na (n=29)	na (n=17)	na (n=14)	na (n=7)	**NA**
	d. Hispanic/Latino	na (n=9)	na (n=19)	na (n=10)	23.1%	**NA**

Note: Not reported if < 50 students in the cohort for analysis
*May change with updated NSC file.

		FY 2019	FY 2020	FY 2021	FY 2022	Benchmark FY 2025
20	Associate degrees and credit certificates awarded					
	a. Total awards	629	544	581	473	**706**
	b. Career degrees	279	250	272	246	**NA**
	c. Transfer degrees	152	134	154	139	**NA**
	d. Certificates	198	160	155	88	**NA**
	e. Unduplicated graduates	553	484	521	433	**NA**

		AY 18-19	AY 19-20	AY 20-21	AY 21-22	Benchmark AY 2024-25
21	First-year GPA of 2.0 or above at transfer institution	81.6%	87.8%	84.6%	78.8%	**90.3%**

		FY 2018 Graduates	FY 2019 Graduates	FY 2020 Graduates	FY 2021* Graduates	Benchmark FY 2024 Graduates
22	Graduate transfers within one year*	43.8%	70.1%	48.5%	44.2%	**48.0%**
	FY 2019 Updated in 2022					
	* Preliminary - Pending Updated NSC File.					

Goal 3: Innovation

		FY 2019	FY 2020	FY 2021	FY 2022	Benchmark FY 2025
23	Credit program pass rates in licensure/certification examinations required for employment					
	a. Nursing - National Council	80.8%	77.1%	81.7%	78.0%	**90.0%**
	Number of Candidates	52	48	71	41	
	b. Licensed Practical Nurse - National Council	93.8%	80.0%	73.3%	66.7%	**90.0%**
	Number of Candidates	16	10	15	12	
	c. Physical Therapy - Assessment Systems	83.3%	100.0%	88.9%	66.7%	**90.0%**
	Number of Candidates	12	11	9	6	
	d. Dental Hygiene - National (Written) Board	84.6%	100.0%	Not Applicable*	92.9%	**90.0%**
	Number of Candidates	13	13	0	14	
	e. Respiratory Care - MD Entry Level Exam	84.6%	100.0%	100.0%	100.0%	**95.0%**
	Number of Candidates	13	8	8	4	
	Note: Not reported if <5 candidates in a year					

	*Due to COVID-19 related delays.	FY 2018 Graduates	FY 2019 Graduates	FY 2020 Graduates	FY 2020 Graduates	Benchmark Not Required
24	Graduates employed within one year	79.8%	80.8%	77.7%	80.9%	**NA**

		FY 2016 Graduates	FY 2017 Graduates	FY 2018 Graduates	FY 2019 Graduates	Benchmark Not Required
25	Income growth of career program graduates					
	a. Median annualized income one year prior to graduation	$22,920	$23,440	$20,040	$24,304	**NA**
	b. Median annualized income three years after graduation	$46,804	$45,140	$39,536	$49,912	**NA**

		FY 2019	FY 2020	FY 2021	FY 2022	Benchmark FY 2025
26	Enrollment in continuing education workforce development courses					
	a. Unduplicated annual headcount	1,630	1,439	1,337	1,284	**2,472**
	b. Annual course enrollments	2,132	1,831	2,164	1,940	**3,296**

		FY 2019	FY 2020	FY 2021	FY 2022	Benchmark FY 2025
27	Enrollment in Continuing Professional Education leading to government or industry-required certification or licensure					
	a. Unduplicated annual headcount	1,089	739	744	739	**2,472**
	b. Annual course enrollments	2,460	1,023	1,254	1,246	**3,296**

		FY 2019	FY 2020	FY 2021	FY 2022	Benchmark FY 2025
28	Enrollment in contract training courses	1,740	726	506	392	**2025**
	a. Unduplicated annual headcount	2,837	1,057	1,035	610	**2,700**
	b. Annual course enrollments					

BCCC
Baltimore City Community College

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Special Meeting Agenda | 8:00 AM September 1, 2023 (Virtual Zoom Meeting)
Meeting Link: https://bccc-edu.zoom.us/j/96885011566?pwd=VUNXeTR5aGs1b2ZtUWFVZjdlbzlCdz09

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

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

III.   **Approval Requests (Vote)**
   a.   Nursing Cooling Towers ($156,246)
   b.   Construction of Guard Booth ($237,000)
   c.   Consulting Services for Strategic Plan ($107,00)
   d.   2023 Cultural Diversity Report with Chairman Certification and Appendixes

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

Contract ID: BPM036438
                        Nursing Building Cooling Tower Replacement

Contract Description: Remove existing cooling tower and replace with in-kind cooling tower at Nursing Building. The scope of work includes providing structural support repairs and upgrades for the cooling tower.

Award: Control Sources, LLC

Contract Term: 180 Calendar Days from Notice to Proceed

Procurement Method: Competitive Sealed Bidding (SBR-Designated)

Bid(s):   Control Sources LLC $156,246
                        Shoreline Mechanical LLC $165,965
                        Best Mechanical Service LLC $169,956
                        Jarrod M Blackwell $128,455

MBE Goal: 20%

Requesting Remarks: The College is requesting to award the above referenced contract to the Control Sources, LLC in the amount of $156,246. Jarrod M Blackwell, the apparent low bidder, was determined to be non-responsive for failure to provide the alternate pricing for all the interior condenser water piping if found to be derogated. Pricing for the additional piping was part of the bid requirements. Therefore, Control Sources, LLC was determined to be the next responsive and responsible bidder. They have previous performed service for the College in the past. The vendor has committed to meeting the MBE goal.

In accordance with the College's Procurement Policies and Procedures, the Board of Trustees is required to approve when the contract exceeds the accumulated amount over $100,000 or already over $100,000.00.

Fund Source: Facilities / Operation

MD Tax Clearance: 23-2777-1111

BOARD OF TRUSTEES ACTION   THIS ITEM WAS:

APPROVED   DISAPPROVED   DEFERRED   WITHDRAWN

WITH DISCUSSION   WITHOUT DISCUSSION

CORRECTED AGENDA

Contract ID: BPM036438
                      Nursing Building Cooling Tower Replacement

Contract Description: Remove existing cooling tower and replace with in-kind cooling tower at Nursing Building. The scope of work includes providing structural support repairs and upgrades for the cooling tower.

Award: BMC Services, LLC

Award Amount: $158,411.00

Contract Term: 180 Calendar Days from Notice to Proceed

Procurement Method: Competitive Sealed Bidding (SBR-Designated)

Bid(s):   Control Sources LLC $156,246
                      Shoreline Mechanical LLC $165,965
                      Best Mechanical Service LLC $169,956
                      BMC Services, LLC $128,455

MBE Goal: 20%

Requesting Remarks: The College is requesting the above referenced contract to BMC Services, LLC in total contract price amount of $158,411.00. This amount includes the base bid of $128,455 and the alternate pricing to replace the piping of $ 29,956.00. The bid prices do not include the alternative pricing; however, upon inspection of the cooling towers it was found that pipes were leaking and will need to be replaced. Therefore, the College is requesting approval to approve the contract for both the based bid and alternative pricing. BMC Services, LLC has previously performed satisfactory work for the College in the past. Also, BMC Services, LLC is both a MBE and SBR vendor; the College will obtain 100% MBE and SBR participation on this contract.

In accordance with the College's Procurement Policies and Procedures, the Board of Trustees is required to approve when the contract exceeds the accumulated amount over $100,000 or already over $100,000.00.

Fund Source: Facilities / Operation

MD Tax Clearance: 23-1924-0111

BOARD OF TRUSTEES ACTION   THIS ITEM WAS:

APPROVED   DISAPPROVED   DEFERRED   WITHDRAWN

WITH DISCUSSION   WITHOUT DISCUSSION

*Contract ID***:**   BCCC-FY23-CY-22
                            Construction of New Guard Booth

Contract Description: Remove and replace the guard booth located at the entrance of the main campus
located at 2901 Liberty Heights Avenue, Baltimore, Maryland.

Award: Dade Star Group, LLC

*Contract Term***:**   180 Calendar Days from Notice to Proceed

Procurement Method: Competitive Sealed Bidding (SBR-Designated)

Bid(s):   Dade Star Group, LLC $237,000
                          (single bid)

MBE Goal: 100%

Requesting Remarks: The College is requesting approval to award the above referenced contract to the
Dade Star Group, LLC. The solicitation was advertised via eMarylandMarketplaceAdavnatage (eMMA)
on April 10, 2023 and bids were due on April 28, 2023. A total of 195 vendors were notified via eMMA;
three vendors attended the pre-bid meeting and site visit.   Ample time was given for vendors to request
additional information and to submit a bid. The recommended awardee, Dade Star Group, LLC, is not only
an SBR vendor but also a certified MBE firm; therefore, achieving a 100% MBE participation on this
project. It is to be noted that the MBE goal for this project is 20%; however, Dade Star subcontracted
23.8% of the work to performed by three certified MBE firms without including themselves (MBE Prime)
workforce to meeting the goal.

Originally the replacement of the Guard Booth was included in the Loop Road project with an estimated
value of $300,00. The College determined that it would be in its best interest to solicit the project separately
under its delegated authority.

In accordance with the College's Procurement Policies and Procedures, the Board of Trustees is
required to approve when the contract exceeds the accumulated amount over $100,000 or already
over $100,000.00.

Fund Source: Capital Maintenance

BOARD OF TRUSTEES ACTION   THIS ITEM WAS:

   APPROVED   DISAPPROVED   DEFERRED   WITHDRAWN

                       WITH DISCUSSION   WITHOUT DISCUSSION

BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEE – FINANCE COMMITTEE
ACTION ITEM
SPECIAL MEETING

*Contract ID***:**　　　BCCC-FY24-OTP-001
　　　　　　　　　　　Strategic Plan Consultant

Contract Description:　This contract for consulting services to assist the College in updating its 2018-2022 Strategic Plan through the development, creation, and implementation of a 5-year strategic plan without conducting a formal competitive process.

Award:　　　　　Credo, LLC

Award Amount:　　$107,000

*Contract Term***:**　　08/4/23 – 08/30/25

Procurement Method:　Unusual and Compelling Urgency

Bid(s):　　　　　Credo, LLC　　　　　$107,000
　　　　　　　　　TeamMasters, Inc.　　$192,480

Requesting Remarks:　The College is requesting the Board of Trustees to ratify the award of the above-referenced contract to Credo,LLC in the amount of $107,000.　In accordance with the College's procurement policies and procedures under Section(s) 2.3 and 2.4 for Unusual and Compelling Urgency, the College may enter a contract award with prior approval of the President or Designee upon the declaration of such an event.　The College declared that such action was necessary due to the urgency and need for an updated strategic plan as it will hinder the College's ability to obtain its reaccreditation from the Middle State's Commission on Higher Education (MSCHE). The College is in the process preparing for the MSCHE comprehensive evaluation with the Self-Study Report due to the Commission by March 2024 followed by an On-site Evaluation Visit April 28-May 1, 2024. The institution must demonstrate compliance with MSCHE Standards and Requirements of Affiliation. One of the anticipated outcomes of the Self-Study is the development of the College's next, comprehensive strategic plan with unit level plans. Without this consulting service, the College will not have the evidence to demonstrate compliance with Standard Six, the institution's planning processes, resources and structures are aligned and sufficient to fulfill its mission and goals, to continually assess and improve its programs and services, and respond effectively to opportunities and challenges.

In accordance with the College's Procurement Policies and Procedures, the Board of Trustees is required to approve when the contract exceeds the accumulated amount over $100,000 or already over $100,000.00.

BOARD OF TRUSTEES ACTION　　　　**THIS ITEM WAS:**

　APPROVED　　　**DISAPPROVED**　　　　**DEFERRED**　　　**WITHDRAWN**

　　　　　　　WITH DISCUSSION　　　**WITHOUT DISCUSSION**

BCCC
BALTIMORE CITY
COMMUNITY COLLEGE

Total Revenue by Appropriated Fund

Revenue Fund	Budget FY24	Monthly Budget FY24	Actuals FY24	FY23	Net Change	Percentage Change
General (Unrestricted)	62,965,791	52,471,493	17,566,448	13,572,097	3,994,351	29.4%
Restricted	33,271,901	27,726,584	1,524,089	1,356,598	167,491	12.3%
Total Revenue FY24	**96,237,692**	**80,198,077**	**19,090,537**	**14,928,695**	**4,161,842**	**27.9%**

Year-over-Year (YoY) Expense Comparison

Expense Fund	Budget FY24	Monthly Budget FY23	FY24	FY23	Net Change	Percentage Change
General (Unrestricted)	62,965,791	47,224,343	6,700,554	5,566,976	1,133,579	20.4%
Restricted	33,271,901	24,953,925	2,855,113	2,496,749	358,364	14.4%
Total Expenses	**96,237,692**	**72,178,269**	**9,555,667**	**8,063,724**	**1,491,943**	**18.5%**

	Budget FY24	Monthly Budget FY23	FY24	FY23	Net Change	Percentage Change
Net Surplus	**0**	**8,019,808**	**9,534,870**	**6,864,971**	**2,669,899**	**38.9%**

Year-over-Year (YoY) Revenue Comparison

Revenue Sources	Budget FY24	Monthly Budget FY23	FY24	FY23	Net Change	Percentage Change
Unrestricted Revenues	**62,689,753**	**10,448,292**	**17,566,448**	**13,572,097**	**3,994,351**	**29.4%**
Board of Estimates - Unrestricted	600,000	100,000	0	0	0	0.0%
Bookstore Revenue	935,232	155,872	58,316	102,081	-43,766	-42.9%
Consolidated Feed	1,050,559	175,093	423,360	212,370	210,990	99.4%
Credit Tuition	8,737,042	1,456,174	3,514,850	1,584,593	1,930,258	121.8%
Covid Relief Funds	0	0	0		0	0.0%
Facilities Capital Fees	109,971	18,329	38,016	2,186	35,830	1639.1%
Investment Income	514,604	85,767	185,379		185,379	0.0%
Non-Credit Fee Revenue	420,610	70,102	134,666	32,340	102,326	316.4%
Non-Credit Tuition	750,000	125,000	148,460	53,520	94,940	177.4%
Other Fee Revenue	0	0	1,285	1,285	1	0.0%
Other Revenue	0	0	-181,968	21,220	-203,188	-957.5%
Parking and Transportation	34,719	5,787	1,387	5	1,383	30722.2%
Real Estate Lease Income	2,331,299	388,550	424,928	388,032	36,896	9.5%
Registration Fee	299,995	49,999	86,112	61,984	24,128	38.9%
State Appropriation	45,824,713	7,637,452	12,456,178	10,933,784	1,522,395	13.9%
Technology Fees	700,000	116,667	256,580	141,729	114,851	81.0%
Tower Rental Income	131,092	21,849	14,351	29,480	-15,129	-51.3%
Transcripts	39,084	6,514	2,915	7,055	-4,140	-58.7%
Vending Machine Commission	$-	0	1,632	435	1,198	275.6%
WBJC Asset Agreement	210,833	35,139	0	0	0	0.0%
Restricted Revenues	**25,610,084**	**4,268,347**	**1,524,089**	**1,356,598**	**167,491**	**12.3%**
Capital Projects	4,000,000	666,667	0	0	0	0.0%
COVID Relief	$-	0	0	-17,156	17,156	-100.0%
Federal Grants	14,266,708	2,377,785	548,593	916,278	-367,685	-40.1%
Indirect Cost - Other	117,800	19,633	0	0	0	0.0%
Other Restricted Revenue	0	0	0	0	0	0.0%
Private Gifts, Grants & Contracts	495,167	82,528	0	0	0	0.0%
RYP - Artworks	0	0	0	0	0	0.0%
State and Local Grants	5,063,847	843,975	230,901	312,088	-81,187	-26.0%
WBJC	1,666,562	277,760	744,595	145,388	599,207	412.1%
Total Revenue FY24	**88,299,837**	**14,716,640**	**19,090,537**	**14,928,695**	**4,161,842**	**27.9%**

BCCC
BALTIMORE CITY
COMMUNITY COLLEGE

Expenditure by Category

Description	Object	FY24	FY23	Net Change	Percentage Change
Labor: PIN Salaries	1	3,595,748	3,793,978	-198,230	-5.2%
Labor: Contractual Employees	2	988,855	798,168	190,687	23.9%
Communications	3	4,767	10,253	-5,486	-53.5%
Travel	4	65,299	21,435	43,864	204.6%
Utilities	6	183,996	198,698	-14,702	-7.4%
Motor Vehicle	7	0	0	0	0.0%
Contractual Services	8	347,149	433,651	-86,503	-19.9%
Supplies	9	702,888	180,827	522,062	288.7%
Replacement Equipment	10	0	0	0	0.0%
New Equipment	11	0	4,835	-4,835	-100.0%
Scholarships and Fellowships	12	2,270,477	2,030,599	239,878	11.8%
Fixed Expenses	13	667,720	591,282	76,438	12.9%
Deferred Maintenance	14	728,769	0	728,769	0.0%
Clearing	96	0	0	0	0.0%
Total Expenses FY23		**9,555,667**	**8,063,724**	**1,491,943**	**18.5%**

Current Expenses by Division

Division	Budget FY24	FY24	FY23	Net Change	Percentage Change
Academic Affairs	23,808,227	2,599,827	2,513,183	86,645	3.4%
Administration & Finance	15,450,155	2,681,163	1,497,778	1,183,385	79.0%
Advancement & Strategic Partners	1,889,951	121,350	79,425	41,925	52.8%
College Wide	9,161,441	-128,252	964,090	-1,092,342	-113.3%
Information Technology	4,314,378	472,059	439,212	32,847	7.5%
Institutional Research & Strategic Priorities	1,207,444	115,371	100,786	14,585	14.5%
President's Office (Executive)	1,939,652	226,839	266,524	-39,684	-14.9%
Student Affairs	17,829,802	2,578,061	1,436,927	1,141,133	79.4%
WBJC	2,495,112	144,655	134,221	10,434	7.8%
WDCED	10,203,675	744,593	631,578	113,015	17.9%
Total Expenditures	**88,299,837**	**9,555,667**	**8,063,724**	**1,491,943**	**18.5%**

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 8 | College Policies

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- None

BALTIMORE CITY COMMUNITY COLLEGE

TAB 10 | President's Report

A. Operational Update

B. Realignment Tasks Update

Baltimore City Community College
CABINET UPDATE
Board of Trustees, September 20, 2023
Dr. Jacqueline Hill, Vice President for Academic Affairs

ACADEMIC AFFAIRS
Office of Academic Affairs hired Aundrea Wheeler. Assistant Vice President of Curriculum and Instruction. Ms. Wheeler brings over 20 years of experience in higher education administration.

With the guidance from AVP Wheeler, the library staff continue a thorough cleaning/organizing of the library. Books on the shelves were dusted.

All the librarians attended the Presidents forum and the Professional Development activities on August 10th and August 11th.

All the librarians participated in the first round of interviews for the Director of Learning Commons position.

Jim Lynch (Collection Development Librarian) represented the library at the New Student Orientation on August 15th.

New Full-Time Faculty

School of Arts and Sciences (SASS):
The School of Arts and Sciences welcomes four new full-time faculty members. Dr. Vadrin Colvin-King is a new Assistant Professor in Sociology; Dr. Nicole Davis-Taylor is a new Assistant Professor and Program Coordinator for Education; Dr. Shalayna Johnson is a new Assistant Professor in Psychology; and Dr. Lorenzo Kellam is a new Assistant Professor in English.

BCCC received funding via HEERF which was allocated for instructional resources to support quality teaching and learning for the items listed below.

HEERF Funding $1 million | Perkins Funding $317,000

- Student Success Coaches
- Classroom Technology

- Instructional Designer
- Virtual and Augmented Metaverse Teaching and Learning Landscape
- Symposium Digital Displays

School of Business Technology, Engineering, and Mathematics (BSTEM):
The School of Business Technology, Engineering, and Mathematics (BSTEM) Dr. Kenneth Patterson (Assistant Professional/Program Coordinator, Supply Chain Management) and Dr. Samuel Akinribade (Assistant Professional/Program Coordinator, Accounting). The start date for both is Wednesday, September 13.

Middle State Commission on Higher Education (MSCHE):

Standard V Educational Effectiveness Assessment
The academic leadership team collaborated with the co-chairs of Standard V, Dr. Katana Hall and Dr. Nicole Deutsch to develop draft number three narrative. There were revisions, and identified items for inclusion in the MSCHE action plans which were presented to the Cabinet during the months of July and August. During Professional Development Week, faculty were given the opportunity to contribute feedback regarding revisions.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, September 20, 2023

Dr. Jade E. Borne, Student Affairs

RECRUITMENT & ADMISSIONS

Applications and Orientation

In August 2023, Admissions focused on processing applications and assisting students in person in preparation for the start for the Fall 2023 term. The College held two New Student Orientation Sessions both virtually and in person. The New Student Orientation was an informational session for new students to the college. During the orientation students had the opportunity to hear from the VP of Student Affairs and Student Activities, learn about the Mayors Scholars Program, Student Wellness, Nursing Program, Transfer Pathway, and Career/Workforce Training. For the in-person session sixty-nine students attended and for the virtual session eighty-seven students attended.

New Staff

The Admissions team continues to fill vacant positions. A new Admissions Recruiter, started on August 21. The new Dean of Enrollment Management joined BCCC on August 9.

Off-Campus Recruitment Activities

Date	School/Organization	Activity
08/19-08/20	Vegan Soul fest	Festival
08/26	CASA	Resources Fair

On-Campus Recruitment Activities

Date	School/Organization	Activity
08/01	Collegebound	Group Tour

Admissions Operations

	August 2023
Number of Sign ins for Walk-in Service:	840

Out of the eight-hundred forty visitors, two-hundred seventy-seven were new students and one-hundred sixty-five returning students. The remaining three-hundred ninety-eight visitors were serviced by Admissions for various other reasons and did not indicate on the sign in sheet if they were new or returning.

Refining Application Processing

The Dean of Enrollment Management worked with IT and a consultant from Ellucian to streamline processes within the CRM Recruit System. During those meetings SPAM Applications and communication workflows were addressed.

During the month of August, Admissions reviewed three-hundred seventy Spam applications whose address was found. A total of two-hundred SPAM applications whose address was "not found" were

identified. Since the address is invalid BCCC plans to implement a process in which the application is withdrawn and a notification is sent to the applicant, informing them they must reapply for further consideration. Moving forward, the Dean of Enrollment Management will continue to work with IT an Ellucian to streamline the current SPAM process in which out of state applications are being flagged as SPAM.

Communication Plans - communication plans are being developed to send through the automated process in CRM Recruit if the applicant:

- started but did not submit the application.
- thank you for applying (to notify applicants their application has been submitted/under review); and
- next steps notification for dual enrollment applicants

Improving Available Reports - The Dean of Enrollment Management is working with IT to create standard views or reports in CRM Recruit that will allow better reports to be generated on applications processed, applicants received by assigned territory and if needed send follow up correspondence, and the number of applications received (Daily/Weekly/Monthly)

Lastly, discussion on using Text Messaging in CRM Recruit to communicate with applicants were started during the month of August.

Enrollment Management Plan
During the summer, the Dean of Enrollment Management began evaluating the current recruitment strategies at BCCC and documenting the areas of improvement. The evaluation will continue into the next few months and will include collaboration with key internal stakeholders at BCCC.

International Student Support

Workshops
During the month of June 2023, the International Student Support (ISS) Team held meetings with international students online (12+), in-person (47+), and sent over 100 emails. They also served over thirty-one general students. Most international students were applying for fall 2023 entry, but some had just graduated and/or needed help transferring out to other HEIs. A few students needed documentation to travel outside the USA for vacation between semesters. Many were applying for Optional Practical Training (OPT), a year of employment to applicable to their BCCC training in the workplace.

During the month of July 2023, ISS held meetings with international students online (54+), in-person (48+), and sent over 100 emails. They also served over sixty general students. Most international students were applying for fall 2023 entry, but some had just graduated and/or needed help transferring out to other HEIs. Many were applying for Optional Practical Training (OPT), a year of employment to apply their BCCC training in the workplace.

During the month of August 2023, ISS held meetings with international students online (94+), in-person (49+), and sent over 100 emails. They also served over fifty-five general students. Most international students were applying for fall 2023 entry, but some had just graduated and/or needed help transferring out to other HEIs.

ISS staff conducted the annual fall New International Student Orientation on 8/17/23. Guest presenters included:

- Professor Enyinnaya Iweha, Professor of Biology (and former Dean)
- Gopal Sharma, the immediate past President of the International Students Club, and
- Lucy Eke, international F-1 visa student.

Survey results from the 29 students who attended are as follows (highest possible score = 4.0, where 4 = Excellent, 3 = Good, 2 = Fair, 1 = Poor):

How would you rate the organization of the event?	3.64
How would you rate your understanding of the information presented?	3.73
How would you rate the presenters' overall knowledge during the event?	3.73
How would you rate the presenter on helpfulness? How well did they assist you with questions and answers during the event?	3.91
How would you rate your level of overall satisfaction and content with the presentation during the event?	3.91
Did the event increase your understanding of the experience of international students and/or international communities?	3.73

Open comments included several requesting refreshments, twenty with no responses (or "no", "N/A") and these comments:

- "everything was excellent"
- "show a map for the campus."
- "I like the way how they told us about our SEVIS and they also provide [sic] us a complete information. Thank you."
- "Great"
- "Thank you so much for the orientation."
- "talks about international students day or cultural day."

Regulatory Compliance
During the month of June 2023, the Coordinator of International Student Services submitted to the Department of Homeland Security the official BCCC proposal for an ESL Pathways Program. This was the culmination of two years of work, and an idea that the Coordinator of International Student Services suggested to the College during its last recertification process with the Department of Homeland Security, in summer 2021, to reorganize how ESL is offered to F-1 visa students. This change brings the College into compliance with F-1 visa regulations, and opens many markets, particularly students from countries where English is not the primary language.

During the month of July 2023, the Department of Homeland Security approved BCCC's proposal for an ESL Pathways Program. This was the culmination of two years of work, and an idea that the Coordinator of International Student Services suggested to the College during its last recertification process with the Department of Homeland Security, in summer 2021, to reorganize how ESL is offered to F-1 visa students. This change brings the College into compliance with F-1 visa regulations, and opens many markets, particularly students from countries where English is not the primary language.

ISS Presentations
During the month of June 2023, on 6/23/23, ISS conducted a "Drop-In" presentation for Student Affairs staff, as part of a weekly series to help cross-train divisional staff across departments. The team made the presentation twice to over a dozen fellow staff and administrators.

During the month of July 2023, no public presentations this month. Two 1:1 presentation was provided to Athletics and MSP.

During the month of 2023, on 8/14/23 the Coordinator of International Student Services was one of seven Student Affairs leaders to present at the Faculty Academy. He covered topics such as:

- Working in partnership with faculty to celebrate and expand internationalization on campus.
- Advice to ask students if they must be full-time before recommending, they drop classes.
- An overview of International Student Services, including the timeline for international students from prospect to graduate and services provided up to 16 months after they graduate.
- Trends in international education, including building MOU between HEIs globally.

Training & Professional Development

During the month of June 2023, the ISS Team attended the "Social Security Number for International Students (sic)," training presented by the Social Security Administration in conjunction with the local US Immigration & Customs Enforcement (ICE)/ Student and Exchange Visitor Program (SEVP) Field Representatives. Many new procedures and clarifications were covered, as well as tips how to troubleshoot issues BCCC students face when trying to obtain a Social Security Number.

The Coordinator of International Student Services attended the annual NAFSA Conference listed above, and over fifteen other workshops hosted by national and international higher education colleagues, U.S. governmental agencies, and private sector international education providers, from May 28-June 2, 2023. NAFSA (not an acronym) held its international education conference in Washington, DC. The International Student Advisor helped plan the Maryland International Education Consortium (MIEC)/Study Maryland event at the convention, as its Treasurer. MIEC hosted the successful evening in coordination with the Maryland Secretary of State's Office, Maryland Sister States, and the U.S. Commercial Service. The 200 attendees heard several presentations, including Secretary of State Susan C. Lee, Esq., who lauded MIEC for helping to expand Maryland's successful export market of international education and Maryland students studying abroad.   Others attending the event were several international education leaders, including luminaries such as Mary E. Kirk, Director of the Office. The Coordinator of International Student Services also staffed the MIEC/Study Maryland booth at the convention. He met many HEI representatives from the USA and around the world, as well as representatives from the federal government, including the Department of State, including the head of the Fulbright program and US Consular officials, as well as Education USA representatives. He met with Department of Commerce representatives, and leaders of NAFSA, including its Executive Director and CEO, Dr. Fanta Aw, who also serves as the Vice President of Student Affairs at American University in Washington DC. Picture attached. He also networked with study abroad professionals, recruitment agencies, and international education organizations such as the Institute of International Education.

On 8/3/23 the Coordinator of International Student Services and the International Student Advisor attended a meeting of the Maryland International Education Consortium (MIEC)/Study Maryland, hosted by Loyola University. The International Student Advisor gave her Treasurer's Report, and they both shared developments at BCCC to their colleagues around the state. Attendees shared best practices and news related to international enrollment management, marketing strategies, international student retention efforts, and how to best interface with government entities such as the Department of State, EducationUSA, Department of Commerce, and private recruitment agencies.

Improving F1 Admissions Procedures

The Coordinator of International Student Services and the International Student Advisor reviewed and revamped F1 admissions procedures, necessitated by the training above, implementation of Banner, and new reporting requirements. This SOP is the most comprehensive guide to standard admissions processing for F-1 visa students in the College's history.

During the month of August 2023, the Coordinator of International Student Services and the Coordinator of Veterans Affairs examined training materials on the implementation of SparkPost and other automated communication tools available through CRM Recruit and Banner.

The Coordinator of International Student Services met with the Associate Vice President of Student Affairs to review procedures and train how to process high school transcripts. The Coordinator of International Student Services reviewed the development of this process over the past 10 years including the current procedures, and then they both developed workaround procedures moving forward using CRM Recruit to store HS transcripts until the College implements a document management system.

On 8/18/23 the Coordinator of International Student Services facilitated a meeting with the Associate Vice President of Student Affairs, the Dean of Enrollment Management, and a representative from Keystone Education Group (KEG). KEG is a worldwide leader in international enrollment management, providing services such as market research, branding, lead development, communication with students throughout the enrollment funnel, and integration with CRMs.

Veteran Services

The new VA Coordinator has increased Military affiliated population by twenty-seven percent new students and 13.5% readmit. Our population initially started with twenty-five students who were using benefits from January 2023 to May 2023. The exact population metrics for August 2023 are unavailable now. Ms. Crawford is currently in the process of sorting through COEs (Certificate of Eligibility) and meeting with students/ prospective students to identify which are enrolled or still need assistance.

STUDENT SUCCESS CENTER/ADVISING

The Student Success Center provides advising services throughout the summer months in preparation for fall. See data below.

Advising Operations (In-Person)

Month	June 2023	July 2023	August 2023	Summer Total
Advising	773	827	1647	3247

- Most visits were Tuesdays, Wednesdays, and Fridays (least visits Monday and Saturdays).
- Most visits occurred around 11AM, 3PM and 4PM during the weekday.

Most students presented for assistance with registration followed by academic planning, group advising, withdrawal/drop class and other.

Service Name	Total Services
Registration	2139
Academic Planning	1386
Other	391
Career Advising	133
Completion/Graduation	73
Transfer Advising	64

Withdrawal/Drop Class	150
Satisfactory Academic Progress (SAP)	116
Group Advising	233
Academic Standing (Warning and Probation)	39
Total Department Services *(Students may choose more than 1 service)*	4724

*Students can present for more than 1 service at a time.

Advising & New Student Orientation

In collaboration with Admissions and Student Life, the New Student Orientation (NSO) was held on Tuesday, August 15th (on campus) and Wednesday, August 16th (virtually). The theme was Pathways to Success. The students received a general plenary session from the Student Support and Wellness Counselor to discuss Pathways to Wellness and the Directors of Student Life and Athletics After the general orientation session, students were able to choose between breakout sessions that included Nursing & Health Sciences Admissions, Career Preparation, Transfer Preparation and Parenting/Supporting a College Student. The in-person session had over 60 students participating and the virtual session over 70 students (significant increase from Spring 2023 participants). Lunch was provided to the in-person registrants and tabling to include support services areas.

- The department provided 12 pilot Advising 100 Sessions for new BCCC students during the month of August. The sessions provided incoming students with information about academic planning, clarified the academic calendar, sessions and mode of classes and gave guidance about work/life/family balance. More information on the number of summer participants can be provided later.
- During the month of August, the department transitioned to an advising/registration lab with computers to work with the higher volume of students who were presented for advising. They received additional support from TRIO Student Support Services and the Mayor's Scholars Program staff.

TESTING

Summary of Testing Appointments

The Baltimore City Community College (BCCC) Liberty Campus Test Center administered 1321 exams to BCCC students and community members. This month's collaborations included: DSSC, Virtual Help Desk, Student Success Center, Admissions, English Language Services, Mayor Scholar's Program, Academic Affairs, and Baltimore City Teacher's Union. The below data table provides a breakdown of the testing appointments that occurred in June 2023-August 2023.

Exam Name	June Exams	July Exams	August Exams	Total
Accuplacer	162	196	379	737
Accuplacer Retest	8	8	24	40
Accuplacer - ESL Students	15	18	36	69
Accuplacer- MSP & MSP ESL Students	43	91	56	190
BCCC Course Exams (DSSC Students)	0	1	1	2
Biology Exemption	9	21	25	55
Biology Exemption-Retest	1	1	7	9

Computer Literacy Exemption	14	15	22	51
Computer Literacy Exemption-Retest	4	1	4	9
Distance Learning Exams (Non-BCCC)	6	3	8	17
ParaPro Assessment	37	28	39	104
TEAS	1	8	13	22
CLEP	5	2	9	15
Total Exams Given	**305**	**393**	**623**	**1321**
Total Number of Students Tested	**271**	**348**	**537**	**1156**
Total Revenue Generated	**$1674.75**	**$1319.50**	**$2409.40**	**$5403.65**

Data Trends

BCCC Test Center administered a total of 1,321 exams in-person to a total of 1,156 individuals (unduplicated) from June 1, 2023 to August 31, 2023. In August, we administered 623 total in person exams. A significant increase in numbers from last year (Summer & Fall Reg 22)

Exams Given by Day for the June, July, and August Months:

	Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**
June	42	51	59	53	81	19
July	77	62	89	62	75	28
August	108	112	141	94	119	49

Collaborations and Efforts toward Goals

1. BCCC Test Center has been approved and reinstated as a PearsonVue Certified Testing Center and will be able to offer GED Testing to Baltimore City and Maryland Community Members. The IT department is working on the software installation of the test, once completed the test center staff will complete training to be certified as test administrators.
   a. Aligns with Test Center's Enrollment Goal #1: **Baltimore City Liberty Campus Test Center will be identified as a certified testing center and one that encourages students' success through assessments provided.**
2. The Director of Testing is working with RegisterBlast to restructure the Test Center's appointment scheduling and check-in management system.
   a. Aligns with Test Center's Retention Goal #2: **Improve Test Center's branding and customer management systems.**
3. The BCCC Test Center administered the English and Math Accuplacer and ESL Accuplacer to 190 MSP Students (including ESL students) in the past three months.
   a. Aligns with Test Center's Enrollment Goal #2: **Offer Accuplacer testing to prospective students as a recruitment effort.**
4. The BCCC Test Center onboarded a new Test Proctor in August and currently interviewing for a second test proctor to come on board.

REGISTRAR

Fall Registration

3, 647 students have been registered for the Fall 2023 semester so far. Registration is still ongoing for the 14-week, 12-week, 10-week, and 8-week Accelerated II sessions. PTECH registration has also started. Dual Enrollment courses have been created for the 12-week session and registration should start for those courses soon.

Degree Audits (Summer 2023)

During the summer, Records and Registration staff:

- conducted 436 first-time degree audits for students enrolled in Summer courses.
- processed 281 audits approved by Deans and/or Program Coordinators; and
- updated 78 previously performed audits.

Degree Audit Data

	AA	AAS	AS	ASE	AAT	Deg Total	Cert Total	Full
Conferred	7	10	4	0	0	21	24	**45**
Anticipated Conferrals	1	3	0	0	0	4	0	**4**

Degree Auditing Methods and Degree Works (Summer 2023):

During the summer, the Acting Registrar and lead degree auditor have completed their third 16-hour training in preparation for the eventual go-live of Degree Works. At present, the aforementioned staff have been engaging with the contracted Degree Works scribe on needed curriculum changes reflected in the 2020-2023 catalogues.

Outgoing Transcript Orders

Month	Number of Transcripts Sent	Total Paid to BCCC
June 2023	583	$2,915
July 2023	565	$2,825
August 2023	750	$3,750
Totals	1898	$9,490

Transfer Articulation

As of August 31, 2023, Records and Registration staff conducted a total of 1405 Official Transcript Evaluations with total credits reviewed of 17114.   Currently there are 355 open evaluations pending review.

Transfer Articulations Data

Received thru Aug 2023	1611
Received thru Aug 2022	1025
% increase YOY	57%
Anticipated 2023 total	2,529

Transcript Evaluation

	Received	Processed	Remaining to review	# of Credits Evaluated	# Credits Awarded
2022 proc in 2023	0	149	0		
January-23	202	202	0	3009	2651
February-23	108	108	0	1499	1398
March-23	116	116	0	1680	1586
April-23	138	138	0	1899	1722
May-23	235	235	0	3273	3316
June-23	223	223	0	2871	2765
July-23	226	162	64	2210	1961
August-23	363	72	291	673	625
Totals	1611	1405	355	17114	16024

Office of the Registrar, September 11, 2023

FINANCIAL AID

For July and August, the Financial Aid office continued to award students for the Award Year 23/24. See award data below.

Total number of students packaged for Fall 23 and Spring 24
- Amount of Pell awarded: 2,352,089.
- The total number of students selected for verification and pending awards is 697.
- Number of students with FSEOG 548
- Allocated Amount of FSEOG $825857
- Number of students offered with FWS 154
- Number of students accepted FWS 46

Communicating with Students

During this reporting period, the following contacts were made with students:

- Student Interactions by email: 573
- Student Interactions in the Office: 2087
- Student Interaction in the VHD (Virtual Help Desk) 484
- Student Interaction by Phones 507

Departmental Highlights
- Financial Aid completed the reconciliation for the State Funding and reviewed federal funding.
- Created Standard Operating Procedures for the State funding and reviewed Federal policy and procedure.
- Reconciled all the institutional funding.
- Reconciled all 22-23 FSEOG funds.
- Reviewed 285 SAP (Satisfactory Academic Progress) appeals to help students register for fall.

Outreach efforts

Outreach efforts include Early FAFSA (Free Application for Federal Student Aid) Application notification emails, weekly workshops, monthly Financial Aid information sessions, daily walk-in assistance for FAFSA completion.

MAYOR'S SCHOLARS PROGRAM

MSP Summer Bridge

In July and August, the Mayor's Scholars Program successfully implemented the MSP Summer Bridge Program. Below are some highlights.

- Summer bridge program had enrolled 182 students.
- Fall semester has a total of 381 MSP students.
- 78 laptops were distributed to students that were the first to register for the summer bridge program.
- A total of 44 workshops were provided for the students in the summer bridge program.

Realignment Efforts
- Implementation of coding MSP students by cohort in Banner
- Increased staffing in our department MSP Advisors, Director and Office Specialist.
- Created an MSP Commitment Letter for students.

Closing Ceremony (Summer Bridge Program)
- Closing Ceremony had nearly 50 students in attendance.
- Summer Bridge accumulated students from 43 different schools in Maryland (Review MSP Numbers attachment)

Recruiting Outreach
The MSP Team sent out recruitment emails and phone calls to 433 potential students. Mayor's Scholars program interest form from June 1st to August 23rd had 94 students expressed interest.

MSP Summer Bridge Program 2023
BCPSS High Schools Sending 6 or more students to MSP

Digital Harbor High School	16
Patterson Park High School	15
Baltimore City College High School	12
Forest Park High School	11
Carver Vocational Technical High School	11
Western High School	10
Mergenthaler Vocational Technical High School	8
Frederick Douglass High School	8
City Neighbors High School	7
Reach Partnership School	6
Paul Lawrence Dunbar High School	6

Retrieved from CRM Recruit, September 8th, 2023.

MSP Summer Bridge Cohort Model & Workshops
The MSP Summer Bridge included two primary cohort groups – College ready in reading and writing (Cohort I), and not college ready (Cohort II). See classes below.

Cohort I – Classes	**Cohort II – Classes**
Speech 101 – 3 Credits	REN 91, 92, or ESL 80, or 81 – 4 credits
CLT 100 – 2 Credits	PRE 100 – 1 credit
PRE 100 – 1 Credit	CLT 100 – 2 credits
Total Credits = 6	Total Credits = 7

Success Workshops and Tutoring

MSP Workshops					
Cohort 1					
Week 2					
Date	Day	Time	Workshop/Event	Staff	Location
7/18/2023	Tuesday	10:00AM-11:25AM	CLT 100 Tutoring	Denise Foster & John Klender	MNB 104 & MNB 320
7/18/2023	Tuesday	1:00PM-2:25PM	Summer Palooza	Student Life Staff	Outside Cafeteria Patio
7/20/2023	Thursday	10:00AM-11:25AM	Financial Aid	Geovania Ellis	17 G
7/20/2023	Thursday	1:00PM-2:25PM	Title IX	Dr. Borne	4B Conference
Week 3					
Date	Day	Time	Workshop/Event	Staff	Location
7/25/2023	Tuesday	10:00AM-11:25AM	CLT 100 Tutoring	Denise Foster & John Klender	MNB 104 & MNB 320
7/25/2023	Tuesday	1:00PM-2:25PM	College Survival & Wellness	Cortney Merritt	Mini Conference Room - 187
7/27/2023	Thursday	10:00AM-11:25AM	Financial Aid	Saleem Chaudhry	17 G
7/27/2023	Thursday	1:00PM-2:25PM	Title IX	Dr. Borne	4B Presentation
Week 4					
Date	Day	Time	Workshop/Event	Staff	Location
8/1/2023	Tuesday	10:00AM-11:25AM	Learning Styles Workshop	Aquila Evans	MNB 128
8/1/2023	Tuesday	1:00PM-2:25PM	Getting A Life Outside the Classroom	Student Life Staff	Mini Conference Room - 187
8/3/2023	Thursday	10:00AM-11:25AM	Advising 100	Saleemah Franklin	117 G
8/3/2023	Thursday	1:00PM-2:25PM	TRIO SSS - Support from Start to Finish	TRIO SSS Staff	117 G
Week 5					
Date	Day	Time	Workshop/Event	Staff	Location
8/8/2023	Tuesday	10:00AM-11:25AM	CLT 100 Tutoring	Denise Foster & John Klender	MNB 104 & MNB 320
8/8/2023	Tuesday	1:00PM-2:25PM	Drug & Alcohol Awareness	Student Life Staff	Mini Conference Room - 187
8/10/2023	Thursday	10:00AM-11:25AM	Closing Ceremony??	MSP??	
8/10/2023	Tuesday	1:00PM-2:25PM	Test Preparation Tips + Overcoming Test Anxiety	Natasha Williams	117 G

Cohort 2					
Week 2					
Date	Day	Time	Workshop/Event	Staff	Location
7/14/2023	Friday	9:00AM-10:25AM	RENG 91 Tutoring	Ms. Kate Whatley	MNB 104
Week 3					
Date	Day	Time	Workshop/Event	Staff	Location
7/21/2023	Friday	9:00AM-10:25AM	RENG 91 Tutoring	Ms. Kate Whatley	MNB 104
Week 4					
Date	Day	Time	Workshop/Event	Staff	Location
7/28/2023	Friday	9:00AM-10:25AM	Title IX	Dr. Borne	4B Presentation
Week 5					
Date	Day	Time	Workshop/Event	Staff	Location
8/4/2023	Friday	9:00AM-10:25AM	Learning Styles Workshop	Aquila Evans	MNB 102

Cohort 2B
Week 2

Date	Day	Time	Workshop/Event	Staff	Location
7/17/2023	Monday	10:30AM-11:25AM	Getting A Life Outside the Classroom	Student Life Staff	Fine Arts Theater
7/18/2023	Tuesday	10:30AM-11:25AM	RENG 92 Tutoring	Writing Tutors	MNB 120, 118, 128
7/19/2023	Wednesday	10:30AM-11:25AM	College Survival & Wellness	Cortney Merritt	Fine Arts Theater
7/20/2023	Thursday	10:30AM-11:25AM	RENG 92 or CLT 100 Tutoring	Writing & Tech Tutors	MNB 120, 118, 128
7/21/2023	Friday	10:30AM-11:25AM	TRIO SSS - Support from Start to Finish	TRIO SSS Staff	117G

Week 3

Date	Day	Time	Workshop/Event	Staff	Location
7/24/2023	Monday	10:30AM-11:25AM	Advising 100	Erik Wilkinson	117 G
7/25/2023	Tuesday	10:30AM-11:25AM	RENG 92 Tutoring	Writing Tutors	MNB 120, 118, 128
7/26/2023	Wednesday	10:30AM-11:25AM	Drug & Alcohol Awareness	Student Life Staff	Fine Arts Theater
7/27/2023	Thursday	10:30AM-11:25AM	RENG 92 or CLT 100 Tutoring	Writing & Tech Tutors	MNB 120, 118, 128
7/28/2023	Friday	10:30AM-11:25AM	Title IX	Dr. Borne	4P Presentation

Week 4

Date	Day	Time	Workshop/Event	Staff	Location
7/31/2023	Monday	10:30AM-11:25AM			
8/1/2023	Tuesday	10:30AM-11:25AM	RENG 92 Tutoring	Writing Tutors	MNB 120, 118
8/2/2023	Wednesday	10:30AM-11:25AM			
8/3/2023	Thursday	10:30AM-11:25AM	Learning Styles Workshop	Aquila Evans	MNB 128
8/4/2023	Friday	10:30AM-11:25AM	Advising 100	Elena Uribe	117G

Week 5

Date	Day	Time	Workshop/Event	Staff	Location
8/7/2023	Monday	10:30AM-11:25AM			
8/8/2023	Tuesday	10:30AM-11:25AM	RENG 92 Tutoring	Writing Tutors	MNB 120, 118, 128
8/9/2023	Wednesday	10:30AM-11:25AM			
8/10/2023	Thursday	10:30AM-11:25AM	RENG 92 or CLT 100 Tutoring	Writing & Tech Tutors	MNB 120, 118, 128
8/11/2023	Friday	10:30AM-11:25AM	Test Preparation Tips + Overcoming Test Anxiety	Natasha Williams	117G

Cohort 2C - ESL
Week 2

Date	Day	Time	Workshop/Event	Staff	Location
7/21/2023	Friday	1:00PM-1:50PM	Writing Tutoring	Ms. Kate Whatley	MNB 104

Week 3

Date	Day	Time	Workshop/Event	Staff	Location
7/28/2023	Friday	1:00PM-1:50PM	Title IX	Dr. Borne	4B Presentation

Week 4

Date	Day	Time	Workshop/Event	Staff	Location
8/4/2023	Friday	1:00PM-1:50PM	Learning Styles Workshop	Aquila Evans	MNB 102

Week 5

Date	Day	Time	Workshop/Event	Staff	Location
8/11/2023	Friday	1:00PM-1:50PM	Writing Tutoring	Ms. Kate Whatley	MNB 104

The MSP Team continues to enroll MSP students for the fall 2023 semester.

STUDENT SUPPORT & WELLNESS & DISABILITY SUPPORT SERVICES

Disability Support Services Center

During the month of July 2023, the Disability Support Services Center registered approximately 4 students for renewal accommodations and conducted 4 new intakes/ orientations for a total of 107 students receiving accommodation services. The DSSC's Director conducted approximately 20 in person meetings, zoom and video conferences calls with perspective students and their parents, along with faculty, departmental Associate Deans/ Deans, to address concerns relating to accommodative services. Several lectures/presentations were conducted to provide students, parents and staff with information and benefits provided by the Disability Support Service Center. Weekly recruitment efforts were made to enhance disability awareness for existing and potential students. The Center's staff continues to engage in networking with Local, Regional and National Disability Organizations to promote Disability Inclusion as a value in our interaction with our students, faculty, and staff. We established communication channels that were best suited for our students, which helped us to employ peer to peer texting, phone banking, in-person/ face-to-face conversations, emails, etc. to talk about desired

accessibility across the college campus. Lastly, the DSSC's Director conducted Awareness Training for staff, faculty, and administrators to help them understand the challenges faced by students with disabilities to improve accessibility and inclusivity across the college community.

July 2023 - Summer I & II	
Renewal Accommodations	Intakes
4	4

Total Students for Renewals and Intakes for Summer I and Summer II: 26

During the month of August 2023, the Disability Support Services Center's Director registered approximately 39 students for the 16th week term of the Fall, 2023 term which includes 11 new intakes.

A transition plan was established to describe the intentional, coordinated process to help students with disabilities regain educational experiences, support, and services with success. Further, an outreach agenda was created to address enrollment expectations and goals. Enrollment activities included weekly phone banking, texting, and social media publishing for existing and new students. Also, weekly in-person as well as virtual drop-in office hours were created for students, along with bi-monthly program sponsored presentations and workshops.

The focus of these workshops and training is centered around diversities, stigma, and challenges of students with a disability. Additionally, another edition of the DSSC's newsletter will be created to continuously update current and potential students of upcoming student sponsored activities, events, important college dates and registration alerts. In-group and out-of-group partnerships were established to strengthen the disability awareness agenda in and around the college community.   Lastly, new assistive technology software known as Glean was launched to all DSSC students to increase their ability to record and transcribe each of their lectures with the hope of improving their academic readiness.

FALL 2023, 16 Week	
Renewal Accommodations	Intakes
39	11

Total Students for Renewals and Intakes for Fall 2023:   50

STUDENT LIFE & ENGAGEMENT
The Office of Student Life & Engagement had a very successful launch to the fall semester. We were able to host a full week of Welcome activities totaling **over 450 students** in attendance at Student Life sponsored events combined.

Work-study
The work-study students continue to assist with programming check-in/logistics and operating the front desk of the Student Center, the Game Room, and the Food Pantry. The Student Life staff interviewed four students who were interested in pursuing Work Study opportunities for the fall. The Office Specialist in collaboration with the Student Life Advisor, and Director are currently planning for a fall work-study training session for all work-study employees. This will help to ensure students are aware of protocols while being trained for professional roles on campus and beyond.

Food Pantry
The staff members of the Office of Student Life & Engagement began a campaign to collect donations for BCCC students in need. The usage of the food pantry has increased throughout the summer and during the first week of

class. From **August 28 – September 1, 2023** the Student Life department was able to solicit help from faculty and staff to help restock the pantry.

Student Government Association
The Student Government Association executive board hosted a meeting during the month of July and August to figure out how they would assist with Welcome Week events, such as Welcome Day, Involvement Fair, Welcome Back Bash, and Women's Equality Appreciation Day. Additionally, the executive board met to plan SGA General Body meetings for the fall semester.

Professional Development and Campus Involvement
The Student Life Advisor continued to work as a committee co-chair for the Student Leadership Conference hosted by MCCADA on October 13, 2023. The Student Life staff has identified 15 students that will travel to Howard Community College to participate in a leadership conference. Five students from Student Government Association, five students from the Student Leadership Program, and five students from various active clubs and organizations on campus will represent BCCC at this upcoming conference.

The Director of Student Life has continued to work to create the Student Leadership Program as an initiative to enhance the Leadership component of Student Life. The organization currently has seven active members. The Student Life and Student Leadership team will host an interest meeting to get more students interested in joining the organization. The Director of Student Life has worked to create guidelines and a curriculum for the program that is centered around leadership and student development theory for higher education leaders.

The Office Specialist in Student Life continued to work with the Administrative Assistant for Student Affairs to develop a preliminary version of a Spirit & Morale Committee for Student Affairs. The Office Specialist has worked to create a plan to celebrate birthdays within the Division of Student Affairs, and to create moments that help to increase staff morale. During the month of September, the team will begin to launch a campaign within Student Affairs to nominate staff members for staff of the month recognition.

New Student Orientation Experience
The Office of Student Life & Engagement worked with the Assistant Vice President of Student Affairs to host an in person and virtual version of New Student Orientation. The in-person version included guided tours by Student Leaders, a dance routine by the Dance Club, academic and social sessions hosted by various faculty and staff members, lunch with student leaders, and an information fair where students were able to enter a raffle for a prize. There were approximately **_70_** students in attendance for the in-person format and **_100+_** who attended virtually.

Activities and Events
The following activities were developed and implanted in the summer:

July 13, 2023: National Ice Cream Month Social
Approximately 137 students attending our Ice Cream Social outside of the Cafeteria area. This was the first time that Student Life hosted this event. We exceeded our anticipated amount of 100 for this event. Students were able to enjoy live music while enjoying a free treat with toppings of their choice.

July 18. 2023: Summer Palooza – Fun, games, and more!
This inaugural event hosted frozen ice, cotton candy, pizza, and many opportunities to participate in giant board games, skeeball, basketball, and many dance opportunities with a live dj. More than 160 students attended this event making it our most attended event of 2023.

July 24, 2023: Mind & Motion Monday's – Line Dance Classes
BCCC's popular line dance class returned for the second time this year. There were over 20 students in attendance and participants learned some of the most popular line dances over the past few decades. This event is now a part of our healthy minds and bodies initiative titled "Mind & Motion Monday's".

July 27, 2023: Karaoke Night
The Office of Student Life & Engagement hosted a karaoke night event in the Student Center Atrium. This event featured students, faculty, and staff who wanted to display their talents on the big stage. This event is a part of the department's initiative for *Keeping Arts Alive!*

July 31, 2023: Line Dance Class at RBC Location
The popular line dance class returned for another date at our RBC location. This event mirrored the healthy minds and bodies initiative on the Liberty Campus.

June 1, 2023: Say Something Nice Day
Approximately 20 students and more than 20 faculty and staff members participated in "Say Something Nice Day". The Student Life office was able to provide DIY stations where participants could design a gift, create a thank you card, or add nice words to the art wall. Additionally, Student Life Staff and Work Study students delivered messages across campus to show appreciation to employees.

June 6, 2023: Dance Club Interest Meeting
Students attended the first interest meeting for a prospective new club that will celebrate the art of dancing. The group will host another interest meeting at the start of the fall semester. This Dance Club will offer hip hop, spiritual, cultural, and classical dance lessons and competitive experiences.

June 20, 2023: Celebrating Juneteenth
The Office of Student Life held an interactive panel discussion that featured the Director of Student Life and key members of the Student Affairs Division at BCCC. The panel discussion included conversations surrounding the purpose of Juneteenth holiday and ways that students can be both advocates and change agents in their communities. Participants in attendance played a Juneteenth Facts Trivia for prizes at the end of the event.

June 21, 2023: Summer Fun at the Harbor
The Office of Student Life and Engagement hosted an event celebrating students attending the Harbor Location. More than 30 students walked by to create fun Do It Yourself arts and crafts and enjoyed snacks before, in-between, and after class.

June 26, 2023: Celebrating Pride
The Office of Student Life and Engagement hosted a LGBTQIA+ Trivia event. At this event, attendees witnessed a presentation on the history of Pride Month before competing in teams on related trivia. Everyone was able to make his or her own Pride Month themed bracelets as a giveaway at the end of the event. The Office of Student Life replicated this event on Tuesday, June 27th at the Reisterstown Plaza Center Location, and the Harbor Location on Wednesday, June 28th in order to provide educational programming for all students attending BCCC.

Engagement Analytics
The Office of Student Life & Engagement increased all attendance at events by more than ***50%*** from this time last year. With the new implementation of using QR codes for sign-in at events, the department has been able to capture more information about attendees such as feedback, email addresses, student status, etc. This has helped the department to improve analytics for events.

TRIO STUDENT SUPPORT SERVICES

June - August 2023 Report

SSS offered various mandated and permissible services, such as coaching, academic advising, financial literacy, transfer information, and career and decision-making. Common concerns or issues addressed include bookstore information, degree audits, financial aid, student accounting, lack of reliable technology, tutoring, and Disability Support Services referrals. An outreach campaign is underway to target continuing and stopped-out students to bolster fall registration and retention efforts.

Accordingly, participant and outreach contacts are as follows:

Contacts	
June	24
July	53
August	153
Total	230

StudentLingo Kick-off

SSS launched a kick-off campaign to increase engagement in the program's newest resource, StudentLingo. StudentLingo is a series of online student success workshops to support student learning, personal growth, and health & wellness. Staff entered the first 25 students to create an account and complete one workshop into a drawing for an Amazon or Chick-fil-A gift card or other prizes. As a result, 46 students created accounts, and 25 completed at least one workshop. Ten winners were contacted on July 10, 2023, to pick up their prizes. Currently, over 50 participants are enrolled on the site.

Summer Leadership Book Camp

SSS sponsored a Summer Leadership Book Camp at Terrapin Adventure on 8/18/23 in Savage, Maryland. The all-day experience involved guided outdoor team activities in an adventurous setting to promote individual and team development. Exercises included the climbing tower, low ropes and high ropes challenge course, zip line, giant swing, and games designed to improve self-confidence and community cohesiveness. Additionally, Terrapin facilitators and SSS staff helped students understand how these experiences relate to real-life experiences and can be used to enhance academic success.

Outreach and Recruitment

Outreach and recruitment efforts included social media blasts, Canvas posts, and emails. Program staff presented at the Mayor's Scholars Program Orientation on 6/30/23 and 7/5/23. Also, on 7/21/23 and 8/3/23, SSS presented to a cohort of MSP students to discuss the importance of building a support network at BCCC. In the session, MSP students also received assistance with completing the SSS application.

Additionally, the program participated in New Student Orientation on 8/15/23 and Welcome Back Week activities, including Welcome Day, Involvement Fair, and the Welcome Back Bash. At these events, students received assistance with completing the SSS application. Also, on 8/29/23 and 8/31/23, SSS hosted a virtual and on-campus Open House/Meet and Sessions where students met with SSS staff and current program participants and learned about the services and resources. As a result of the preceding initiatives, SSS received a total of 50 new applications.

Appreciative Advising Training

The SSS director and advisors participated in a four-day Appreciative Advising Training sponsored by the Office of Appreciative Advising at Florida Atlantic University on June 12-14, 2023. The virtual interactive experience covered Appreciative Advising, positive psychology, and motivational theory frameworks and practical

strategies designed to enhance the advising experience and increase student success. Upon completion, participants received a certification and online resources and materials.

Summer Retreat and In-service Training

TRIO SSS held a Summer Retreat and In-service Training on Friday, July 6, and Friday, July 7, 2023, at the StarTUP at the Armory at 307 Washington Ave., Towson, MD. This year's theme was "Creating a Clear Vision for the Future." While embracing this theme, the retreat presented an opportunity to step away from the typical office routine to reflect on the program's overall objectives, successes, challenges, and opportunities for the future. The retreat served as a time to focus on team building, acquiring new knowledge and skills, and renewing commitment to student success. On day two of the retreat, Dr. Bryan Miller, director of the Disability Support Services Program, led a fun and insightful activity that facilitated dialogue regarding common communication barriers and strategies to communicate more effectively.

SSS Innovation Forum and Proposal Writing Workshop

On July 10-12, the director attended the Innovation Forum On Project Models and Proposal Writing Workshop for Student Support Services in San Diego, CA, sponsored by the Council for Opportunity in Education. The Innovation Forum covered a variety of strategies to incorporate required services and offered opportunities for dialogue and the exchange of ideas with colleagues from across the nation. Furthermore, COE's proposal writing workshop sessions covered the fundamentals of the proposal development process, the essential components of a successful proposal and emphasized common errors to avoid. COE also offered a critique of up to three sections of the draft proposal by experienced TRIO professionals.

ATHLETICS

The Women's Volleyball team competed for the first time since 2016. The team's first contest was August 25th. They traveled to Washington DC for a scrimmage versus Trinity University of Washington D.C. Their first regular season contest was a home game against Potomac State College.

The men's and women's basketball teams are conducting pre-season workouts in preparation for the season which begins November 5th.

The Director of Athletics has provided recreation opportunities for the general student population as well as faculty and staff. The schedule was developed after consultation with faculty members who teach courses in the physical Education Building. The following times and areas are available for students, faculty and staff:

The Women's Volleyball team has met its recruitment goals for the coming inaugural season. There are 18 new student athletes who will be competing. The majority of the new students are from Baltimore area high schools (see below). The Athletic Director and coach have been able to secure 20 contests which includes 10 homes contests. The first home contest will be August 28 here at the PE Building.

Women's Volleyball

LAST NAME	FIRST NAME	PREVIOUS SCHOOL
Adams	Taylor	Transfer/Alleghany CC
Banks	La'Nya	Frederick Douglas HS
Barkley	Imebette	Transfer/Bowie
Burrell	Nakyia	Lake Clifton HS

Crawley	Tynaisa	Connection HS
Dawkins	Jabre	Carver HS
Fischer-Famous	Arryll	Reginald F Lewis HS
Kherxyllh	Zalthea	Baltimore Poly
Meekins	Makayla	Transfer/Alleghany CC
Merrick	Kiyonna	Benjamin Franklin HS
McLaurin	Joi	ACCE HS
Morris	Lakira	Edmondson Westside HS
Dawkins	Jabre	Carver HS
Ross	Tychina	REACH HS
Salazar	Adrianna	Carver HS
Washington	Lajai	Edmondson Westside HS
Washington	Lakia	Edmondson Westside HS
Woods	Ma'Kiyah	ACCE HS

Women's Basketball

FNAME	LNAME	School
Cephas	Synia	Cambridge South
Della	Kelly	Edmondson HS
Gray	Sanaya	Western HS
McCoy	Zion	Digital Harbor
Goodie	Kallique	Carver Vo-Tech
Addison	Jas'men	City HS

Men's Basketball

LNAME	FNAME	Previous School
Alexander	Jeffrey	City HS
Banks	Malik	State College of Florida
Beachum	Shydale	Saginaw HS
Bryant	Joshua	Suitland
Cook	Destontay	IDEA/Wash DC
Delahaye	Marquise	Northwestern HS
Deng	Kut	Henley
Green	Carlos	CCBC-Dundalk
Hall	Jaylen	Rock Creek Christian

Hall	Jeffrey	BCCC
Henderson	Keith	New Era
Hodges	DreShawn	Lake Clifton
Holliday	Javarie	Saginaw HS
Johnson	Sam	Strasbourg Fr
Jones	Melvin	Lake Clifton
Lewis	Ifanieye	Eleanor Roosevelt
Lowery	Taelor	Saginaw HS
Marquise	Delahaye	Northwestern
Norton	Truth	Oakland Mills
Smith	Zach	State College of Florida
Williams	Tyshaun	HS Global Citi

The Athletic Department is providing open recreation hours for currently enrolled students and staff throughout the summer months.

Departmental Highlights
A men's basketball coach has been hired (Montoyo Wooten). He has extensive experience coaching basketball in the Baltimore area including Carver and Franklin High schools.

The Athletic Department is providing open recreation hours for currently enrolled students and staff throughout the summer months. As a means to increase awareness of the reconstituted Women's Volleyball program, there will also be "open gym tryouts" for women who want to participate on the varsity team in the fall. The dates are posted on the Athletic Department website.

Current Recruiting Efforts
Baltimore City: Patterson, Edmondson, Forest Park, Dunbar, Douglass, Mervo, Digital Harbor, Lake Clifton, Baltimore City College - High school, Western, Coppin Academy, Carver,

Baltimore County: Milford Mill, Randallstown, Woodlawn, New Town, Parkville, Dulaney, Perry Hall

MIAA: St. Frances, Maria Goretti, Our Lady of Mt. Carmel

Private: Rosedale Baptist, Mt. Zion

Baltimore City Community College
REALIGNMENT TASKS UPDATE
Board of Trustees, September 20, 2023
Michael Rading, Chief Information Officer

REALIGNMENT TASK #9
"Address the information technology (IT) and infrastructure needs of BCCC"

Enterprise Resource Planning (ERP) Project

Project Status

The ERP implementation project is designated as a major information technology development project (MITDP). DoIT has been involved since the start of the project and plays an oversight role. As a MITDP project, a DOIT project manager is assigned and oversees the progress of the project. The College meets on a bi-weekly basis and provides monthly progress reports to the DoIT Project Manager, Dr. Josiah.

BCCC (Baltimore City Community College) is currently at an overall green status from the State's Department of Information Technology (DoIT).

DoIT has provided additional information on the monthly health status of the project, which includes the following criteria:

#	Criterion	Description	Status
1	Scope	Work content and products of the project	Green
2	Schedule	Listing of project milestones, activities, and deliverables	Green
3	Risks	Uncertain events or conditions that can positively or negatively affect project objectives	Green
4	Quality	Project conformance with performance requirements	Green
5	Resources	Necessary assets needed to carry out project tasks	Green
6	Cost	Cash value of project activity	Green

The Board of Trustees approved the ERP initial contract modification and the renewal of Year. #1 on May 17, 2023. This contract modification was approved by the Board of Public Works (BPW) on September 6, 2023. Based on the contract modification, all areas of the project health are now in Green status.

FY 23 End of Year Reporting
A summary of the Project status at the end of FY 23 from the DoIT is included below.

"All core modules for the Banner ERP production system have been deployed. Additional enhancements were completed to the application's core configuration, including Financial Aid, HR, Student, Student Accounting, and Finance modules. In Q4 FY23, the project team completed testing, acceptance, and end user training of the HR Webtime reporting module, in addition to completing FMIS interface. development configurations for Vendors, Disbursements, and Journals integrations. Students, staff and faculty are using the core production system, and newly configured system enhancements are scheduled for user adoption in Q1 FY24."

An IT Project Request was completed and submitted to DoIT for FY 25 for the ERP project.

Student Module

Degree Works
Degree Works is a comprehensive academic advising, transfer articulation, and degree audit solution that is an additional module within the new ERP that helps students, and their advisors successfully negotiate your institution's curriculum requirements. With Degree Works, students are less likely to take courses they don't need and more likely to stay on a direct path to graduation.

Degree Works will support the College in the following ways:

- *Better access to academic advice* - The tool helps students negotiate the most effective path to graduation, ensuring that they spend less deciphering degree requirements and more time pursuing academic goals. The tool allows for: real-time advice and counsel, interactive "what if?" scenario planning, more transparent course and credit transfer and a clear path to graduation.
- *Better Support for academic goals* - Advisors and students collaborate on detailed educational plans, supporting a more successful outcome. Some of the outcomes include more personalized advising, improved retention and graduation rates, more transparent transfer articulation, clear and consistent degree plans, more timely degree certification.
- *Better insight into research and reporting* - Advising teams are empowered with information they need to provide personalized advice. Monitor progress toward degree completion and clearly indicate which course requirements have been met to help students stay on track. Features that support this in the new system include improved metrics on how courses are being used to fulfill requirements, audit tools help students stick to academic plans and fulfill financial aid requirements, robust analytical and decision support tools for institutional planning, invaluable aggregate information for planning future term course offerings and streamlined processes for more efficient cost management.

In July 2023, the second round of Degree Works training was conducted that included key College stakeholders.

In August 2023, the third and final round of training was conducted. Additional scribing work is underway for additional catalog years (2021, 2022, 2023, and 2024).

CRM Recruit
CRM Recruit is an application integrated to Banner for Prospective students and Online Application for Admissions. This application allows BCCC to capture student inquiries, events registrations and online applications for admissions and communicate with prospective and current students based on the communication plan configured in the system.

- Work is being done on revamping the current processes to capture application data and inquiries
- Expand the use of CRM Recruit in Workforce Development and Continuing Education

Workforce Development and Continuing Education (WDCE) Billing
- The Grants Accounting process is being implemented in Banner.
- All configuration and testing with WDCE and Student Accounting staff have been completed.
- Onsite training was conducted for staff on the week of June 27 – June 29.
- Additional support was scheduled for the week of August 31.

Payroll (Web-Time) Module
BCCC is using the new time and attendance system in Banner called Web-Time Entry which went live on December 2022. This new system enhances the time entry and leave balance tracking process for employees and the approval process for supervisors with the option to enter time and leave on mobile devices.

- Staff continue submitting time in both MDTime (the legacy system) and Web-Time (payroll processing in Banner) during this transition period.
- The transition away from the legacy payroll system MDTime to the new Banner system Web-Time is scheduled for October 17.
- A comprehensive communication plan, training schedule, and FAQ materials have been developed by the HR/Payroll and ITS departments.

Finance
Some key Banner related updates for the Finance office are included below:
- The integration between FMIS and Banner for Journals files was tested and validated by FMIS, DoIT, and BCCC.
- End of Fiscal Year Processing Sessions were conducted.
- Budget Development Sessions were conducted.

ERP Challenges
There are challenges that involve the three areas below that still need to be addressed as part of the ERP implementation:

- *Data cleanup* – Work continues to identify and prioritize data errors and inconsistencies that have surfaced in the production system. These issues will require input and feedback from functional offices to ensure the data in the system is accurate. Examples include student demographic and residency information that was migrated into the new system incorrectly that needs to be updated.
- *Reporting* – The College must regularly generate internal and external reports to support internal and external reporting that span all areas. As part of the contract modification that was approved this month, BCCC is implementing Ellucian Insights, a new Banner reporting, analytics, and dashboarding platform. Configuration and deployment of the Insights module will take place throughout the fall. Even with this reporting platform in place, there will be a need to create with input from different functional areas new reports to meet College needs. Examples of this include: the CC-3 report submitted to the Maryland Higher Education Commision (MHEC) that includes enrollment information for Workforce Development and Continuing Education (WDCE) that requires manual work to be done outside of the new ERP for the report to be generated because additional configurations need to be made to the new ERP to correctly capture the needed information.
- *Cyclical operational procedures* - Finally, the cyclical nature of college operations has presented challenges in implementing new processes in the new ERP system. Examples include finance year-end processing, budget development, and ensuring WDCE-specific configurations don't impact the financial aid disbursement process and tracking rules.

On September 6, 2023, the Board of Public Works (PBW) approved contract changes, approved by the BCCC Board of Trustees in May 2013. The contract changes included additional professional services for all functional areas will be put in place through November 30, 2023. Managed services consulting which provides ongoing operational support for the year or two post go-live when the project team is complete will be a crucial resource to support work in the challenge areas mentioned above after November 30, 2023.

Data Center Refresh Project
The setup of the new equipment for the data center refresh project (Phase 1) is complete and over 90% of production workloads are now running on the new hardware. Over the summer the network bandwidth between the Liberty Campus and BioPark was increased to support the redundant backup server, located at the BioPark campus. A comprehensive upgrade and migration plan for the College's core networking systems has been developed and tested. Phase 1 is expected to be completed during the fall.

Early planning for Phase 2 of this project has begun. This phase is focused on Disaster Recovery and Business Continuity and will create additional redundancy and enhance the speed of recovery from a disaster. ITS is exploring modern Disaster Recovery as a Service options (DRaaS) and will present a proposed solution to the President and Board for funding and approval.

IT Operations

Client Services
Client Services continues supporting faculty, staff and students. Over the last month the focus of our work has been on the following:

Support/Maintenance
- Media Services: Provided media equipment support and presentation/media equipment for:
    o Merit Leadership
    o MSP Orientation
    o Howard University Bridges
    o BCPS Middle School Summer Program Business CTE
    o UBMS Closing Ceremony
    o BCCC President's Forum & Professional Development (w/ Tier II help)
    o New Student Orientation
    o Town Hall Event for 7Th District Constituents
    o Remembering the March on Washington 60 years.
- IT Helpdesk
    o Continuing work on Student, Faculty and Staff tickets. Since June 30, 2023:
        ▪ Dispatch/Tier 1: Closed a total of 1946 Tickets, where 592 Tickets closed on first call, where 1386 were login/password/Account Locked issues
        ▪ Tier 2: Closed 424 Tickets.
        ▪ Tier 2: Prepared and Distributed 38 laptops.
    o Operational Activities: Provided IT support at the Info Desk for the first week of the Fall 23 Term
    o Workstation Initiatives/Security Office of Legislative Audits (OLA) related items review

Projects
- BCCC Classroom Projector Swap Project
    o With the contractor, did a walkthrough of all the rooms that will be receiving new projectors
- BCCC New Security System Project
    o Continuing internal meetings on the new ID Card for students, faculty and staff that will work with the new camera and door access security system; working on printers, cameras and templates
- HEERF Grant IT Hardware Procurement Project
    o Worked on scope of work to obtain assistance in rolling out the new equipment to all of the labs.
    o Worked on a deployment plan for new faculty/staff devices
- New Cyber Security Lab Project
    o Worked with facilities on the furniture for the new lab and room build out
    o Procuring the equipment utilizing grant funds

IT Security
Over the summer, BCCC completed an initial draft of an internal incident response plan that follows DoIT's guidelines.

ITS continues to monitor quarterly employee IT Security Training completion and provides weekly compliance reports to Cabinet to help drive adoption.

Baltimore City Community College
CABINET UPDATE
Board of Trustees, September 20, 2023
Mr. Aubrey Bascombe, Vice President of Finance & Administration

BUDGET OFFICE

1. <u>**Highlights**</u>
   - The staff continues working diligently with Ellucian to transfer the financial data from Banner to the State's Accounting System (FMIS). This portion of the project is currently in the testing phase. The College completed the transfer of financial data from FMIS to Banner.
   - The Budget Office is obtaining approval of monthly agenda items to meet with each division monthly to monitor expenditures and address issues/concerns.

2. <u>**Appropriation Year (AY 24) Revenue Summary as of 08/31/2023**</u>

Revenue Fund	Revenue Amount	Notes
General (Unrestricted)	$17,141,519.85	(Includes Bookstore of $58,315.50)
Restricted	$ 1,524,089.17	(Includes WBJC of $744,594.60)
Total Revenue	**$18,665,609.02**	

<u>**Unrestricted Revenue:**</u>   Total unrestricted revenue through August Appropriation Year (AY) 2024 is $3.6 million higher than the revenue earnings through the same period in AY 2023.

- *Tuition & Fees: Overall increased.* The overall tuition and fee revenue increase is due to higher revenues from the Fall semester. Due to the system conversion, Banner posted all of the AY 2023 tuition and fee revenues in June.

- *Sales, Service, Aux & Leasing: increased by 47%.* Sales, Service, Auxiliary, and leasing revenue earnings are significantly higher in FY 2024 than at this same time in FY 2023 due to an increase in real estate lease income, offset by a decrease in Bookstore revenues.

- *Bookstore Revenues: decrease of 5%.* There is a decrease of 5% in the Bookstore revenue categories compared to the same period last fiscal year as the result of being fully open for service. Sundries and Supplies revenues have almost doubled compared to this time last year; however, there was a 17% reduction for New Textbooks.

<u>**Restricted Revenue:**</u> Total restricted revenue through August 2023 is $9 million higher than in FY 2023. The primary driver of the increase is an increase in COVID Relief Spending, Federal Grants and Contracts, and State and Local Grants.

Appropriation Year (AY 23) Expense Summary as of 05/31/2023

Expense Fund	Expense Amount	Notes
General (Unrestricted)	$41,622,483	(Includes Bookstore of $1,205,125)
Restricted	$21,197,712	(Includes WBJC of $1,012,607)
Total Expenditures	**$62,820,195**	

Unrestricted Expenditures: In FY 2024, unrestricted expenses decreased by $2 million compared to FY 2023, primarily due to a decrease in new equipment and contractual services.

Restricted Expenditures: FY 2024 restricted expenses increased by $8 million compared to FY 2023, primarily due to decreased contractual vendors; however, Federal Grants and scholarship expenditures increased.

Controller's Office/General Accounting/Grants/Foundation

1. **BCCC (BALTIMORE CITY COMMUNITY COLLEGE), BCCC Foundation Year-End Closeout**

   - BCCC Foundation is ready for the audit to start.
   - The College closeout is pending working through some Banner conversion issues from the student module to the Finance module and the conversion to FMIS. These issues are being worked on to resolve.

2. **Grants**
   - The Controller's Office continues to work with the various divisions to provide support and comply with reporting requirements.
   - Upward Bound grant is closed out for the 2022-2023 award year.
   - SSS TRIO grant closeout process has started.
   - Title IV funds drawdowns are being requested as provided in anticipation of closeout for the 2022-2023 award year.

3. **HEERF Funding**
   - BCCC received an extension to December 31, 2023, for the HEERF Student Portion funding.
   - BCCC received an extension to June 30, 2024, for the HEERF Institutional Portion funding.

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Accounts Payable

Details of outstanding invoices are below:

Summary	Unadjusted Totals	Excluding one vendor with contract issues being worked out	Total
<31	858,591.71	67,152.50	791,439.21
31-60	212,567.47		212,567.47
61-90	50,237.92		50,237.92
>90	779,271.66	738,391.00	40,880.66
Grand Total	**1,900,668.76**	**805,543.50**	**1,095,125.26**

Total Payables Excluding contract issue.
$1,095,125.26

1. **Forty-two percent of the unadjusted totals relate to contract issues that Procurement is working to resolve. Several large invoices related to the COVID Funds equipment upgrade are pending approval.**

Procurement

From June to August 2023, a total of 109 procurements were conducted in the total amount of $5,751,793.50:

Category	Total Amount
Commodities	$2,314,665.02
I.T. Hardware	$1,338,863.86
Services	$1,136,846.73
Construction	$634,757.31
I.T. Services	$213,208.90
Maintenance	$104,951.68
Construction Services	$8,500.00
Grand Total	**$5,751,793.50**

Credit Card: 428 credit card transactions were conducted from June 2023 to August 2023 for $363,940.32.

Student Accounting

1. Banner Student AR Update
   a. Banner Communications Manager (B.C.M.) Student Accounting communications are on hold.
   b. Banner System Challenges – Student Accounting continues to identify Banner system challenges that impact payment processing, student refunds, and aging management.
      i. Application of payments
      ii. Unable to identify the causes of and resolve reconciliation variances

2. Aging Report
   a. Continue collaborating with Student Affairs to ensure all specialty populations such as dual enrollment, MSP, P-Tech, and senior citizens are coded in Banner. This is vital to ensure this population of students' balances are paid by the appropriate 3rd parties and are eliminated from receiving pre-collection notices.
   b. We invoiced Baltimore City Public Schools (BCPS) for dual enrollment students. The Fall 2022 invoice totaled $29,406.50 for 54 students; the Spring 2023 invoice totaled $30,145.50 for 59 students. We received payment for Spring 2023 and are awaiting payment for Fall 2022.
   c. Past due receivables submission to ECSI is on hold to allow a comprehensive review of the receivables by Cabinet.

3. HEEF III Summer 2023 Institutional Award Distribution – Funds used to fund the Free Summer Tuition, Fees, and Books initiative.
   a. BCCC remains one of few Maryland state institutions electing to continue to provide pandemic financial assistance directly to students. As such, 788 students received free tuition and fees totaling $453,785.50 for the Summer I 2023 term.

   b. Board of Estimates funds were used to fund Summer II 2023 free tuition and fees. As such, 1,335 students received free tuition and fees totaling $745,011.00. Summer II included students from the Mayor's Scholars Program Summer Bridge program.

Baltimore City Community College

Board of Trustees, September 20, 2023

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

OFFICE OF INSTITUTIONAL RESEARCH

State, Federal, and Regional Reporting Led by the Office of Institutional Research

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

Department of Budget and Management (DBM)
- *Managing for Results (MFR) Template* - Developed updated data and projected estimates for credit and continuing education student characteristics, enrollment, and outcomes. Shared measures as part of Performance Accountability Report workshops. Collaborated with Workforce Development & Continuing Education (WDCE) and Finance & Administration regarding data collection and validation for associated measures. Prepared certification statement and worked with Senior Budget Analyst to complete required checklist. All materials were submitted to meet the deadline of September 1, 2023.

Maryland Association of Community Colleges (MACC)/Federal Reserve Bank
- *Federal Reserve Bank Survey on Community College Outcomes* – This is the first year for this submission. The Federal Reserve Bank and MACC brought the initiative to the Maryland Community College Presidents affinity group. The Maryland Community College Research Group formed a workgroup to determine how to make this request align with Maryland's data collection processes, on which the Director served. OIR developed credit and continuing education enrollment and short- and long-term outcomes data based on annual cohorts and various student characteristics. The first round of data was submitted to meet their requested deadline of August 31, 2023.

Maryland Department of Labor
- *Workforce Investment Opportunity Act (WIOA) Data Collection* – Collaborated with WDCE and Information Technology Services (ITS) to develop credit and continuing education student-level enrollment and outcomes data to meet the submission deadline of August 1, 2023.

Maryland Higher Education Commission (MHEC)
- *S-6 Supplemental Form* – Developed FTEs, FTDEs, and credit hours of instruction data by location and course type for credit and continuing education to support Facilities Department submission of the Capital Budget materials to meet the submission deadline of July 1, 2023.
- *Degree Information System (DIS) File* – Through collaboration with Information Technology Services (ITS) and the Records and Registration Office, developed FY 2023 student-level data file to meet the submission deadline of August 1, 2023.
- *External Credit System (ECS) File* – Through collaboration with the Records and Registration Office, developed FY 2023 student-level data files reporting credits earned other than through native BCCC courses to meet the submission deadline of August 1, 2023.
- *Tuition and Fee Reduction for Victims of Human Trafficking (S-35) Form* – Collaborated with Student Affairs and Finance & Administration, completed the form to meet the deadline of August 1, 2023.
- *Enrollment Report for Credit Courses for FY 2023 (CC-2)* – Through collaboration with ITS and Records and Registration, the credit FTE report was submitted to meet the deadline of August 15, 2023. The FTEs are "preliminary" until MHEC reviews them and provides an approval letter.

- *Enrollment Report for Continuing Education Course for FY 2023 (CC-3)* – Through collaboration with ITS, WDCE, and Records and Registration, a preliminary file was submitted to meet the deadline of August 15, 2023. The FTEs are "preliminary" until MHEC reviews them and provides a letter acknowledging their approval. August 15
- *Survey on Annual Course/Student Registration System* – Provided responses to MHEC regarding options for new annual course/student registration system to be implemented for spring 2024 submission of the new file. Responses were provided by the deadline of August 21, 2023.
- *Performance Accountability Report (PAR)*
    - *Survey on Performance Accountability Plans/Reports Revisions* – In collaboration with VP IERP, completed MHEC's survey on implementing revised process for the PAR to meet the submission deadline of July 8, 2023.
    - *Cabinet Kick-Off* – With the VP IERP, developed timeline and presented PAR process to Cabinet.
    - *Institutional Characteristics and Performance Indicators* – Developed updated credit and continuing education enrollment and outcomes data along with institutional and student characteristics data. Collaborated with Controller for financial data.
    - *Performance Accountability Report Workshops* – Updated OIR's SharePoint structure to provide a folder for each Cabinet area. Developed customized workbooks and templates and conducted "Data Exploration and Reporting Workshops" with each Cabinet area to review performance indicators and definitions, share supplemental data, and facilitate compilation of information for the required narrative components of the Report.
    - *Development of Narrative* – Reviewed and compiled information from Cabinet areas to develop draft narrative for Cabinet review and approval and presentation to the Board of Trustees in September for approval to meet the submission deadline of October 2, 2023.

Middle States Commission on Higher Education (MSCHE)

- *2023 Annual Institutional Update (AIU)* – Reviewed and validated all data points informed by IPEDS; and developed data for developmental coursework. Collaborated with Academic Affairs, Student Affairs, and Facilities on institutional location information; and collaborated with Finance & Administration on Finance components. Led review of requirements and portal with Cabinet and key staff. Updated Student Right to Know disclosure to ensure inclusion with submission of AIU. The submission was completed to meet the deadline of June 14, 2023.
  - *2023-24 Self-Study Steering Committee* - The Director serves as Co-Chair of the Self-Study Steering Committee with the Dean of the School of Nursing and Health Professions. Initiatives conducted during June, July, and August 2023 include the following.
    - June 2023 was structured around five weekly four-hour Working Groups sessions to concentrate on the development of Draft #2 of the Self-Study Chapters.
    - Planned and prepared Draft #2 Self-Study Standard Chapter materials for Working Groups. Planned and co-facilitated kick-off session for June Working Group session; collaborated with ITS and Records and Registration to schedule and prepare seven computer labs in the Main Building. Created schedule, invites, sign-in sheets, and instructions for Working Groups.
    - Conducted a virtual college-wide Faculty and Staff Update with VP IERP, VP Academic Affairs, Self-Study Co-Chair, and selected Working Group members.
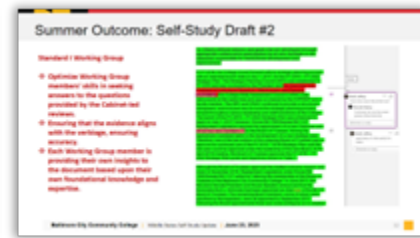
- July and Early August 2023 were structured around Cabinet-led reviews with their respective teams.
  - Created folders and documents in Teams to facilitate Cabinet reviews and prepared, with assistance from Office of the President, binders of previous Self-Study reports and documents.
  - Participated in VP IERP's team review of Standard I
  - Attended biweekly Self-Study-focused Cabinet meetings
  - Coordinated review of Cabinet's feedback with Steering Committee
- Ongoing
  - Responded to Evidence & Interview Request Forms with documentation and verbiage to support compliance with Criteria. Examples include the Performance Accountability Report, professional development presentations, various survey results and displays, mission review and alignment with the State Plan for Postsecondary Education, Managing For Results, transfer outcomes data, and Student Right-to-Know Disclosure information.

- o Maintain schedule of MSCHE webinars for all Self-Study Team members; send announcements; and upload all videos and materials provided by MSCHE to the Teams folder.
  - o Maintain a detailed and dynamic timeline to guide agendas and work for the Working Groups.
  - o Create agendas and conduct weekly Steering Committee meetings; attend all Working Group meetings; and attend weekly meetings with Self-Study Coordinators and fellow Co-Chair.
  - o Provide individualized support to Working Group Co-Chairs and members as needed.
- *Working Groups*
  - o The Research Analyst II serves as a member of the Standard VI Working Group and participated in the weekly meetings, distributing Evidence & Interview Request Forms, compiling responses and evidence accordingly, and developing components of presentations. The Director facilitated the weekly meetings in the absence of a given Working Group's Co-Chairs and supported all Standard Working Group meetings. The Director attended the summer meetings of the Communications and Events and Verification of Compliance Working Groups to provide tools and guidance.

National Council for State Authorization Reciprocity Agreements (NC-SARA)
- *Annual Data Collection* – Reviewed the most recent guidelines for the distance education enrollment and learning placement requirements. Created template and conducted sessions with Academic Affairs Schools to facilitate collection of student-level learning placement data. OIR developed enrollment data, compiled learning placement data, and conducted internal review/approval process to meet the submission deadline of June 15, 2023.

College Collaborations for External Reporting or Stakeholder Needs
OIR supported other College offices in the development or preparation of data, narrative, and/or providing overall quality assurance related to the following initiatives.

Audit Support – Support Controller and Budget Office in developing and reviewing data to support requests from external auditors.
- *Howard P. Rawlings Audit* – Developed data to support the review process. Responded to auditors' requests as shared by the BCCC Controller.

Department of Legislative Services (DLS)/Department of Budget Management
- *Realignment Reports* - Developed data to support Cabinet areas' completion of mandated Realignment reports including enrollment, aid disbursements (with ITS), and credit accumulation.
- *Capital Budget Questions* – Developed data and narrative to support responses.

External Meetings/Working Groups
- Maryland Community College Research Group (MCCRG) monthly meetings
- NIH Bridges to Baccalaureate with Howard University Partnership Meetings
- MCCRG Working Group – Review MHEC Data Dashboards
- MCCRG Working Group – Federal Reserve Survey Guidelines

Grant Support
- *AmeriCorps Vista Quarterly Report* – Developed grade distribution data and analysis to support the E-Learning Office's submission to meet the deadline of July 5, 2023.
- *Child Care Careers and Professional Development Fund (CCCPDF) FY 2024 Application* – Developed updated College and program enrollment, student characteristics, and completion data and narrative to support the submission of the grant application by the deadline of July 31, 2023.

Maryland Higher Education Commission
- *Annual Space Capital Budget Request/Annual Space Computations CC Tables* – To support Facilities, developed student and staff headcount and FTE data to meet the deadline of July 1, 2023.

- *S-30 Form and Report on Tuition Waivers/Exemptions for Foster Care and Homeless Youth* – Collaborated with Information Technology Services (ITS) and Financial Aid Office to develop enrollment, demographic, and outcomes data along with verbiage on the processes for recipients of waivers for foster care and homeless youth. Compiled responses and data into mandated format and completed the submission process to meet the deadline of June 1, 2023.
- *Cultural Diversity Report* – Developed data workbook to reflect trends in enrollment, staffing, and key performance indicators to support the Student Affairs Division in developing the Report.

Program Accreditations

OIR develops enrollment and outcomes data (e.g., course pass rates, retention, graduation) and/or provides survey guidance, development, and administration tools to support individual program requirements. The Director serves on the review team to ensure all requirements are met, and data are reflected accurately.
- *Accreditation Review Council on Evidence in Surgical Technology and Surgical Assisting (ARC/STSA)* – Served on the review team to review data and evidence and provides recommendations regarding documentation and facilitation of internal review to meet submission deadline of July 31, 2023.
- *Committee on Accreditation for the Emergency Medical Services Professions (CoAEMSP) Response* – Served on the review team; provided recommendations on evidence, narrative, and references to data.
- *Commission on Accreditation for Respiratory Care Annual Accreditation Report* – Served on the review team for the final submission; reviewed data to meet the submission deadline of July 1, 2023.
- *Maryland Institute for Emergency Medical Services Systems (MIEMMS) Site Visit* – Served on the team to prepare for the Team Visit on July 14, 2023.

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

College Student Events – OIR staff participated in and/or attended the Physical Therapist pinning ceremony and the fall 2023 Welcome Week activities.

Daily Credit Enrollment Updates – Through collaboration with ITS, OIR is providing a daily fall 2023 credit headcount update that reflects progress toward target established in MHEC's enrollment projections.

Enterprise Resource Planning (ERP) Implementation and Operationalization - Attend check-in meetings with VPIERP, Director of Assessment, and Director of Grants.
- Collaborated with ITS, Director of E-Learning, and Associate Registrar to develop means to extract udent, graduate, and course level data with confidence via development of queries in Argos reporting tool and utilize preliminary output for data validation and cleansing.
- Meeting with members of Student Affairs, WDCE, ITS and Ellucian to ensure continuing education and credit data can be captured and reported to meet operational and mandated reporting needs.

Professional Development
- Customize, administer, and compile survey results for all summer and fall 2023 activities.
- Conducted MSCHE information sessions and monthly Faculty and Staff Updates.
- Maintain the schedule of MSCHE webinars, maintain Teams library of webinar videos and materials, and share information and links via Teams with Self-Study team members.
- Attended MSCHE's webinar: *Leveraging the Self-Study Process and Strategic Planning*.
- Attended training conducted by MHEC for submission of CC-Tables data for Capital Budget.
- Supported the VP IERP and Academic Affairs in planning the professional development sessions schedule and developing data and slides to support the President's Forum.

- Developed presentation to support VP IERP's Update at the President's Form and Welcome Week on the Institutional Review Board.

- Collaborated with VP IERP to develop and co-conduct a "Middle States Commission on Higher Education – Strategic Planning" presentation during the President's Forum and Welcome Week and a Self-Study Update as part of the Adjunct Faculty Academy.

Surveys

OIR provides guidance, develops, administers or provides tools to administer, and compiles results to support College survey needs. Recent and current surveys include program accreditation and Fall 2023 Professional Development Week surveys.

Teams/Workgroups
- *MSCHE Self-Study Steering Committee (Co-Chair) and Working Groups (Member)*
- *Enrollment Planning Team*
- *Curriculum and Instruction Committee (CIC)*
- *Program Review and Evaluation Committee (PREC) Planning Team*
- *Planning and Assessment Platform Team*

OFFICE OF GRANTS DEVELOPMENT

Report on June 2023 Activities
The Office of Grants Development has been working in collaboration with the Academic Affairs, Advancement and Foundation, Finance Office, Student Affairs, Workforce and Development and Continuing Education, and the Office of the President to submit grant reporting deadlines and submit grant renewals. The Office has been assessing which grants have received notification of grant award or not for FY (Fiscal Year) 2024 and closely monitoring anticipated date of announcement. The Office updated the grant inventory list for FY 24 by ensuring correct award amounts; period for the grant; and identified the appropriate internal and external managers. In addition, the Office continues to provide oversight and management of the operations and ensure that the institution is compliant with state and federal grant laws, regulations, and requirements. The Office demonstrates the effectiveness of its SharePoint system for grants administration and management to the Cabinet, PI/PM, and supervisors. The Office revised the Grant Pre-Approval Form by taking the existing two forms and merging them into one document making it clear and concise. Also, the Office was still working on revising and editing the grant guide.

Grant Administration Overview

Carl D. Perkins
On June 28, 2023, The Maryland State Department of Education (MSDE) approved BCCC request for budget amendment. This was done to reallocate funds to address the needs of students and ensure spending grant funds awarded for FY 23.

Pathways in Technology Early College High School (P-TECH)
The Office and Finance reviewed the budget and invoices for the grant, one amount was $91,808.00 and the other $87,436.00 totaling $179,244. The Offices gave Workforce Development and Continuing Education the approval to submit to Maryland State Department of Education (MSDE)in June 2023.

TRIO Student Support Services (SSS)
BCCC was notified by the U.S. Department of Education (USDE) that the TRIO SSS program was going to receive an increase of four percent to their current grant award amount. The new award amount was $415, 290 for FY23-24. Last year's award amount was $399, 317. This is the fourth year the College has been awarded this grant which ends 2025. This grant provides all types of services to student ranging from academic tutoring, advice and assistance in postsecondary course, education/counseling to improve financial and economic literacy, assisting in applying to admission to a 4-year institution, etc. The goal is to serve 230 students.

TRIO Upward Bound Math Science (UBMS)
The Office, with Student Affairs and Finance, created a detail-oriented 90-Day Spending Plan for the TRIO UBMS program to submit to the US Department of Education after the approval of Dr. McCurdy. The plan was submitted on June 8, 2023. This was the College plan of action after our site visit on May 16, 2023.

Report on July 2023 Activities
The Office primarily focused on revising and editing the grants guide for the new fiscal year. Also, the Office created a new grant life cycle from seven steps to five steps approach identifying the steps as Ideation, Writing, Award, Implementation and Closeout. The new life grant cycle presented during the Professional Development Week, August 14-18, 2023. In addition, preparing the Office for FY24. Grants were closed and archived; the SharePoint system was updated for FY24; identified missing content for folders and requested material to be sent for completion. The Office continued to perform daily activities by reviewing grant applications, budgets, RFP's, RFA's, reports (quarterly, semi-annually, or annually) and facilitating meetings when needed for grant updates. The Office has a Retreat to work on Operational Schedule and Strategic Plans.

Grant Administration Overview

Baltimore City Community College (BCCC) Campus Compact Mid-Atlantic Ameri Corps VISTA Project
The Office worked with Academic Affairs and Institutional Research to submit the last quarterly report for the fiscal year on July 15, 2023. The grant was able to serve 147 individuals and 115 earned a post-secondary degree or technical certification which was 78%. The target population to serve was 150-200 students based on enrollment in MATH 107. The grant amount for FY 2022 was $8,000 covered from July 5, 2022, to July 5, 2023.

For FY 2023, the grant period from July 3, 2023, to July 5, 2024, the award amount was $8,500 which was an increase of $500 from last year. This grant provides non-tutor support/guidance for students to enable success in and out of the classroom at the earliest academic career point. The goal of this grant is to improve the completion rates from 51.5% in 2020 to 5% in 2021; 10% in 2022; 14% in 2023. Total Grant Award $8,500 FY23-24

Carl D. Perkins
On July 18, 2023, the Baltimore City Community College (BCCC) received an award letter from the Maryland State Department of Education (MSDE) for FY 24 Perkins Formula Grant of $317,949. Total Grant Award $317,949 FY 24

Baltimore City Department of Social Services (BCDSS) Occupational Training
This is BCCC's third year for executing this grant of $1,609,092 for FY 24. This grant runs during the calendar year from January 1, 2024, to December 31, 2024. This grant is managed by the Workforce Development and Continuing Education division by providing individuals and families on a path to economic mobility. This grant places high-quality workforce training, academic support, and job readiness services. The purpose of the Occupational Skills Training programming is to provide BCDSS customers with stackable, industry-recognized credentials to support long-term employment at livable wages. Total Grant Award $1,609,092 FY23-24

Child Care Careers and Professional Development Fund (CCCPDF)
The Office collaborated with representatives from the Offices of the Dean of Arts and Social Sciences, Institutional Research, Finance, and the Early Childhood Program to complete the FY24 application. The institution submitted the application to Maryland State Department of Education (MSDE) on July 15, 2023. This grant amount is $104,028.30. This grant provides up to 25 students assistance with tuition, fees, and textbooks for the first semester, second semester, and summer session. This grant has assisted students for the past three (3) years. Total Grant Award $104,028.30 FY24

Maryland Department of Human Services - Maryland Office of Refugees and Asylees (MORA) English for Speakers of Other Languages (ESOL)
The Office assisted Workforce Development and Continuing Education (WDCE), Finance, and Institutional Research to complete their renewal grant for submission. The grant was submitted on July 10, 2023, for $ 340,359. WDCE will be able to serve 400 refugee and asylee students in English language classes, of which an estimated 200 will be Afghan. The grant period is from October 1, 2023, to September 30, 2024. Please note that this is an increase in funding from last year, FY 23 received $315,469 and FY 24 $340,359. This is an increase of $24,890. In addition, this grant allows the institution to partner with the International Rescue Committee (IRC) for on-going communication and outreach services. Total Grant Award $340,359 FY24

Maryland Department of Human Services Maryland Office of Refugees and Asylees (MORA} Refugees School Impact Grant (RSIG)
The Office collaborated with the Workforce Development and Continuing Education and Finance submitted a renewal application on July 21, 2023, to the Maryland Department of Human Services for $1,001,692.82. The grant will run from October 1, 2023, to September 30, 2024. The RSIG is designed to increase the academic performance of school-aged children, improve parental engagement in their children's education and care,

promote access to childcare and early childhood education, and help build capacity for public school systems to serve refugee students. Total Grant Award $1,001,692.82 FY24

Maryland Department of Human Services Maryland Office of Refugees and Asylees (MORA) Services to Older Refugees (SOR)
The Office met with the Workforce Development and Continuing Education and Finance and submitted their annual renewal grant for FY 24 for $203,015.99. The grant runs from October1, 2023, to September 30, 2024. This grant is designed to work with eligible refugee clients aged 60 years or above receive appropriate services such as temporary financial and medical assistance, employability services, English language and vocational training, assistance with accessing community resources, outreach, case management, and other support services. Total Grant Award $203,015.99 FY24

National Institute of Health (NIH) Prison to Program (P2P) Baltimore City Community College (BCCC) Howard University (HU) Bridges to Baccalaureate Grant Sub-Award
The College held a Bridges to Baccalaureate Program 2023 BCCC Summer Lab Schedule on Fridays in July. The dates were July 7,14, 21, and 28 from 9 a.m. to 12 noon. The focus area was Orientation of BCCC; Best practices as a scholar at BCCC/Resources at BCCC; Use of library resources and online database; Meet one-on-one with faculty mentor/Goal setting.

Please note that the Office is still waiting for grant approvals and executed grant agreements to come in with award amounts for FY24.

Report on August 2023 Activities
The Office worked diligently in August to align the Grants Management System for college-wide use. This consisted of updating SharePoint and creating the following folders for each grant awarded for FY 24 they are: RFP/RFA Solicitation; Proposal Narrative; Budget Forms/Amendments; Statement of Work (SOW); Award/Denial Letter; Performance Reports; Supplemental Documents; and Close-out/Sustainability Plan. The Office continues to work on the Operational Schedule and Planning for the FY 24. This schedule has all grants for FY24 from the grant inventory list to guide performance and track spending. Also, this schedule identifying when reporting deadlines and dates for submission Established the FY24 monthly meeting schedule with grant Cabinet, Principal Investigators (PIs)/Project Managers, and Supervisors. The Office developed and created the new grant life cycle that VP (Vice President) Burrell presented during the Professional Development Week on August 10, 2023. The Director of Grants developed several PowerPoint presentations about the Office of Grants Development. The Office facilitated eRA Commons permission and access moving forward to be able to oversee College grants with the National Institutes of Health. Attended the sessions for Professional Development week August 14-18, 2023.

Grant Administration Overview

Consolidated Adult Education and Family Literacy Services
Workforce Development and Continuing Education submitted a renewal grant on March 3, 2023, of $1,364,207 for FY24 July 1, 2023, to June 30, 2024, to the Maryland Department of Labor. On August 10, 2023, BCCC received a Notice of Grant Award (NOGA) for $1,044,693 for July 1, 2023, to June 30, 2024. Total Grant Award $1,044,693 FY24

Maryland State Arts Council (MSAC)
BCCC Foundation received a grant agreement from MSAC of $109,986.87 for FY 24. This grant is for the operation of the College radio station WBJC 91.5FM. Total Grant Award $109,986.87 FY24

National Public Radio Ground Equipment Assessment and Replacement

BCCC Foundation received a grant agreement from the National Public Radio, Inc.in the amount of $24,774.95 for the radio station to upgrade its equipment. Total Grant Award $24,774.95 FY24

TRIO Upward Bound Math Science (UBMS)

BCCC was notified via email on August 9, 2023, that the U.S. Department of Education (USDE) that the TRIO UBMS program was going to receive an increase of four percent to their current grant award amount. The new award amount was $303,505.04 for FY23-24. Last year's award amount was $297,601. This is the fourth year the College has been awarded this grant which ends 2025. Total Grant Award $303,505.04 FY24

OFFICE OF ASSESSMENT

Learning Outcomes Data

Data Collection: The Office of Assessment continues to co-lead, with the Office of eLearning, the transition of learning outcomes data collection to the College's learning management system (LMS), Canvas. eLearning completed the migration of learning outcomes into Canvas in July, and the Academy continues to collect existing master syllabi into a data archive. The Offices will work with Program Coordinators and Academy leadership this fall to connect assessment methods to the learning outcomes within the LMS. This will allow the Academy to utilize automated data collection for the generation of Learning Mastery Reports and shared assessments across course sections and semesters for data trending.

	category	item	date_start	date_end	item_details	lead
1						
2	Canvas	Assignments	Nov-22	Jan-23	All assignments for existing courses are in Canvas ("no submission" assignment is minimum expectation).	Program Coordinators and Faculty
3	Assessment	Mass Data Extraction	Apr-23	May-23	Nuventive extracts and transfers all College data from Nuventive Improve (TracDat) and provides to the College via cloud-based storage system.	OA and ITS
4	Canvas	Build Learning Outcomes	Jun-23	Aug-23	Course-level learning outcomes are built into Canvas.	eLearning
5	Canvas	Assign Learning Outcomes	Jun-23	Aug-23	Learning outcomes are assigned to the appropriate subaccounts.	eLearning
6	Curriculum	Master Syllabi Collection	Jun-23	Aug-23	Master Syllabi are collected into a centralized folder and audited.	Deans/ADs
7	Canvas	Assignment Mapping	Aug-23	Jan-24	Assignments are fully built with rubrics, etc. and mapped to learning outcomes.	Program Coordinators and ADs
8	Canvas	Blueprint Courses	Sep-23	Jan-24	Blueprints are built for all courses and include all common assignments.	eLearning
9	Canvas	Update outcome proficiency scores	Sep-23	Jan-24	Updating Outcome Proficiency ratings in Canvas with assistance of Program Coordinators.	Program Coordinators and ADs
10	Canvas	Gradebook Standardization	Sep-23	Jan-24	All gradebooks for each course are organized in the same fashion within the course blueprint.	Program Coordinators and ADs
11	Canvas	Syllabi Builds	Jan-24	May-24	Syllabi are added to the Syllabus section of each course blueprint.	eLearning
12	Canvas	Curriculum Mapping	Feb-24	May-24	Courses are mapped to program-level learning outcomes.	eLearning
13	Assessment	Assessment Guide Update	Nov-22	Jul-24	The assessment guide is updated to reflect the process of gathering student-level outcomes data.	VPAA and IERP
14	SIS	Fully Validated			The College is confident that the tables in the student information system are accurate and ready to be joined to tables pulled from Canvas	ITS
15	Assessment	Data Flows			Data tables are mapped and process flows established.	OA, ITS, eLearning

Timeline for transitioning learning outcomes assessment data collection to the Canvas LMS

	A	B	C	D	E	F
3	**Master Syllabi**					
4	*AUDIT COMPLIANCE*					
5	Count of syllabus_master	Column Labels				
6	**Row Labels**	**NOT SUBMITTED**	**FILE ERROR**	**MISSING**	**RECEIVED**	**Grand Total**
7	⊟ **BSTEM**	11	6	1	149	167
8	⊞ **B&T**	7	6		92	105
9	⊞ **ME**			1	29	30
10	⊞ **NPS**	4			28	32
11	⊞ **SASS**	247				247
12	⊞ **SNHP**	45		8	33	86
13	**Grand Total**	303	6	9	182	500

Master syllabi audit compliance, August 21, 2023

	J	K	L	M	N	O	P	Q	R	S	T	U
Master Syllabi Publication Dates												
DISTRIBUTION OF PUBLICATION DATES BY SCHOOL AND DEPARTMENT												
Count of syllabus_master_year	Column Labels											
Row Labels		2010	2012	2016	2018	2019	2020	2021	2022	2023	Grand Total	
⊞ **BSTEM**				8	1	9	110	2		6	136	
⊞ **SNHP**		2	1		3	17		2	2	1	28	
Grand Total		2	1	8	4	26	110	4	2	7	164	

Distribution of master syllabi publication dates by School and Department

Data Workbooks: The Office of Assessment continues to develop learning outcomes data workbooks for each Program and Discipline, containing and overview of the course-level learning outcomes, curriculum mapping for Programs, historical data from TracDat (2015-2022), and recent data exported from Canvas. Departments and Programs are encouraged to use the data workbooks to support evidence-based decisions in teaching and learning.

Professional Development Resources

The Office of Assessment updated the Office's Canvas course, a repository of BCCC-specific guidance, processes, industry best practices, and scholarly articles.
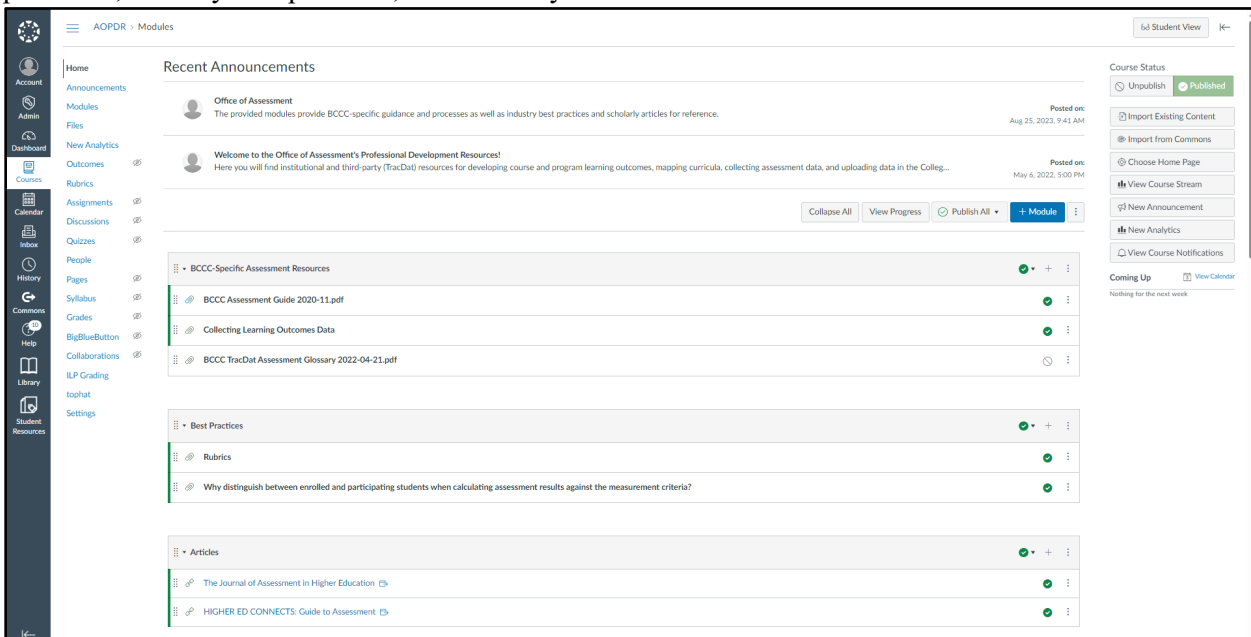
Office of Assessment Canvas course, storing professional development resources for faculty access.

Fall 2023 President's Forum

The Office of Assessment supported the Office of the President and Academy by providing content and consult for the Fall 2023 President's Forum, including a presentation and resource sheet on industry best practices in rubric development and use.

Informational resource, provided to the Academy, summarizing industry best practices in rubric development

Middle States Commission on Higher Education (MSCHE) Self-Study

The Director of Assessment continues to support the College's Self-Study process as Working Group Co-Chair for Standard V: Educational Effectiveness Assessment and member of the Steering Committee. In June, Working Group V met weekly to finalize the second draft of the Group's Self-Study chapter.

Standard V, Educational Effectiveness Assessment, chapter draft number 2

Baltimore City Community College

Board of Trustees, September 20, 2023

Mr. Gussener Augustus, Vice President of Advancement & Strategic Partnerships

Community Outreach &Engagement

The division participated in several meetings with key stakeholders that wish formally to partner with BCCC to expand community outreach and engagement. Organizations the division met with are:

United Way of Central Maryland

UWCM has partnered with a common community partner, Greater Mondawmin Coordinating Council (VP for Advancement serves as a member of the GMCCC board).

Baltimore City Information and Technology (BCIT)

BCIT will host a community-based IT program for city residents and has met several times with BCCC to discuss ways to develop and implement a program in the northwest corridor of the city.

Coppin Heights Community Development Corporation

Coppin Heights CDC has expressed ways BCCC can serve as a strong community partner as they promote and expand their current homeownership program.

College Bound Foundation

BCCC sponsored a table at the annual College Bound Scholars' Luncheon and celebrated several students who have enrolled at BCCC for the Fall Semester.

Marketing

Advancement developed the marketing and branded (digital and printed media) initiatives to support the College in the following areas:

High School (GED) Graduation Program, Certificates, Speaker Gift & Volunteer Gifts

The College designed a program, certificates (awards) for books, speaker gift and volunteer gifts (promotional items) for the High School GED Graduation Ceremony.

Workforce Development Brochure Reprint

The College updated and received approval to print a new supply of the Workforce Development & Continuing Education brochure for use by Admissions and the Workforce Development & Continuing Education division.

Advancement Web Site

Streamlining the Advancement web pages on the BCCC website. Existing pages will be rearchitected, while new pages will be developed.

Free Summer 2023 at BCCC Entrance Banner

A new Free Summer 2023 at BCCC banner was created for the front entrance of campus.

July 2023 Entrance Banner

A new Fall 2023 banner was created for the front entrance of campus for use from June 29 forward.

GED Scholarship Book Certificate

The College designed a certificate for books to be awarded at the GED High School Graduation.

Mondawmin Mall Marketing Opportunities
 Marketing met with representatives of a local retail corporation, Mondawmin Mall, to discuss marketing opportunities.

Workforce Warehousing
Developed a Workforce Warehousing advertisement for Workforce Development & Continuing Education.

Website Image for Digital Cyber Security
 Developed a new web page with departmental provided content and images for the new Cyber Security Digital Forensics program.

Subway (CUBE) Entrance Art Replacement
 Art proofs have been reviewed and approved, and production and installation by Vector Media.

Commencement 2023 Photography and Video
 In partnership with Mind in Motion Video and Grad Images, completed uploading photography taken by the vendors and Jason Quick, our Senior Graphic Designer. Links to the content are:
- Commencement 2023 Photos
- Mind in Motion Video (YouTube): https://www.youtube.com/watch?v=SFWdzFlDQug&t=14s

Campus Signage Audit
 Conducted an all-location review of campus signage, lettering, wall program paintings, logos, etc. To begin updating all signage across the college.

Social Media Posts
 Marketing continues to develop posts for Facebook, Instagram, and Twitter with an eye to developing enhanced social presence.

Fall 2023 Digital Campaign
The College is ready to begin digital advertising for the Fall 2023 semester.

Wall and Hallway Lettering
Marketing is working to install wall lettering at:

1. Each entrance to Administration wing
2. President's Office entry doors seals
3. Lettering on two walls in the President's Boardroom
4. State of Maryland Seal in the President's Boardroom
5. Lettering in the Office of Admissions
6. Lettering in President's Office, behind Administrative Assistant's Desk
7. Each entrance to Administration wing
8. President's Office entry doors (seals)
9. Lettering on two walls in the President's Boardroom
10. State of Maryland Seal in the President's Boardroom
11. Lettering behind Administrative Assistant desk in President's Office
12. Lettering in the Office of Admissions

Sample Italic and block fonts have been provided for consideration.

Fall Credit Schedule
The Fall 2023 Credit Schedule was completed, approved, and posted to the website.

Baltimore Latino Hispanic Community Newspaper
Marketing contacted Baltimore Latino Hispanic Community Newspaper to discuss advertising options for August, September, and October 2023.

Brochure
The College created a TRIO brochure to promote the program.

Fall Credit Schedule
The Fall 2023 Credit Schedule was completed, approved, and posted to the website.

Header Images – Student Affairs Apply & Register Pages
A new header image was developed for the Student Affairs Student Services web page.

Middle States Standard II Meeting
The department participated in daft content for the Standard VII Working Group.

Middle States Communication Meeting
The committee participated in planning Middle States Snack & Facts visits to BioPark, and Reisterstown Road locations. Additionally, the committee developed:

- Recommendation Form: A draft Website Governance Plan has been developed and is pending consideration by the MS Steering Committee and Cabinet for approval.
- Recommendation Form: A Sign Audit of all locations has been developed to determine what signage may need to be changed, replaced, or removed. The recommendation is pending consideration by the MS Steering Committee and Cabinet for approval.
- Recommendation Form: A internal Mission, Vision, Values marketing campaign has been developed and is pending consideration by the MS Steering Committee and Cabinet for approval.

Entrance Banner
The front entrance banner was replaced and now emphasizes Fall 2023/Apply.

MSP Email Flyer
The College developed a free laptop flyer to be emailed by the Vice President of Student Affairs to qualified MSP students.

Middle States Self-Study Flyer to BCCC Homepage
The College placed a Middle States Self-Study Flyer on the BCCC homepage under Information to Know.

Fall 2023 Enrollment Billboard
A new Fall 2023 Enrollment billboard was placed on the website homepage.

Social tile to promote Career Pathways and Workforce Programs
Developed social posts to promote Career Pathways and Workforce Training Programs.

Baltimore City Community College

Social tile to promote Warehousing & Inventory Control Certification
Developed a social post for Workforce Development Warehousing & Inventory Development Warehousing programs.

Student Life & Engagement Advertisements & Social Posts
Developed flyers and social posts to promote the following Student Life & Engagement Events:
- Summer events: Ice Cream Social, Karaoke Night, Summer Palooza, Mind & Motion Mondays
- Welcome Week (pending approval)

Additionally, the College purchased promotional items and t-shirts for MSP Students and for use during Welcome Week.

Wall Monitor Testing/Replacement
The Marketing department met with Audio Visual to evaluate the wall monitors. The monitors in the Atrium are not working. Further discussion about replacement will be included in the MS Sign Audit conversations.

NCMPR Membership Renewal
The College is renewing membership in NCMPR (National Council for Marketing & Public Relations).

Brand Building

BCCC Fast Facts Re-Print
The College is updating and reordering a print supply of the Fast Facts brochure.

Workforce Development Brochure
The College is updating and reordering a print supply of the Workforce Development Brochure.

Workforce Development Website & Other Branding
The College is collaborating with Workforce Development to update programs and flyers used for recruitment.

Summer is Free at BCCC Campaign
Four digital advertisements were placed on May 23 and May 24, 2023 in support of the Summer is Free at BCCC campaign. Results for the week of May 28 – June 2, 2023 are listed below.
- Reach: 298,442
- Link Clicks (to https://www.bccc.edu/freesummer2023): 6,987
- Post Engagement: 8,455
- Post Reactions: 689
- Post Shares: 580

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

Johns Hopkins Symphony
Music Director, Jed Gaylin and General Manager Rafaela Dreisin, were guests on the June 28th episode of *Face the Music* with Kati Harrison and Jonathan Palevsky.

Peabody Ragtime Ensemble
Replay of an episode with the late founder Ed Goldstein and Phil Greenfield of the American Record Guide as guests on the June 3rd episode of *Face the Music* with Kati Harrison and Jonathan Palevsky.

Candlelight Concerts
A 50th Anniversary Gala prize winner was given a tour of WBJC and had lunch with staff member Kati Harrison. President of the Board, Bryan Young, was a guest on the July 8 episode of Face the Music.

Youthworks
Leader Matthew Berry and a group of young summer workers were given a tour of the station by Kati Harrison and Jonathan Palevsky.

University of Baltimore
Writing professor, Jane Delury, was interviewed about her second book "Hedge" by Judith Krummeck.

Har Sinai Oher Shalom
Jonathan Palevsky taught classes on the music of Italy.

WBJC Corporate Support Partnerships
Businesses who underwrite programs and content on WBJC

Returning Clients
Opera Baltimore, Bach in Baltimore, St. David's Church, Maryland Opera, Ballet Chesapeake, Baltimore Symphony Orchestra, Peabody Institute, Maryland State Boys Choir, The Kennedy Center, Handel Choir of Baltimore, Cynipid Fund, Elville and Associates, Zeke's Coffee, Culligan Water, Framin' Place, University of Maryland Baltimore Campus.

WBJC Program Highlights
WBJC programs and content of note for the month.

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

- 6-3-23 Baltimore Symphony Orchestra celebrating Elgar with Peabody Grads Manuel Barrueco and Leon Fleisher.
- 6-10-23 Baltimore Symphony Orchestra with vocalist Isata Kanneh Mason.
- 6-17-23 Baltimore Symphony Orchestra music of Bach and more.
- 6-24-23 Leon Fleisher, Manuel Barrueco and others play music of Leipzig and Dresden.
- 7-7-23 Baltimore Symphony Orchestra celebrating David Zinman.
- 7-28-23 Baltimore Symphony Orchestra with David Zinman, Manuel Barruco, Sergiu Comissiona and more

Market Research

- Hispanic marketing opportunities via *Mundo Latino Newspaper*
- Virtual tour options
- Promotional items

Social Media Analytics
- *Facebook: June 1, 2023 – June 30, 2023*

Page Reach: 249,179 (Up 119.5% over the prior month)
Page Visits: 3,418 (Up 14.4% over the prior month)
New Likes & Follows: 37 (Up 32.1% over the prior month)

- *YouTube: June 1, 2023 – June 30, 2023*

Monthly views: 985 (64% less than May 2023; likely due to the Commencement video posting)
Watch time: 33.6 hours (92% less than Man 2023)
Subscribers: +2 (94% less than May 2023)

- *Instagram: June 1, 2023 – June 30, 2023*

Reach: 140,959 (Up 167.7% over the prior month.)
Profile Visits: 1,467 (Up 34% over the prior month.)
New followers: 52 (Up 15.6% over the prior month.)

- *Twitter: 28-day Summary as-of June 1, 2023*

\# Tweets: 15 (Down 23.1% over the previous period.)
Tweet Impressions: 3,284 (Down 22.0% over the previous period.)
Profile Visits: 355
Mentions: 3
Followers: 1729 (Down 7)

Web Page Content Updates

Homepage Content Updates
- Website Billboards
  - Summer Fun at the Harbor Location (Draft 1 and Draft 2, published)
  - Independence Day (Draft 1 ready for publishing)
  - BCCC Celebrates Diversity (Draft 1 and Draft 2)
  - Juneteenth (Set to publish)
  - LGBTQ+ Pride Month

Routine Website Maintenance and Webpage Content Updates
- Analytics
- Website Calendar updates
- Financial Aid webpage update
- Health Information Technology Webpage update
- Bccc.edu/services redirect created.
- Refugee Youth Project webpage updated.

Website Analytics

Website Homepage Overview: *https://www.bccc.edu/*

June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased by 32.50% (721,441 in 2022 vs. 955,920 in 2023)
- Unique (new) pageviews increased by 33.35% (293,965 in 2022 vs. 391,898 in 2023)
- Average time on page increased by 20.59% (00:00:44 in 2022 vs. 00:00:53 in 2023)

Apply Webpage: *https://www.bccc.edu/domain/36*

June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased by 26.69% (12,670 in 2022 vs. 16,052 in 2023)
- Unique (new) pageviews increased by 38.08% (4,939 in 2022 vs. 6,820 in 2023)
- Average time on page decreased by 2.40% (00:00:48 in 2022 vs. 00:00:46 in 2023)

Apply Vanity URL – *https://www.bccc.edu/freesummer2023*

June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased 100.00% (this page is new) (0 in 2022 vs. 8,177 in 2023)
- Unique (new) pageviews decreased by 100.00% (0 in 2022 vs. 3,570 in 2023)
- Average time on page increased by 100.00% (00:00:00 in 2022 vs. 00:01:05 in 2023

Register Webpage - *https://www.bccc.edu/domain/1108*

June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews decreased by 26.69% (13,876 in 2022 vs. 10,172 in 2023)
- Unique (new) pageviews decreased by 29.79% (5,612 in 2022 vs. 3,940 in 2023)
- Average time on page increased by 11.18% (00:01:13 in 2022 vs. 00:01:05 in 2023)

Register Vanity URL – *https://www.bccc.edu/register (Used for marketing.)*

June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased by 155.16% (1,782 in 2022 vs. 4,547 in 2023)
- Unique (new) pageviews increased by 148.17% (766 in 2022 vs. 1,901 in 2023)
- Average time on page decreased by 5.84% (00:00:40 in 2022 vs. 00:00:38 in 2023)

MSP Web Page – *https://www.bccc.edu/msp*

June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased 38.69% (2,458 in 2022 vs. 3,409 in 2023)
- Unique (new) pageviews increased by 37.57% (1,006 in 2022 vs. 1,384 in 2023)
- Average time on page increased by 22.15% (00:00:43 in 2022 vs. 00:00:52 in 2023)

Website Statistics

Google Analytics for July indicate a reduction in those visiting the Register web pages, however there continues to be a significant increase in those using the apply URL, vanity apply, and campaign apply links. Traffic on the new Marketing campaign page continues to be extraordinarily strong since its start date of May 23. This page will now shift focus to Fall 2023 enrollment.

Specific web page analytics:

Website Homepage Overview: *https://www.bccc.edu/*

July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews increased by 9.46% (885,115 in 2022 vs. 968,874 in 2023)
- Unique (new) pageviews increased by 17.33% (343,987 in 2022 vs. 403,593 in 2023)

- Average time on page decreased by 2.61% (00:00:51 in 2022 vs. 00:00:49 in 2023)

Apply Webpage: https://www.bccc.edu/domain/36

July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews increased by 39.06% (10,819 in 2022 vs. 15,045 in 2023)
- Unique (new) pageviews increased by 51.02% (4,120 in 2022 vs. 6,222 in 2023)
- Average time on page decreased by 23.02% (00:01:13 in 2022 vs. 00:00:56 in 2023)

Apply Vanity URL – bccc.edu/apply

July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews increased 16.46% (14,432 in 2022 vs. 16,807 in 2023)
- Unique (new) pageviews increased by 29.01% (5,361 in 2022 vs. 6,916 in 2023)
- Average time on page increased by 13.43% (00:00:46 in 2022 vs. 00:00:52 in 2023)

Marketing Landing Page – bccc.edu/Fall2023 (Used for digital campaigns)

July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews increased by 100% (0 in 2022 vs. 4,399 in 2023)
- Unique (new) pageviews increased by 100% (0 in 2022 vs. 1,985 in 2023)
- Average time on page increased by 100% (00:00:00 in 2022 vs. 00:00:21 in 2023)

Register Webpage - https://www.bccc.edu/domain/1108

July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews decreased by 27.87% (8,912 in 2022 vs. 12,356 in 2023)
- Unique (new) pageviews decreased by 16.34% (4,520 in 2022 vs. 3,790 in 2023)
- Average time on page decreased by 26.76% (00:01:45 in 2022 vs. 00:01:17 in 2023)

Register Vanity URL – https://www.bccc.edu/register (Used for marketing.)

July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews decreased by 50.58% (10,786 in 2022 vs. 5,330 in 2023)
- Unique (new) pageviews decreased by 46.58% (4,414 in 2022 vs. 2,358 in 2023)
- Average time on page decreased by 37.72% (00:01:04 in 2022 vs. 00:00:40 in 2023)

MSP Web Page – https://www.bccc.edu/msp

July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews increased 107.50% (1,734 in 2022 vs. 3,588 in 2023)
- Unique (new) pageviews increased by 109.40% (702in 2022 vs. 1,470 in 2023)
- Average time on page decreased by 6.08% (00:00:55 in 2022 vs. 00:00:51 in 2023)

Pending Projects

- Brand PowerPoint
- Style Guide PowerPoint & Website
- Mondawmin Mall creative (Fall 2023 discussion)
- Boardroom, hallway, President's Office and Admissions lettering
- Wall Plaque – Student BOR photo
- Mission, Vision, Values campaign creative (website and pull-up signs)
- Bard Building Fencing Design

Baltimore City Community College
CABINET UPDATE
Board of Trustees, September 20, 2023
Ms. Lyllis M. Green, Chief Internal Auditor

Activities of the Office of Internal Audits during the months of July and August 2023 included:

- Weekly meetings with General Counsel and the Assistant Attorney General regarding compliance issues, research, or other audit related matters including:
  - Intellectual Property
  - Religious Accommodation
- Preparation for the MiddleStates Commission on Higher Education review including:
  - Steering Committee meetings
  - Chairing the Verification for Compliance Working Group
  - Cabinet reviews of draft
- Interview panelist for executive and third tier position vacancies
- Onboarding new Cabinet members to include audit findings, resolutions, and other issues in the areas that the Cabinet member oversees.
- Cabinet meetings, staff development and forum participation.

INTERNAL AUDITS (IA), REVIEWS, AND INVESTGATIONS
Institutional activities performed by the Internal Auditor include:
- Follow-up Audits and Investigations
- Review of policies and procedures in preparation for presentation to the Board of Trustees

EXTERNAL AUDITS

Annual Financial Audit
Met with auditors from CliftonLawsonAllen LLP (CLA) to discuss their proposed revisions to the BCCC Foundation's 2022 management letter and management's representation letter. Also in attendance were the Controller and the VP Finance & Administration. After discussions internally with the Controller and General Counsel, recommendations were made to the President.

Office of Legislative Auditors (OLA)
The data center refresh, a prerequisite to getting a new Disaster Recovery system in place, is progressing as expected. As of this writing, the new data center infrastructure is fully installed. The next step is approval for upgrading network capabilities to the BioPark location which houses a secondary backup device. Historically, most of BCCC's infrastructure was housed on premises, requiring backups and disaster recovery via tape. BCCC is moving most enterprise systems to a cloud/software-as a service model, including the ERP. Contracts for these systems are negotiated to ensure the vendor provides proper backup and disaster recovery capabilities. (Note: Disaster Recovery testing was a prior audit finding that has resurfaced due to transitioning from the HPLAN legacy system to the Banner system.)

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

![BCCC - Baltimore City Community College]

Status of 2016 Findings

Prior Audit Finding	Finding Description	Implementation Status	Internal Auditor Comments
Finding 5 - PII	Sensitive personally identifiable information maintained by BCCC was stored without adequate safeguards.	**Repeated** (Current Finding 6) Partially implemented	Recent developments regarding PII exposure to unauthorized users has required more assertive action by BCCC staff to pressure the ERP vendor to resolve the issue. Staff continue to work with the vendor to resolve the PII issue. It should be noted that the PII issue is over a decade old and served as the leading impetus for the ERP investment. **Follow-up September 30, 2023**
Finding 8 - Inventory	BCCC did not maintain complete and accurate equipment records, could not locate certain equipment, and could not document that it conducted physical inventories of equipment as required. In addition, 40 computers purchased several years ago were never placed into service.	**Repeated** (Current Finding 8) 40 Computers were located and deployed in 2017. A vendor was selected for a physical inventory.	• Since the vendor has been selected, oversight of the physical inventory is the responsibility of Facilities with Finance responsible for reconciliations, disposals, and adjustments. The physical count began after the notice to proceed was given to the vendor. • Notification sent to the College community by the VP who oversees Facilities states in part. "The inventory services project is commencing on campus in the coming weeks." Supplemental information was also provided stating the identity of the vendor, a schedule for each building of the Liberty campus as well as locations at the BioPark, Harbor, and RPC/Radio station. The start date was Monday, May 15, 2023 Now that the physical inventory of furniture and equipment has begun, oversight has been placed with the AVP Facilities. Periodic updates are provided to the College community including scheduling details. **Follow-up Fall of 2023**

The follow-up to current OLA findings began in May 2022 and includes the related activities below:

- Bi-weekly incident reports supplemented by periodic meetings between the Internal Auditor and Information Technology (IT) staff. Meetings provide an opportunity to present evidence in support of resolving IT findings.
- Periodic (at least monthly) communication with the Procurement Director to track progress on procurement activity needed to eliminate or mitigate audit findings. The monthly communications regarding inventory include both the Director of Facilities and the Procurement Director now that the inventory is in progress.
- Periodic communication with the Director and staff in the Office of Human Resources (HR) to obtain supporting documentation and to ensure that the College's responses to payroll-related findings remain accurate. This conversation has transitioned to the VP Finance now that the HR

Director position is vacant. The conversation began as part of the new VP's onboarding meeting with the Internal Auditor.

- Monthly follow-up of all resolved findings to ensure current compliance.

The latest OLA report was issued February 9, 2022. It covered the audit period from November 30, 2016, to November 30, 2020. Results of Internal Audit's follow-ups to the February2022 OLA Report are provided in the chart below *(Note: the chart does not include payroll issues as these items are considered sensitive and are discussed in closed session)*:

Finding	OLA Recommendation (excerpt from February 9, 2022, Report)	Response	Internal Auditor's review as of August 31, 2023
1. Student PII	"Comply with State law by having the vendor to obtain a formal control assessment report, such as a SOC 2, Type 2 report, and implement a process to obtain and review the results to ensure sensitive student information provided to the vendor is properly safeguarded."	Agree.	The vendor did not have a SOC 2 Type 2 report, however; did provide a report showing the required compliance and internal controls. Any new contracts must have a Higher Ed Comm Vendor Assessment toolkit that includes the provisions for the SOC2 Type 2 requirements.
2. Student Financial Aid	"...ensure that manual adjustments to financial aid awards, as well as required verification of financial application data and satisfactory academic progress by financial aid recipients is subject to independent supervisory review and approval"	Agree	Financial Aid went live in Banner during Fall 2022. Awards were auto packaged and funding was disbursed. An Assistant Director was recently hired on August 7, 2023, who operates as a second tier independent file reviewer and also provides continuous training to staff as needed.
3. Payroll	Description and details removed from report due to sensitive information		
4 Procurements and Disbursements	"...ensure that: a. Contracts are awarded through a competitive procurement process as appropriate, and other documentation of the procurement be maintained; b. all bid solicitation and award publishing requirements are adhered to; c. contracts receive proper independent approval as applicable;	Agree	The recommendations are being implemented and reviewed with the Procurement Director for example: a,b,c. The processes for the contract bid, award, and approval for the physical inventory were implemented according to the requirements. d. The inventory remains in-progress and an Internal Audit review of vendor invoices will be performed after September 30, 2023 to ensure

Finding	OLA Recommendation (excerpt from February 9, 2022, Report)	Response	Internal Auditor's review as of August 31, 2023
	d. vendor invoices are correct by verifying invoice charges to contractual billing rates; and e. purchases from vendors are consolidated to maximize the State's purchasing power.		invoice charges were verified to contractual billing rates. e. Recommendation "e" has been implemented and over the summer, consolidated procurements were executed including IT and textbook orders.
5. Resource Sharing Agreements (RSAs)	a. "Establish new agreement for any expired RSAs which include consideration for higher rates" b. Consider widely advertising solicitations for RSAs and submit them to the appropriate authorities... c. Include all significant provisions in future RSAs, and modify its existing agreements to include those provisions to the extent allowed."	Agree	No new RSAs have been created since the June 2022 Internal Audit report to the Board. The latest agreement includes a 3% increase in the annual rent due, payable in monthly installments.
6. Information Systems	"Perform inventories of all servers, identify all PII..."	Agree	BCCC is working with the vendor to identify additional safeguards for proprietary information in the new ERP and ensure that controls are configured to best practices and comply with the recommendation.
7. Malware Protection Controls	"Ensure malware protection software is installed and maintained on all computers by regularly monitoring related software management consoles"	Agree	The bi-weekly malware report is being reviewed by ITS staff and copies are forwarded to Internal Audit for review. However, the finding remains on the agenda for future monthly meetings to ensure that internal controls are working as intended and reviews are consistent. As of 12/06/2022 workstation security is reviewed during the ITS Workstation Review meetings. The August 28, 2023 review meeting included activity from the July 10 Security incident review. All issues were resolved. During Fall 2023, a new endpoint detection and response tool will be implemented. The tool is provided by DoIT at no cost to the College.

	Finding	*OLA Recommendation (excerpt from February 9, 2022, Report)*	*Response*	*Internal Auditor's review as of August 31, 2023*
8.	Equipment – physical inventories	"Conduct timely periodic documented physical inventories of sensitive and non-sensitive equipment and reconcile the results to the detail inventory record (repeat)"	Agree	Procurement is progressing in accordance with procurement guidelines. • Now that a vendor is hired, oversight of the physical inventory is the responsibility of Facilities with reconciliation responsibilities in Finance. • The physical inventory began on May 15, 2023, after the notice to proceed was given to the vendor and is still in progress.

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

"We found the actions indicated in the response address the recommendations contained in the audit report... We will review the actions taken with respect to the recommendations in the audit report during the next audit of BCCC."

The Legislative Auditors are expected to return to the College during or after 2024 in accordance with their scheduled review plan. BCCC's OLA Report is on OLA's website at: https://www.ola.state.md.us/Search/Report?keyword=&agencyId=5a8ac903cc9d721804e01114&dateFrom=&dateTo=&reportTypeId1=1

Baltimore City Community College
REALIGNMENT TASKS UPDATE
Board of Trustees, September 20, 2023

REALIGNMENT TASK #1
"Review and strategically align core course offerings of BCCC, consistent with accreditation requirements, and focused on the needs of students at BCCC and the workforce of Baltimore City."

School of Arts & Sciences (SASS)
We received full approval for the Associate of Arts in Communications on June 8, 2023, and Associate of Arts in American Sign Language and Deaf Studies on June 22, 2023, from the Maryland Higher Education Commission.

School of Nursing & Health Professions (SNHP)
The College received approval for the substantial modification of the Associate of Applied Science in Health Information Technology on August 22, 2023.

School of Business, Science, Technology, Mathematics, & Engineering (BSTEM)
On August 8, 2023, BCCC was designated as a National Center of Academic Excellence in Cyber Defense (CAE-CD) for the validated program(s) of study through academic year 2028.

BCCC's ability to meet the increasing demands of the program criteria will serve the nation well in contributing to the protection of the National Information Infrastructure. The National Cyber Strategy, September 2018, addresses the critical shortage of professionals with cybersecurity skills and highlights the importance of higher education as a solution to defending America's cyberspace. "A highly skilled cybersecurity workforce is a strategic national security advantage." "The United States Government will continue to invest in and enhance programs that build the domestic talent pipeline, from primary through postsecondary education." Education is the key to promoting these ideals.

REALIGNMENT TASK #2
"Make workforce development and job placement top educational priorities of BCCC."

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

Current Enrollments for Summer 2023
- Certified Nursing Assistant (CNA): 60
- Patient Care Tech (PCT): 17
- Venipuncture: 15
- Pharmacy Technician: 27
- Community Health Worker: 18
- Childcare: 42
- Commercial Driver's License (CDL-B): 33
- Cybersecurity: 57

Baltimore Alliance For Careers in Healthcare
- Workforce Development is working closely with the Baltimore Alliance for Careers in Healthcare to offer healthcare training for Baltimore City Residents over the summer months. Collaborating with BACH has assisted with enrollment increases in healthcare programs. The partnership has yielded a total of fifty-seven students, including five Patient Care Technician Cohorts (44 students); one Multi-Skilled Medical Technician (4 students); and Emergency Medical Technician (9 students).

Center for Urban Families
- Workforce Development worked closely with the Center for Urban Families to enroll over seventy – five students in Certified Nursing Assistant (CNA) and Community Health Worker Programs (CHW), Diesel Mechanics, and Commercial Driving License (CDL) programs. The workforce is entering the final year of the BOOST grant partnering with Center for Urban Families (CFUF). CFUF has also received funding for an additional seventy-five students (total 150).
- In partnership with MOED's Train up program, CFUF has enrolled forty-three (43) students in CNA, CDL, Cyber, and CHW programs since January 2023.

Goodwill Industries
- In August 2023, we began a CNA cohort of eighteen (18) students that are scheduled to complete in October 2023 and receive MBON CNA certification. As well as a Pharmacy cohort of twelve (12) students that will complete and certify as Pharmacy technicians in October 2023.
- Workforce is scheduled to start a new CNA Cohort in September 2023 to complete and receive certification in December 2023.
- In January 2023, Workforce began a CNA cohort of eight (8) students that completed in March 2023 and received MBON CNA certification. As well as a Pharmacy cohort of twelve (12) students that have completed the coursework and will complete clinicals in June 2023.
- In April 2023, Workforce began a Certified Nursing Assistant (CNA) cohort of sixteen (16) that are scheduled to complete in July 2023. As well as a Pharmacy Technician cohort of ten (10) students that is scheduled for completion in August 2023.

Baltimore City Schools - Green Street Academy
- Workforce Development has expanded its partnership with Baltimore City Public Schools and offered a workforce training opportunity at Green Street Academy. In September 2022, a cohort of twenty-two (22) students began training for Certified Nursing Assistant that will lead to licensing. The class completed in April 2023 and all students successfully completed the course with all students having completed clinicals and pending MBON CNA certification.

LifeBridge Health
- Workforce Development is partnering with Sinai Hospital to begin a cohort of up to sixteen (16) students for CNA/GNA (Certified Nursing Assistant) to begin in October 2023 and complete in January 2024.

University of Maryland Medical Center
- Workforce Development will be coordinating with University of Maryland Medical Center to begin a PCT (Patient Care Tech) Cohort to begin in October 2023
- In June, the University of Maryland began a Phlebotomy training cohort of seventeen (17) students and are scheduled to complete in September 2023.

Commercial Driver's License (CDL B)

- Workforce Development offered its first Commercial Driver's License (CDL) class in spring 2022. Since October eleven (11) more students have received their CDL-B license and thirty-three (33) more students are currently enrolled and expect to pass the MVA test before June 2023.

Warehousing and Logistics

- Workforce Development brought back the Warehousing and Logistics class to South Pavilion in July 2023. With an initial cohort of ten (10) students they are scheduled to complete in August 2023 with certifications in OSHA 10, Forklift Operation and Certified Logistics Technician through the Manufacturing Skills Standards Council.

Department of Human Services SNAP

- In July 2023, Workforce Development submitted a grant proposal for FY 2024-2026 to continue the current funding available to SNAP recipients. The proposal was to double the previous grant and provide training for up to two hundred participants.

Baltimore City Department of Social Services

- In partnership with the Department of Social Services, Workforce Development has coordinated with three outside vendors to provide training in Makeup artistry (12 enrolled), Hospitality (28 enrolled), and Financial Literacy (32 enrolled).

Other Funding Opportunities

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

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

Career Services Updates

- Career Services has been working with City Schools on a recruitment effort for several positions, such as: paraprofessionals, CDL drivers, clerical positions, and food service.
- 42 new students were enrolled in job readiness training this month.
- Career Services has conducted several Job Readiness courses for current healthcare programs, Emergency Medical Technician, Patient Care Technician, and Certified Driver License programs.
- Career Services has recruitment opportunities in Early Childcare (Kreative Minds Learning Center); Morgan State University, Penske, Blakehurst (CDLs) and University of Maryland Medical Center.
- Career Services continues to work with partners to create career placement trainings opportunities for students. This includes placing students with Kennedy Krieger to work with children and young adults with developmental disabilities in the Neurobehavioral Unit.

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

REALIGNMENT TASK #3
"Improve student pathways to success, including remedial education, attainment of a degree or postsecondary certificate, and transfer to four-year institutions of higher education."

School of Nursing and Health Profession (SNHP)

Emergency Medical Services (EMS)
The Maryland Institute for Emergency Medical Services Systems (MIEMSS) has completed its review and consideration of the College's application to be an approved Advanced Life Support (ALS) education program and has recommended approval to the EMS Board. Accordingly, Baltimore City Community College's Paramedic Education Program meets the ALS education program requirements in COMAR 30.04.02 and received from the EMS Board a THREE-YEAR APPROVAL on August 8, 2023. This three-year approval will cover the remaining years of the current five-year cycle.

Approval as an ALS Education Program is effective from August 8, 2023 to August 8, 2026 provided that the Baltimore City Community College Paramedic Education Program continues to meet the requirements for an ALS education program as stated in COMAR 30.04.02, COMAR 30.04.03 for Basic Life Support (BLS) programs, and COMAR 30.04.05 for continuing education programs. These requirements include remaining an accredited program in good standing with Commission on Accreditation of Allied Health Programs (CAAHEP) and submitting annual reports to MIEMSS.

Respiratory Care
The Commission on Accreditation for Respiratory Care (CoARC) reviewed program information to determine ongoing compliance with accreditation Standards and CoARC Accreditation Policies and Procedures. Based on the outcomes reported, the program has met or exceeded all currently set "thresholds" for success on each of the required outcome measures. This is an accomplishment for the College, staff, and the institution should be proud. No further action is required.

REALIGNMENT TASK #4
"Enter into memoranda of understanding to establish student pathways to success with the Baltimore City Public Schools (BCPSS), institutions of higher education, and employers."

Natural and Physical Sciences (NPS)

Internships: Summer
BCCC – Towson University (TU) BRIDGES Summer Internship: One Biotechnology student was selected and completed 8 weeks internship at the Research Center in Towson University.

BCCC - Delaware State University (DSU) summer internship: One Biotechnology student worked over 8 weeks at Delaware SU under Research Mentor, this internship was paid with free boarding and lodging provided by DSU.

Grants
BCCC - TU Bridges program funding FY23: the department has finalized procurement of biotechnology and science equipment and consumables for $24,950 allocated to BCCC.

Academic Support

E-Learning

The College published the 2023-2024 Catalog which included changes from the respective Cabinet areas, Curriculum and Instruction Committee, and Senate Executive Committee.

E-Learning developed a new Canvas tutorial for students to assist with learning how to navigate and access the Canvas Learning Management System.

Library

Statistics for August

Who do we serve?	August, 2023	August, 2022	Year to date FY 2024	Year to date FY 2023
Circulation of Print / Media		18	25	41
Use of Reserve Materials		69	17	85
Database Sessions				
Database Searches		939	0	2,621
Articles Retrieved		545	0	1,819
Library Online Public Access Catalog (OPAC) Searches				
eBook downloads		39	0	96
Use of Group Study Rooms		59	0	86
Computer Usage	0	0	0	0
Laptop Usage			5	0
Printed Pages	5,117	2,871	7,718	3,552
Gate Count		5,588	3,474	14,621
Registration of new Patrons		39	4	57
Registration/Update of Community patrons			0	0
Information Services				
Information Literacy Sessions	8	3	8	13
Information Literacy Attendance	139	50	139	139
Technology Training Sessions	1	2	1	2

Technology Training Attendance	1	1	1	1
Training Center Use by Other College Departments		0	0	0
Book Purchases - Print		4		
Book Purchases - eBooks		0		
Rapid Response-Students		2	0	2
Rapid Response-Faculty and Staff		2	0	2
ILL Requests/ Document Delivery	0	0	0	0
eBook Purchases via Patron Driven Acquisitions (PDA)		0	0	0
Community/Alumni Services		0	0	0
LibAnswers & Social Media				
LibAnswers	11	9	18	18
Facebook Followers	501	503	501	503
Facebook Engagement	0	192	0	192
Instagram Followers	66	68	66	68
Instagram Engagement	0	0	0	0

LibGuides saw decreased usage in August by 81 views. In August, we had a total of 851 views by BCCC students. The most popular guides this month are APA Papers 7th edition (166 views), Textbooks (126 views), MLA 9th Edition (96 views), and Online Databases (94 views).

Faculty Development Opportunities

The College hosted its annual Professional Development Week for the opening of the academic 2023-2024 year. There were 20 sessions that included information on the following:

- Never Attended Reporting
- Program Assessment and Rubrics
- Best Practices in Course Design
- Academic Partnerships and Articulation
- Academic Outreach Programs
- Title IX
- Student Conduct
- Workforce Development and Academic Affairs Panel

The College also hosted the Adjunct Faculty Academy on Saturday, August 19, 2023, with more than 70 participants. Presentations included Classroom Management and other topics that were presented to full-time faculty during opening week.

REALIGNMENT TASK #5
"Align the budget of BCCC with realistic enrollment projections."

Student Affairs continues to monitor the changes in actual enrollment data for Fall 2023 to measure against the enrollment projections for Fall 2023 established by Maryland Higher Education Commission's (MHEC) enrollment projections for Baltimore City Community College. See enrollment projections below.

MHEC Enrollment Projections:

	Fall 22 FY 23 Actual	Fall 23 FY 24 Projected	Fall 24 FY 25 Projected	Fall 25 FY 26 Projected	Fall 26 FY 27 Projected	Fall 27 FY 28 Projected	Fall 28 FY 29 Projected	Fall 29 FY 30 Projected	Fall 30 FY 31 Projected	Fall 31 FY 32 Projected	Fall 32 FY 33 Projected	% Change FY 23-33
Baltimore City Community College												
Full-time	847	1,149	1,163	1,177	1,178	1,178	1,178	1,179	1,179	1,186	1,192	41%
Part-time	2,691	3,265	3,295	3,325	3,335	3,346	3,356	3,366	3,377	3,389	3,400	26%
Total Headcount	3,538	4,414	4,458	4,502	4,513	4,524	4,534	4,545	4,556	4,575	4,592	30%
Total Community Colleges												
Full-time	28,117	38,170	38,641	39,102	39,117	39,127	39,141	39,157	39,168	39,385	39,602	41%
Part-time	66,717	80,070	80,800	81,532	81,790	82,046	82,294	82,550	82,808	83,100	83,380	25%
Total Headcount	94,834	118,240	119,441	120,634	120,907	121,173	121,435	121,707	121,976	122,485	122,982	30%

To meet the Fall 2023 projections, Student Affairs continues to work on tasks designed to increase enrollment. Below are some examples.

Admissions Application Process

Improving CRM Recruit
The new Dean of Enrollment Management has been working to clear new student applications in CRM Recruit. The filtering feature of CRM Recruit was recalibrated to better identify SPAM applications and to allow more legitimate applications through to Banner. This work continues. Additionally, the Admissions Team developed welcome email templates and are working to implement the automation process so that all new applicants receive a welcome email upon completion. An additional contractual employee was hired in Admissions to assist the staff with manual review of admissions applications rejected as possible SPAM.

Improving Available Reports
The Dean of Enrollment Management worked with IT to create standard views or reports in CRM Recruit that will allow better reports to be generated on applications processed, applicants received by assigned territory and if needed send follow up correspondence, and the number of applications received (Daily/Weekly/Monthly)

Recruitment Planning
The Vice President for Student Affairs and the Dean of Enrollment Management continue to develop a fall 23 – spring 24 Recruitment Plan. The plans address fall recruitment efforts to increase enrollment for the 12, 10, and Accelerated II 8-week terms. The Recruiters, International Student Support Team, Director of Disability Support Services, Veterans Coordinator, and the Athletic Director are developing

Key Performance Indicators (KPIs) that provide operational details related to the College's recruitment efforts.

Mayors Scholars Program Recruitment Efforts

Improved MSP Summer Bridge Cohort Model
The 2023 MSP Summer Bridge Program included a new "Cohort" based model. The model included placing students based on their reading and writing proficiency. Cohort I was designed for students reading and writing at college level, and Cohort II included students that were not reading and writing at college level, or students needing English as a Second Language instruction. The MSP Summer Bridge ran from July 10 to August 11, 2023, and included over 40 retention and tutoring workshops throughout the summer. There were 135 students who received funding through YouthWorks. See the MSP Summer Bridge Classes listed below:

Cohort I – Classes
Speech 101 – 3 Credits
CLT 100 – 2 Credits
PRE 100 – 1 Credit
Total Credits = 6

Cohort II – Classes
REN 91, 92, or ESL 80, or 81 – 4 credits
PRE 100 – 1 credit
CLT 100 – 2 credits
Total Credits = 7

Analysis of overall retention and success will be conducted and presented in October.

Improving MSP Reports
The MSP Team continues to enroll students into the MSP Program for fall and spring. Each new MSP student completes an MSP Participation Agreement Form. This form was created for the 2023 MSP Summer Bridge Program. Each MSP Student Participant receives a new attribute code (MSP5) that will identify students by year and Cohort. This will improve BCCC's ability to produce data reports for MSP students by Cohort.

REALIGNMENT TASK #7
"Establish strong relationships with key stakeholders."

Community Outreach &Engagement
The division participated in several meetings with key stakeholders that wish formally to partner with BCCC to expand community outreach and engagement. Organizations the division met with are:

College Bound Foundation
BCCC sponsored a table at the annual College Bound Scholars' Luncheon and celebrated several students who have enrolled at BCCC for the Fall Semester.

United Way of Central Maryland
UWCM has partnered with a common community partner, Greater Mondawmin Coordinating Council (VP for Advancement serves as a member of the GMCCC board).

Baltimore City Information and Technology (BCIT)
BCIT will host a community-based IT program for city residents and has met several times with BCCC to discuss ways to develop and implement a program in the northwest corridor of the city.

Coppin Heights Community Development Corporation
Coppin Heights CDC has expressed ways BCCC can serve as a strong community partner as they promote and expand their current homeownership program.

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

Johns Hopkins Symphony
Music Director, Jed Gaylin and General Manager Rafaela Dreisin, were guests on the June 28th episode of Face the Music with Kati Harrison and Jonathan Palevsky.

Iliad at Roland Park Place
Jonathan Palevsky taught classes on Joseph Haydn.

Peabody Ragtime Ensemble
Replay of an episode with the late founder Ed Goldstein and Phil Greenfield of the American Record Guide as guests on the June 3rd episode of Face the Music with Kati Harrison and Jonathan Palevsky.

Candlelight Concerts
A 50th Anniversary Gala prize winner was given a tour of WBJC and had lunch with staff member Kati Harrison. President of the Board, Bryan Young, was a guest on the July 8 episode of Face the Music.

Youthworks
Leader Matthew Berry and a group of young summer workers were given a tour of the station by Kati Harrison and Jonathan Palevsky.

University of Baltimore
Writing professor, Jane Delury, was interviewed about her second book "Hedge" by Judith Krummeck.

Har Sinai Oher Shalom
Jonathan Palevsky taught classes on the music of Italy.

Candlelight Concerts
A 50th Anniversary Gala prize winner was given a tour of WBJC and had lunch with staff member Kati Harrison. President of the Board, Bryan Young, was a guest on the July 8 episode of Face the Music.

WBJC Corporate Support Partnerships
Businesses who underwrite programs and content on WBJC

Returning Clients
Opera Baltimore, Bach in Baltimore, St. David's Church, Maryland Opera, Ballet Chesapeake, Baltimore Symphony Orchestra, Peabody Institute, Maryland State Boys Choir, The Kennedy Center, Handel Choir of Baltimore, Cynipid Fund, Elville and Associates, Zeke's Coffee, Culligan Water, Framin' Place, University of Maryland Baltimore Campus.

WBJC Program Highlights
WBJC programs and content of note for the month.

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

- June 3, 2023 - Baltimore Symphony Orchestra celebrating Elgar with Peabody Grads Manuel Barrueco and Leon Fleisher.
- June 10, 2023 - Baltimore Symphony Orchestra with vocalist Isata Kanneh Mason.
- June 17, 2023 - Baltimore Symphony Orchestra music of Bach and more.

- June 24, 2023 - Leon Fleisher, Manuel Barrueco and others play music of Leipzig and Dresden.
- June 7, 2023 - Baltimore Symphony Orchestra celebrating David Zinman.
- June 28, 2023 - Baltimore Symphony Orchestra with David Zinman, Manuel Barrueco, Sergiu Commission and more

REALIGNMENT TASK # 8
"Develop and market a brand for BCCC."

Marketing
Advancement developed the marketing and branded (digital and printed media) initiatives to support the College in the following areas:

High School (GED) Graduation Program, Certificates, Speaker Gift & Volunteer Gifts
The College designed a program, certificates (awards) for books, speaker gift and volunteer gifts (promotional items) for the High School GED Graduation Ceremony.

Viewbook Design and Proofing
Initiated a newly designed BCCC viewbook that includes collaboration from across the college.

Summer Credit Schedule
The College completed and received approval for a Summer Credit Schedule that is posted to the website.

Fall Credit Schedule
The College completed and received approval for a Fall Credit Schedule that is posted to the website.

Workforce Development Brochure Reprint
The College updated and received approval to print a new supply of the Workforce Development & Continuing Education brochure for use by Admissions and the Workforce Development & Continuing Education division.

Advancement Web Site
The College is working to streamline the Advancement web pages on the BCCC website. Existing pages will be rearchitected, while new pages will be developed.

Free Summer 2023 at BCCC Entrance Banner
A new Free Summer 2023 at BCCC banner was created for the front entrance of campus.

July 2023 Entrance Banner
A new Fall 2023 banner was created for the front entrance of campus for use from June 29 forward.

GED Scholarship Book Certificate
The College designed a certificate for books to be awarded at the GED High School Graduation.

TRIO Orientation Announcement Flyer
The College created a TRIO announcement for use on social platforms.

Mondawmin Mall Marketing Opportunities
Marketing met with representatives of a local retail corporation, Mondawmin Mall, to discuss marketing opportunities.

Brand PowerPoint Adjustments
Adjustments were made to the Fall 2023 campaign PowerPoint presentation.

Workforce Warehousing
Developed a Workforce Warehousing advertisement for Workforce Development & Continuing Education.

Website Image for Digital Cyber Security
Developed a new web page with departmental provided content and images for the new Cyber Security Digital Forensics program.

Subway (CUBE) Entrance Art Replacement
Art proofs have been reviewed and approved, and production and installation by Vector Media.

Commencement 2023 Photography and Video
In partnership with Mind in Motion Video and Grad Images, completed uploading photography taken by the vendors and Jason Quick, our Senior Graphic Designer. Links to the content are:
- 🗂 Commencement 2023 Photos
- Mind in Motion Video (YouTube): https://www.youtube.com/watch?v=SFWdzFlDQug&t=14s

Campus Signage Audit
Conducted an all-location review of campus signage, lettering, wall program paintings, logos, etc. To begin updating all signage across the college.

Social Media Posts
Marketing continues to develop posts for Facebook, Instagram, and Twitter with an eye to developing enhanced social presence.

Fall 2023 Digital Campaign
The College is ready to begin digital advertising for the Fall 2023 semester.

Wall and Hallway Lettering
Marketing is working to install wall lettering at:

1. Each entrance to Administration wing
2. President's Office entry doors seals
3. Lettering on two walls in the President's Boardroom
4. State of Maryland Seal in the President's Boardroom
5. Lettering in the Office of Admissions
6. Lettering in President's Office, behind Administrative Assistant's Desk
7. Each entrance to Administration wing
8. President's Office entry doors (seals)
9. Lettering on two walls in the President's Boardroom
10. State of Maryland Seal in the President's Boardroom
11. Lettering behind Administrative Assistant desk in President's Office
12. Lettering in the Office of Admissions

Sample Italic and block fonts have been provided for consideration.

Fall Credit Schedule
The Fall 2023 Credit Schedule was completed, approved, and posted to the website.

Baltimore Latino Hispanic Community Newspaper
The College has contacted Baltimore Latino Hispanic Community Newspaper to discuss advertising options for August, September, and October 2023.

Brochure
The College created a TRIO brochure to promote the program.

Editorial Guide
The College began updates on a College Editorial Guide to be used on the website.

Fall Credit Schedule
The Fall 2023 Credit Schedule was completed, approved, and posted to the website.

Header Images – Student Affairs Apply & Register Pages
A new header image was developed for the Student Affairs Student Services web page.

Middle States Standard II Meeting
The department participated in daft content for the Standard VII Working Group.

Middle States Communication Meeting
The committee participated in planning Middle States Snack & Facts visits to BioPark, and Reisterstown Road locations. Additionally, the committee developed:

- Recommendation Form: A draft Website Governance Plan has been developed and is pending consideration by the MS Steering Committee and Cabinet for approval.
- Recommendation Form: A Sign Audit of all locations has been developed to determine what signage may need to be changed, replaced, or removed. The recommendation is pending consideration by the MS Steering Committee and Cabinet for approval.
- Recommendation Form: A internal Mission, Vision, Values marketing campaign has been developed and is pending consideration by the MS Steering Committee and Cabinet for approval.

Entrance Banner
The front entrance banner was replaced and now emphasizes Fall 2023/Apply.

MSP Email Flyer
The College developed a free laptop flyer to be emailed by the Vice President of Student Affairs to qualified MSP students.

Middle States Self-Study Flyer to BCCC Homepage
The College placed a Middle States Self-Study Flyer on the BCCC homepage under Information to Know.

Fall 2023 Enrollment Billboard
A new Fall 2023 Enrollment billboard was placed on the website homepage.

Social tile to promote Career Pathways and Workforce Programs
Developed social posts to promote Career Pathways and Workforce Training Programs.
Social tile to promote Warehousing & Inventory Control Certification
Developed a social post for Workforce Development Warehousing & Inventory Development
Warehousing programs.

Student Life & Engagement Advertisements & Social Posts
Developed flyers and social posts to promote the following Student Life & Engagement Events:

- Summer events: Ice Cream Social, Karaoke Night, Summer Palooza, Mind & Motion Mondays
- Welcome Week (pending approval)

Additionally, the College purchased promotional items and t-shirts for MSP Students and for use during
Welcome Week.

Wall Monitor Testing/Replacement
The Marketing department met with Audio Visual to evaluate the wall monitors. The monitors in the
Atrium are not working. Further discussion about replacement will be included in the MS Sign Audit
conversations.

NCMPR Membership Renewal
The College is renewing membership in NCMPR (National Council for Marketing & Public Relations).

Promotional Items
The College purchased promotional items for use by Student Life & Engagement during Welcome Week.

Human Resources New Hire PowerPoint
The College has refreshed a sixty-one-page Human Resources onboarding PowerPoint, bring the template
into brand design while replacing numerous images.

MSP Advising Flyer
The College created an MSP advising flyer to be used for new student orientation.

Latino Baltimore Horizontal Ad
The College has created print and website advertising to be placed in the Latino Baltimore newspaper and
associated website.

Good Book Ad Design
The College has developed a brand ad to be placed in the Good Book directory.

Middle States Standard Two PowerPoint
The College developed a Middle States Standard II PowerPoint for use by the Advancement Division in
an upcoming presentation.

Brand Building

BCCC Fast Facts Re-Print
The College is updating and reordering a print supply of the Fast Facts brochure.

Workforce Development Brochure
The College is updating and reordering a print supply of the Workforce Development Brochure.

Workforce Development Website & Other Branding
The College is collaborating with Workforce Development to update programs and flyers used for recruitment.

Summer is Free at BCCC Campaign
Four digital advertisements were placed on May 23 and May 24, 2023 in support of the Summer is Free at BCCC campaign. Results for the week of May 28 – June 2, 2023 are listed below.
- Reach: 298,442
- Link Clicks (to https://www.bccc.edu/freesummer2023): 6,987
- Post Engagement: 8,455
- Post Reactions: 689
- Post Shares: 580

Market Research
- Hispanic marketing opportunities via *Mundo Latino Newspaper*
- Virtual tour options
- Promotional items

Social Media Analytics
- ***Facebook: June 1, 2023 – June 30, 2023***
  Page Reach: 249,179 (Up 119.5% over the prior month)
  Page Visits: 3,418 (Up 14.4% over the prior month)
  New Likes & Follows: 37 (Up 32.1% over the prior month)

- ***YouTube: June 1, 2023 – June 30, 2023***
  Monthly views: 985 (64% less than May 2023; likely due to the Commencement video posting)
  Watch time: 33.6 hours (92% less than Man 2023)
  Subscribers: +2 (94% less than May 2023)

- ***Instagram: June 1, 2023 – June 30, 2023***
  Reach: 140,959 (Up 167.7% over the prior month.)
  Profile Visits: 1,467 (Up 34% over the prior month.)
  New followers: 52 (Up 15.6% over the prior month.)

- ***Twitter: 28-day Summary as-of June 1, 2023***
  # Tweets: 15 (Down 23.1% over the previous period.)
  Tweet Impressions: 3,284 (Down 22.0% over the previous period.)
  Profile Visits: 355
  Mentions: 3
  Followers: 1729 (Down 7)

Web Page Content Updates

Homepage Content Updates
- Website Billboards

- o Summer Fun at the Harbor Location (Draft 1 and Draft 2, published)
- o Independence Day (Draft 1 ready for publishing)
- o BCCC Celebrates Diversity (Draft 1 and Draft 2)
- o Juneteenth (Set to publish)
- o LGBTQ+ Pride Month

Routine Website Maintenance and Webpage Content Updates

- Analytics
- Website Calendar updates
- Financial Aid webpage update
- Health Information Technology Webpage update
- Bccc.edu/services redirect created.
- Refugee Youth Project webpage updated.
- WDCE English Brochure updated and published.
- WDCE Spanish Brochure updated and published.
- Degrees, Certificates and Programs webpage updated.
- Cyber Security and Assurance webpage updated (Draft 1 & Draft 2)
- Cyber Security Digital Forensics Degree webpage created (Draft 1 – 3)
- Cyber Security Digital Forensics Degree webpage published.
- Cyber Security Technology Center webpage created (Draft 1-3)
- Cyber Security Technology Center webpage published.
- Facilities Communications webpage update
- Virtual Help Desk webpage update
- Payroll payment schedule webpage update
- Adult Basic Education webpage update
- Adult Basic Education webpage update 2.
- GED webpage update
- Workforce – Cyber Security webpage update
- Workforce – Healthcare webpage update
- Workforce – Transportation webpage update
- Workforce Development webpage reformatted.
- Workforce – Child Care webpage reformatted.
- Workforce – Construction webpage reformatted.
- Workforce – Court Reporting webpage reformatted.
- Workforce – Cyber Security webpage reformatted.
- Workforce – Healthcare webpage reformatted.
- Workforce – Transportation webpage reformatted.
- Summer Credit Schedule 2023 published.
- Facilities Communications webpage updated.
- Student Accounting webpage updated.
- HR – Catch the Match announcement published.
- Commencement 2023 Video Updated
- C-ESL July class schedule published.
- Facilities Communications webpage update 1.
- Facilities Communications webpage update 2.
- Health Information Technology webpage update
- Accounting – Overview webpage reformatted.
- Accounting – Commonly Asked Questions webpage reformatted.

- Accounting – Learning Outcomes webpage reformatted.
- Addiction Counseling – Commonly Asked Questions webpage reformatted.
- Addiction Counseling – Program Learning Outcomes webpage reformatted.
- Allied Human Services – Overview webpage reformatted.
- Allied Human Services – Commonly Asked Questions webpage reformatted.
- Allied Human Services – Program Learning Outcomes webpage reformatted.
- Arts and Science Transfer – Overview webpage reformatted.
- Arts and Science Transfer, Art Concentration – Overview webpage reformatted.
- Arts and Science Transfer, Art Concentration – Commonly Asked Questions webpage reformatted.
- Arts and Science Transfer, Art Concentration – Program Learning Outcomes webpage reformatted.
- Pure and Applied Mathematic Concentration – Overview webpage reformatted.
- Pure and Applied Mathematic Concentration – Commonly Asked Questions webpage reformatted.
- Pure and Applied Mathematic Concentration – Program Learning Outcomes webpage reformatted.

Other

- June Infosec Training completed.
- Attended Middle States Communication meeting to discuss website editing.

Website Analytics

Website Homepage Overview: https://www.bccc.edu/
June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased by 32.50% (721,441 in 2022 vs. 955,920 in 2023)
- Unique (new) pageviews increased by 33.35% (293,965 in 2022 vs. 391,898 in 2023)
- Average time on page increased by 20.59% (00:00:44 in 2022 vs. 00:00:53 in 2023)

Apply Webpage: https://www.bccc.edu/domain/36
June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased by 26.69% (12,670 in 2022 vs. 16,052 in 2023)
- Unique (new) pageviews increased by 38.08% (4,939 in 2022 vs. 6,820 in 2023)
- Average time on page decreased by 2.40% (00:00:48 in 2022 vs. 00:00:46 in 2023)

Apply Vanity URL – https://www.bccc.edu/freesummer2023
June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased 100.00% (this page is new) (0 in 2022 vs. 8,177 in 2023)
- Unique (new) pageviews decreased by 100.00% (0 in 2022 vs. 3,570 in 2023)
- Average time on page increased by 100.00% (00:00:00 in 2022 vs. 00:01:05 in 2023

Register Webpage - https://www.bccc.edu/domain/1108
June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews decreased by 26.69% (13,876 in 2022 vs. 10,172 in 2023)

- Unique (new) pageviews decreased by 29.79% (5,612 in 2022 vs. 3,940 in 2023)
- Average time on page increased by 11.18% (00:01:13 in 2022 vs. 00:01:05 in 2023)

Register Vanity URL – https://www.bccc.edu/register (Used for marketing.)
June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased by 155.16% (1,782 in 2022 vs. 4,547 in 2023)
- Unique (new) pageviews increased by 148.17% (766 in 2022 vs. 1,901 in 2023)
- Average time on page decreased by 5.84% (00:00:40 in 2022 vs. 00:00:38 in 2023)

MSP Web Page – https://www.bccc.edu/msp
June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased 38.69% (2,458 in 2022 vs. 3,409 in 2023)
- Unique (new) pageviews increased by 37.57% (1,006 in 2022 vs. 1,384 in 2023)
- Average time on page increased by 22.15% (00:00:43 in 2022 vs. 00:00:52 in 2023)

Website Statistics
Google Analytics for July indicate a reduction in those visiting the Register web pages, however there continues to be a significant increase in those using the apply URL, vanity apply, and campaign apply links. Traffic on the new Marketing campaign page continues to be extraordinarily strong since its start date of May 23. This page will now shift focus to Fall 2023 enrollment.

Specific web page analytics:

Website Homepage Overview: https://www.bccc.edu/
July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews increased by 9.46% (885,115 in 2022 vs. 968,874 in 2023)
- Unique (new) pageviews increased by 17.33% (343,987 in 2022 vs. 403,593 in 2023)
- Average time on page decreased by 2.61% (00:00:51 in 2022 vs. 00:00:49 in 2023)

Apply Webpage: https://www.bccc.edu/domain/36
July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews increased by 39.06% (10,819 in 2022 vs. 15,045 in 2023)
- Unique (new) pageviews increased by 51.02% (4,120 in 2022 vs. 6,222 in 2023)
- Average time on page decreased by 23.02% (00:01:13 in 2022 vs. 00:00:56 in 2023)

Apply Vanity URL – bccc.edu/apply
July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews increased 16.46% (14,432 in 2022 vs. 16,807 in 2023)
- Unique (new) pageviews increased by 29.01% (5,361 in 2022 vs. 6,916 in 2023)
- Average time on page increased by 13.43% (00:00:46 in 2022 vs. 00:00:52 in 2023)

Marketing Landing Page – bccc.edu/Fall2023 (Used for digital campaigns)
July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews increased by 100% (0 in 2022 vs. 4,399 in 2023)
- Unique (new) pageviews increased by 100% (0 in 2022 vs. 1,985 in 2023)

- Average time on page increased by 100% (00:00:00 in 2022 vs. 00:00:21 in 2023)

Register Webpage - https://www.bccc.edu/domain/1108
July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews decreased by 27.87% (8,912 in 2022 vs. 12,356 in 2023)
- Unique (new) pageviews decreased by 16.34% (4,520 in 2022 vs. 3,790 in 2023)
- Average time on page decreased by 26.76% (00:01:45 in 2022 vs. 00:01:17 in 2023)

Register Vanity URL – https://www.bccc.edu/register (Used for marketing.)
July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews decreased by 50.58% (10,786 in 2022 vs. 5,330 in 2023)
- Unique (new) pageviews decreased by 46.58% (4,414 in 2022 vs. 2,358 in 2023)
- Average time on page decreased by 37.72% (00:01:04 in 2022 vs. 00:00:40 in 2023)

MSP Web Page – https://www.bccc.edu/msp
July 1, 2023 – July 31, 2023 vs. the same period in 2022:

- Pageviews increased 107.50% (1,734 in 2022 vs. 3,588 in 2023)
- Unique (new) pageviews increased by 109.40% (702in 2022 vs. 1,470 in 2023)
- Average time on page decreased by 6.08% (00:00:55 in 2022 vs. 00:00:51 in 2023)

Pending Projects
- Brand PowerPoint
- Style Guide PowerPoint & Website
- Mondawmin Mall creative (Fall 2023 discussion)
- Boardroom, hallway, President's Office and Admissions lettering
- Wall Plaque – Student BOR photo
- Mission, Vision, Values campaign creative (website and pull-up signs)
- Bard Building Fencing Design

Future Projects
- Directional Signage for Atrium
- Signage Audit
- Speaker Series (all) creative
- Possible 8-10 pole sign replacements (Liberty Heights; Towanda)
- Newsletter #2
- Middle States newsletter
- Television screen designs (looping jpg's; meeting with IT; replacement required)
- Directory repopulated (Discuss how to proceed)
- Cabinet web page: ASP & Finance Biographies
- Promotional Items order
- BCCC ID redesign
- Geofencing
- Advancement Web Pages
- Workforce Development Web Pages
- Editorial Style Guide (to be added to the BCCC brand web page at Marketing / BCCC Brand.

REALIGNMENT TASK #9
"Address the information technology (IT) and infrastructure needs of BCCC"

Enterprise Resource Planning (ERP) Project

Project Status
The ERP implementation project is designated as a major information technology development project (MITDP). DoIT has been involved since the start of the project and plays an oversight role. As a MITDP project, a DOIT project manager is assigned and oversees the progress of the project. The College meets on a bi-weekly basis and provides monthly progress reports to the DoIT Project Manager, Dr. Josiah.

BCCC (Baltimore City Community College) is currently at an overall green status from the State's Department of Information Technology (DoIT).

DoIT has provided additional information on the monthly health status of the project, which includes the following criteria:

#	Criterion	Description	Status
1	Scope	Work content and products of the project	Green
2	Schedule	Listing of project milestones, activities, and deliverables	Green
3	Risks	Uncertain events or conditions that can positively or negatively affect project objectives	Green
4	Quality	Project conformance with performance requirements	Green
5	Resources	Necessary assets needed to carry out project tasks	Green
6	Cost	Cash value of project activity	Green

The Board of Trustees approved the ERP initial contract modification and the renewal of Year. #1 on May 17, 2023. This contract modification was approved by the Board of Public Works (BPW) on September 6, 2023. Based on the contract modification, all areas of the project health are now in Green status.

FY 23 End of Year Reporting
A summary of the Project status at the end of FY 23 from the DoIT is included below.

"All core modules for the Banner ERP production system have been deployed. Additional enhancements were completed to the application's core configuration, including Financial Aid, HR, Student, Student Accounting, and Finance modules. In Q4 FY23, the project team completed testing, acceptance, and end user training of the HR Webtime reporting module, in addition to completing FMIS interface. development configurations for Vendors, Disbursements, and Journals integrations. Students, staff and faculty are using the core production system, and newly configured system enhancements are scheduled for user adoption in Q1 FY24."

An IT Project Request was completed and submitted to DoIT for FY 25 for the ERP project.

Student Module

Degree Works
Degree Works is a comprehensive academic advising, transfer articulation, and degree audit solution that is an additional module within the new ERP that helps students, and their advisors successfully negotiate

your institution's curriculum requirements. With Degree Works, students are less likely to take courses they don't need and more likely to stay on a direct path to graduation.

Degree Works will support the College in the following ways:

- *Better access to academic advice* - The tool helps students negotiate the most effective path to graduation, ensuring that they spend less deciphering degree requirements and more time pursuing academic goals. The tool allows for: real-time advice and counsel, interactive "what if?" scenario planning, more transparent course and credit transfer and a clear path to graduation.
- *Better Support for academic goals* - Advisors and students collaborate on detailed educational plans, supporting a more successful outcome. Some of the outcomes include more personalized advising, improved retention and graduation rates, more transparent transfer articulation, clear and consistent degree plans, more timely degree certification.
- *Better insight into research and reporting* - Advising teams are empowered with information they need to provide personalized advice. Monitor progress toward degree completion and clearly indicate which course requirements have been met to help students stay on track. Features that support this in the new system include improved metrics on how courses are being used to fulfill requirements, audit tools help students stick to academic plans and fulfill financial aid requirements, robust analytical and decision support tools for institutional planning, invaluable aggregate information for planning future term course offerings and streamlined processes for more efficient cost management.

In July 2023, the second round of Degree Works training was conducted that included key College stakeholders.

In August 2023, the third and final round of training was conducted. Additional scribing work is underway for additional catalog years (2021, 2022, 2023, and 2024).

CRM Recruit
CRM Recruit is an application integrated to Banner for Prospective students and Online Application for Admissions. This application allows BCCC to capture student inquiries, events registrations and online applications for admissions and communicate with prospective and current students based on the communication plan configured in the system.

- Work is being done on revamping the current processes to capture application data and inquiries
- Expand the use of CRM Recruit in Workforce Development and Continuing Education

Workforce Development and Continuing Education (WDCE) Billing
- The Grants Accounting process is being implemented in Banner.
- All configuration and testing with WDCE and Student Accounting staff have been completed.
- Onsite training was conducted for staff on the week of June 27 – June 29.
- Additional support was scheduled for the week of August 31.

Payroll (Web-Time) Module
BCCC is using the new time and attendance system in Banner called Web-Time Entry which went live on December 2022. This new system enhances the time entry and leave balance tracking process for employees and the approval process for supervisors with the option to enter time and leave on mobile devices.

- Staff continue submitting time in both MDTime (the legacy system) and Web-Time (payroll processing in Banner) during this transition period.
- The transition away from the legacy payroll system MDTime to the new Banner system Web-Time is scheduled for October 17.
- A comprehensive communication plan, training schedule, and FAQ materials have been developed by the HR/Payroll and ITS departments.

Finance

Some key Banner related updates for the Finance office are included below:
- The integration between FMIS and Banner for Journals files was tested and validated by FMIS, DoIT, and BCCC.
- End of Fiscal Year Processing Sessions were conducted.
- Budget Development Sessions were conducted.

ERP Challenges

There are challenges that involve the three areas below that still need to be addressed as part of the ERP implementation:

- *Data cleanup* – Work continues to identify and prioritize data errors and inconsistencies that have surfaced in the production system. These issues will require input and feedback from functional offices to ensure the data in the system is accurate. Examples include student demographic and residency information that was migrated into the new system incorrectly that needs to be updated.
- *Reporting* – The College must regularly generate internal and external reports to support internal and external reporting that span all areas. As part of the contract modification that was approved this month, BCCC is implementing Ellucian Insights, a new Banner reporting, analytics, and dashboarding platform. Configuration and deployment of the Insights module will take place throughout the fall. Even with this reporting platform in place, there will be a need to create with input from different functional areas new reports to meet College needs. Examples of this include: the CC-3 report submitted to the Maryland Higher Education Commision (MHEC) that includes enrollment information for Workforce Development and Continuing Education (WDCE) that requires manual work to be done outside of the new ERP for the report to be generated because additional configurations need to be made to the new ERP to correctly capture the needed information.
- *Cyclical operational procedures* - Finally, the cyclical nature of college operations has presented challenges in implementing new processes in the new ERP system. Examples include finance year-end processing, budget development, and ensuring WDCE-specific configurations don't impact the financial aid disbursement process and tracking rules.

On September 6, 2023, the Board of Public Works (PBW) approved contract changes, approved by the BCCC Board of Trustees in May 2013. The contract changes included additional professional services for all functional areas will be put in place through November 30, 2023. Managed services consulting which provides ongoing operational support for the year or two post go-live when the project team is complete will be a crucial resource to support work in the challenge areas mentioned above after November 30, 2023.

Data Center Refresh Project

The setup of the new equipment for the data center refresh project (Phase 1) is complete and over 90% of production workloads are now running on the new hardware. Over the summer the network bandwidth between the Liberty Campus and BioPark was increased to support the redundant backup server, located

at the BioPark campus. A comprehensive upgrade and migration plan for the College's core networking systems has been developed and tested. Phase 1 is expected to be completed during the fall.

Early planning for Phase 2 of this project has begun. This phase is focused on Disaster Recovery and Business Continuity and will create additional redundancy and enhance the speed of recovery from a disaster. ITS is exploring modern Disaster Recovery as a Service options (DRaaS) and will present a proposed solution to the President and Board for funding and approval.

IT Operations

Client Services
Client Services continues supporting faculty, staff and students. Over the last month the focus of our work has been on the following:

Support/Maintenance
- Media Services: Provided media equipment support and presentation/media equipment for:
  - Merit Leadership
  - MSP Orientation
  - Howard University Bridges
  - BCPS Middle School Summer Program Business CTE
  - UBMS Closing Ceremony
  - BCCC President's Forum & Professional Development (w/ Tier II help)
  - New Student Orientation
  - Town Hall Event for 7Th District Constituents
  - Remembering the March on Washington 60 years.
- IT Helpdesk
  - Continuing work on Student, Faculty and Staff tickets. Since June 30, 2023:
    - Dispatch/Tier 1: Closed a total of 1946 Tickets, where 592 Tickets closed on first call, where 1386 were login/password/Account Locked issues
    - Tier 2: Closed 424 Tickets.
    - Tier 2: Prepared and Distributed 38 laptops.
  - Operational Activities: Provided IT support at the Info Desk for the first week of the Fall 23 Term
  - Workstation Initiatives/Security Office of Legislative Audits (OLA) related items review

Projects
- BCCC Classroom Projector Swap Project
  - With the contractor, did a walkthrough of all the rooms that will be receiving new projectors
- BCCC New Security System Project
  - Continuing internal meetings on the new ID Card for students, faculty and staff that will work with the new camera and door access security system; working on printers, cameras and templates
- HEERF Grant IT Hardware Procurement Project
  - Worked on scope of work to obtain assistance in rolling out the new equipment to all of the labs.
  - Worked on a deployment plan for new faculty/staff devices

- New Cyber Security Lab Project
  - Worked with facilities on the furniture for the new lab and room build out
  - Procuring the equipment utilizing grant funds

IT Security

Over the summer, BCCC completed an initial draft of an internal incident response plan that follows DoIT's guidelines.

ITS continues to monitor quarterly employee IT Security Training completion and provides weekly compliance reports to Cabinet to help drive adoption.

REALIGNMENT TASK #10

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

Berg Corporation is proceeding with demolition of the Bard building in the Inner Harbor. Demolition is scheduled to be completed by July, 2024. The site will house the Center for Innovation, which is being planned with the assistance of a consultant, Robert Asbury from Noelker and Hull, who is working on a program document.

The pavilions across the street from the College's Liberty Heights campus are being re-purposed. The West Pavilion is currently housing IT but is being evaluated for future opportunities. The South Pavilion is being utilized by the Workforce Development and Continuing Education division for both classes and office space. The College has requested funds in the capital budget to demolish the North pavilion.

REALIGNMENT TASK #12

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

As an outcome of the Middle States Commission of Higher Education 2024 Self-Study, the College is developing the 2024-2029 Strategic Plan. In an effort to better sustain planning efforts, the College has secured a firm to support planning over a two-year period.

BCCC has selected CREDO to serve as a skilled partner to help develop and implement the 2024-2029 Strategic Plan. Strategic planning efforts will leverage the existing strategic planning resources to reignite a culture of planning. CREDO is a data-informed, action-oriented planning firm from Whitsett, North Carolina. The firm understands BCCC's need for flexibility, nimbleness, realignment and the engagement of community. CREDO is well equipped to bring a new energy to the institution's planning process. Credo's dynamic expert team will help guide BCCC to a place of sustained transformation, driven by a renewed culture of planning which will:

- Result in a campus-owned, Credo-supported, action-oriented plan;
- Nurture a culture of planning rather than define an episode of planning;
- Guide plans that are KPI-aligned and measurable at all levels; and
- Build campus capacity for strategic action while offering increased accountability toward goals.

| 25+	3	100+	500	500K+
Years of Experience w/ Colleges & Universities	Areas of Focus: Strategy, Student Success, Space & Place	Campus Engaged Engaged Each Years	Higher Education Clients Since 1955	Students Positively Impacted

The College is committed to aligning the Maryland State Plan for Higher Education and Maryland Higher Education Commission's key performance measures (Performance Accountability Report) and the Maryland Department of Budget Management's performance indicators (Managing for Results Report) with the 12 Realignment Tasks, various master plans, and Middle States Commission on Higher Education Self-Study Standards, and institutional goals and objectives.

Planning & Implementation Timeline & Framework:

September 2023 through September 2025
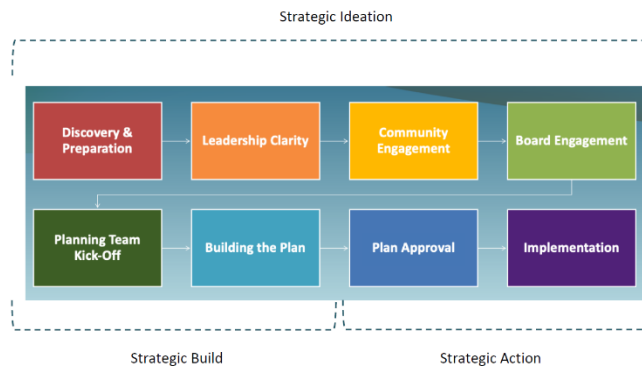
BCCC Strategic Planning Phases

Phase 1: Getting Started - Strategic Ideation:

Step 1: Presidential Touchpoint
Step 2: Leadership Diagnostics
Step 3: Discovery Resources
Step 4: Leadership Team Retreat
Step 5: Community Engagement
Step 6: Board Retreat

Phase 2: Pulling it Together – Strategic Build:

Step 7: Planning Team One
Step 8: Theme Teams
Step 9: Planning Team Two

Phase 3: Living Out the Plan – Strategic Action:

Step 10: Community Affirmation & Board Approval
Step 11: Software and Project Plan Development
Step 12: Implementation Support

The College is also researching strategic planning and assessment tools to make the institutional and unit-level goals, objectives and outcomes accessible to faculty and staff in the spirit of shared governance, transparency and evidence-based decisions.

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 11 | Active Search Listing

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BCCC
Baltimore City Community College

HR Active Search List as of September 11, 2023

	Division	PIN #	Position	Oversight	Date posted	Status 9/11/2023
1	AA	67006	Director of the Academic Achievement Center	Dr. Jacqueline Hill/ Dr. Karen-King Sheridan	12/8/2021	Resumes forwarded for Review
2	AA	66902	Dean of Business, Science, Technology, Engineering & Math	Dr. Jacqueline Hill	5/16/2022	Resumes forwarded for Review
3	AA	66777	Assistant Professor of Fashion Design	Dr. Jacqueline Hill/ Quintin Davis	8/10/2022	Resumes forwarded for Review
4	AA	78507	Assistant Professor/Clinical Coordinator, Health Information Technology	Dr. Jacqueline Hill/ Dr. Courtney Ross/ Dorothy Holley	3/23/2023	Resumes forwarded for Review
5	AA	66829	Assistant Professor of Cybersecurity Digital Forensics	Dr. Jacqueline Hill/ Quintin Davis	6/23/2023	Resumes forwarded for Review
6	AA	66773	Assistant Professor & Program Coordinator for Marketing	Dr. Jacqueline Hill/ Quintin Davis	6/23/2023	Resumes forwarded for Review
7	AA	72080	Assistant Professor & Program Coordinator for Computer Information Systems	Dr. Jacqueline Hill/ Quintin Davis	6/27/2023	Resumes forwarded for Review
8	AA	66762	Assistant Professor & Program Coordinator for Office Administration	Dr. Jacqueline Hill/ Quintin Davis	6/27/2023	Resumes forwarded for Review
9	AA	70700	Assistant Professor of Nursing-Adult Medical/ Surgical	Dr. Jacqueline Hill/ Dr. Courtney Ross/ Dorothy Holley	7/26/2023	Resumes forwarded for Review
10	AA	66803	Assistant Professor & Program Coordinator of American Sign Language/ Deaf Studies	Dr. Jacqueline Hill/ Dr. Mark Conard/ Dr. Anthony McEachern	7/27/2023	Resumes forwarded for Review
11	AA	81589	Assistant Professor & Program Coordinator - Criminal Justice	Dr. Jacqueline Hill/ Dr. Mark Conard/ Dr. Anthony McEachern	8/8/2023	Resumes forwarded for Review
12	AA	66729	Assistant Professor- Allied Human Services & Addictions Counseling	Dr. Jacqueline Hill/ Dr. Mark Conard/ Dr. Anthony McEachern	8/22/2023	Resumes forwarded for Review
13	AA	67021	Program Coordinator/ Assistant Professor, Emergency Medical Services	Dr. Jacqueline Hill/ Dr. Courtney Ross/ Dorothy Holley	8/25/2023	Resumes forwarded for Review
14	AA	66801	Assistant Professor/ Clinical Coordinator, Surgical Technologist	Dr. Jacqueline Hill/ Dr. Courtney Ross/ Dorothy Holley	8/25/2023	Resumes forwarded for Review
15	SA	66831	Financial Aid Coordinator	Dr. Jade Borne/ Saleem Chaudhry	9/14/2022	Resumes forwarded for Review
16	SA	66844	Federal Work Study Specialist	Dr. Jade Borne / Saleem Chaudhry	8/11/2022	Resumes forwarded for Review
17	SA	66663	Director of Dual Enrollment	Dr. Jade Borne	8/26/2022	Resumes forwarded for Review
18	SA	76573	Student Support & Wellness Coordinator/Counselor	Dr. Jade Borne/ Dr. Sherri Brown	9/30/2022	Resumes forwarded for Review
19	SA	76829	Registrar	Dr. Jade Borne	2/13/2023	Resumes forwarded for Review
20	SA	69257	Admissions Advisor for Special Populations	Dr. Jade Borne	5/18/2023	Resumes forwarded for Review

21	SA	66991	Director of Advising/ Student Success Center	Dr. Jade Borne/ Dr. Sherri Brown	6/1/2023	Resumes forwarded for Review
22	SA	76821	Director of TRIO Upward Bound Math & Science Program	Dr. Jade Borne	7/11/2023	Resumes forwarded for Review
23	SA	TBD	Director for Admissions	Dr. Jade Borne	9/7/2023	Resumes forwarded for Review
24	ASP	66932	Administrative Assistant/ Vice President for Advancement	Gussener Augustus	1/10/2023	Resumes forwarded for Review
25	ASP	66960	Director of Development	Gussener Augustus/ Dr. Debra McCurdy	1/11/2023	Resumes forwarded for Review
26	ASP	76586	Director of Public Relations/ Community Outreach	Gussener Augustus/ Dr. Debra McCurdy	6/29/2023	Resumes forwarded for Review
27	WDCE	66861	Maintenance Supervisor	Michael Thomas / Kate Zurlage	4/21/2021	Resumes forwarded for Review
28	WDCE	66769	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded for Review
29	WDCE	66968	Career Development Specialist	Michael Thomas	5/2/2023	Resumes forwarded for Review
30	WDCE	81695	Director of Adult Basic Educations & GED	Michael Thomas	5/7/2023	Resumes forwarded for Review
31	WDCE	66631	Director of English Language Services	Michael Thomas	6/1/2023	Resumes forwarded for Review
32	WDCE	66617	Environmental Services Technician	Michael Thomas	6/6/2023	Resumes forwarded for Review
33	WDCE	66644	Director of Workforce Development & Employment Services	Michael Thomas	7/5/2023	Resumes forwarded for Review
34	WDCE	66970	Administrative Assistant II	Michael Thomas	8/22/2023	Resumes forwarded for Review
35	F&A	66879	Director of Budgets	Aubrey Bascombe	12/5/2022	Resumes forwarded for Review
36	F&A	66757	Senior Accountant	Aubrey Bascombe/ Eileen Waitsman	1/12/2023	Resumes forwarded for Review
37	F&A	67013	Senior Accountant - Foundation	Aubrey Bascombe/ Eileen Waitsman	1/12/2023	Resumes forwarded for Review
38	F&A	66986	Budget Analyst	Aubrey Bascombe	3/27/2023	Resumes forwarded for Review
39	F&A	66658	Accounting Clerk II	Aubrey Bascombe/ Eileen Waitsman	4/19/2023	Resumes forwarded for Review
40	F&A	72349	Assistant Vice President of Human Resources	Aubrey Bascombe	5/18/2023	Resumes forwarded for Review
41	F&A	66933	Procurement Officer II	Aubrey Bascombe	8/7/2023	Resumes forwarded for Review
42	F&A	66974	Administrative Assistant/ Vice President of Finance & Administration	Aubrey Bascombe	8/11/2023	Resumes forwarded for Review

43	IERP	88494	Research Analyst II	Becky Burrell	7/6/2022	Resumes forwarded for Review
44	OP	66855	Director of Government Relations/Special Assistant to the President	Dr. Debra McCurdy	1/18/2022	Resumes forwarded for Review
45	OP	66987	Programmer/Analyst	Michael Rading	5/10/2021	Resumes forwarded for Review
46	OP	66981	Executive Administrative Assistant to the President	Dr. Debra McCurdy	2/13/2023	Resumes forwarded for Review
47	OP	72082	Business Systems Analyst	Michael Rading/ Ishwor Aryal	9/1/2023	Resumes forwarded for Review