



# Baltimore City Community College

**Dr. Debra L. McCurdy**  
President

## **Board of Trustees** **Open Session**

**Mr. Kurt L. Schmoke**  
Chair

WEDNESDAY | DECEMBER 16, 2020



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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

Open Session

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**BOARD OF TRUSTEES**

Kurt L. Schmoke, Esq.  
*Chair*

Leonor Tannhauser Blum

John Brothers, LPD

Jason Perkins-Cohen

John D. Lewis

Lelia F. Parker, Esq.

Rachel Y. Pfeifer, PhD

John C. Weiss, III

Oluwafemi S. Toriola  
*Student Trustee*

**PRESIDENT**

Debra L. McCurdy, PhD



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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

TAB 1 | Approval of the December 16, 2020 Agenda

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## BOARD OF TRUSTEES BALTIMORE CITY COMMUNITY COLLEGE

### Open Session Agenda | December 16, 2020 (Virtual Zoom Meeting)

<https://us02web.zoom.us/j/83094968613>

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| I. <b>Call to Order</b>                              | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| <b>Adoption of Agenda (Vote)</b>                     | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| a. Approval of the December 16, 2020 Agenda (Tab 1)  |  |
| II. <b>Board Actions / Consent Agenda (Vote)</b>     | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| a. Approval of the November 18, 2020 Minutes (Tab 2) |  |
| b. Student Government Association Report (Tab 3)     |  |
| c. Faculty Senate Report (Tab 5)                     |  |
| III. <b>Items Removed from the Agenda (Tab 6)</b>    | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| a. AFSCME Local #1870 at BCCC Report (Tab 4)         |  |
| IV. <b>New Business (Tab 7)</b>                      | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| ▪ None   |  |
| V. <b>College Policies (Tab 8)</b>                   | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| ▪ Secondary Employment Policy & Procedure (Vote)     | Dr. Debra McCurdy, <i>President</i><br>Ms. Maria Rodriguez,<br><i>General Counsel</i>                          |
| VI. <b>Presentations (Tab 9)</b>                     | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| ▪ Enterprise Resources Planning System               | Dr. Debra McCurdy, <i>President</i><br>Mr. Stephan Byam,<br><i>Chief Information Officer</i>                   |
| ▪ College Enrollment Report                          | Dr. Rose Reinhart,<br><i>VP Student Affairs</i><br>Ms. Becky Burrell,<br><i>VP Institutional Effectiveness</i> |
| VII. <b>President's Report (Tab 10)</b>              |  |
| a. Cabinet Division Reports (Information)            | Dr. Debra McCurdy, <i>President</i>  |
| b. Realignment Tasks Update (Information)            |  |
| c. College Enrollment Report                         |  |
| VIII. <b>Active Search Listing (Tab 11)</b>          | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| IX. <b>Motion for Adjournment</b>                    | Mr. Kurt L. Schmoke, <i>Chair</i>  |



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**BOARD OF TRUSTEES**

**BALTIMORE CITY COMMUNITY COLLEGE**

**BOARD ACTIONS / CONSENT AGENDA**

TAB 2 | Approval of the November 18, 2020 Minutes

TAB 3 | Student Government Association

TAB 4 | AFSCME Local #1870 at BCCC

TAB 5 | Faculty Senate Report

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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

TAB 2 | Approval of the November 18, 2020 Minutes

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## **BOARD OF TRUSTEES**

### **BALTIMORE CITY COMMUNITY COLLEGE**

Open Session Minutes | November 18, 2020 (Virtual Zoom Meeting)

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**Board Members Present:** Chairman Kurt L. Schmoke, Esq., Mr. Jason Perkins-Cohen, Mr. J.C. Weiss, III, Mr. John D. Lewis, Dr. Rachel Pfeifer, Ms. Leonor Tannhauser Blum, Dr. John Brothers, LP.D., Mr. Oluwafemi S. Toriola, Student Member

**Board Member Absent:** Ms. Lelia F. Parker, Esq.

#### **CALL TO ORDER**

Chairman Schmoke called the Open Session Board Meeting to order at 4:03 p.m.

#### **ADOPTION OF THE AGENDA**

##### **A. Adoption of the November 18, 2020 Agenda**

**ACTION:** Chairman Schmoke requested a motion to adopt the November 18, 2020 Meeting Agenda. Trustee Rachel Pfeifer motioned for the adoption of the November 18, 2020 Agenda and Trustee J.C. Weiss seconded the motion. The Board unanimously approved the motion.

#### **BOARD ACTIONS / CONSENT AGENDA**

Chairman Schmoke requested a motion to accept the following agenda items:

- A. Approval of the October 21, 2020 Minutes**
- B. Student Government Association Report**
- C. Faculty Senate Report**

**ACTION:** Chairman Schmoke requested a motion to approve the Board Actions / Consent Agenda. Trustee Leonor Blum motioned for approval of the Board Actions / Consent Agenda, and it was seconded by Trustee J.C. Weiss. The Board unanimously approved the motion.

#### **Items Removed from the Agenda**

- A. AFSCME Local #1870 at BCCC Report**

#### **NEW BUSINESS**

##### **A. Introduction of Mr. Oluwafemi S. Toriola, New Student Board of Trustees Member**

Dr. McCurdy introduced Oluwafemi S. Toriola as the new Student Board of Trustee Member. Student Trustee Toriola served as the previous president of the History Club and has worked at the College's radio station, WBJC. Student Trustee Toriola earned a Bachelor of Science degree in Biology from Lagos State University in Nigeria in 2012, and an Associates Degree from BCCC in General Studies with Honors in the Spring of 2020, and is currently working on his Associates Degree in Computer Information Systems.

Mr. Toriola expressed his appreciation for the appointment and Chairman Schmoke welcomed him to the BCCC Board of Trustees.

## **COLLEGE POLICIES**

None.

## **PRESENTATIONS**

### **A. College Financial Audit, BCCC Foundation Audit, & WBJC Radio Station Audit**

Dr. McCurdy introduced Ms. Christina Bowman and Mr. Robert Gauthier from Clifton Larson Allen (CLA) as well as Ms. Channa Williams, Interim VP for Finance and Administration, who worked with the auditors to complete the audits.

Ms. Williams discussed the Fiscal Year 2020 audit. The College engaged with CLA for both the Foundation and the College audits. Christina Bowman has served as the lead from CLA, which is a new auditing firm for the College.

Ms. Bowman addressed the College, radio station and the Foundation. The scope of services and deliverables for the College included financial statements & CC-4, communications with governance, and single audit. The scope of services and deliverables for the radio station included financial statements & the annual financial report for the Corporation for Public Broadcasting, and communications with governance. The scope of services and deliverables for the Foundation included financial statements and communications with governance.

Ms. Bowman shared that no material weaknesses or significant deficiencies were identified during the College audit. The audit did produce the following recommendations to fix deficiencies in internal control and other matters: operational reviews consistent with Realignment, pension accounting, classification of negative balances in accounts receivable, allowance for uncollectable receivables, approvals of timesheets, and to resolve cash differences with the State Treasurer's Office for the radio station.

Ms. Bowman shared that two material weaknesses were identified during the Foundation audit. The audit found that there was a lack of segregation of duties and management oversight and that the Foundation should implement a closing process for audit adjustments. The Foundation audit also identified the following significant deficiencies: procedures do not identify what documentation is required for journal entries, recording of prepaid expenses, and procedures do not identify what documentation is required for grants, contributions, and scholarships. The Foundation audit produced the following recommendations to fix deficiencies in internal control and other matters: procedures do not identify what documentation is required for online vendor payments, reconciliation of transfer accounts, and functional allocation of expenses.

Chairman Schmoke said he was overall pleased with the audit report. Dr. McCurdy shared that BCCC is also going to bring in an auditor to perform an operation audit as well which will help identify what internal controls are lacking. The plan is to have a preliminary scope within the coming weeks. Chairman Schmoke asked what agencies also review the audits? Dr. McCurdy said that she would expect liaisons from the legislature to review the audits and that the College is prepared to respond to all questions.



**ACTION:** Chairman Schmoke requested a motion to approve the College Financial Audit, BCCC Foundation Audit, & WBJC Radio Station Audit. Trustee J.C. Weiss motioned for approval of the College Financial Audit, BCCC Foundation Audit, & WBJC Radio Station Audit, and it was seconded by Trustee John Brothers. The Board unanimously approved the motion.

### **B. Enterprise Resources Planning (ERP) System**

Dr. McCurdy shared that she was pleased to bring the ERP to the Board. Mr. Stephan Byam, CIO, provided a presentation on the ERP system. The College is going through its realignment and is upgrading its infrastructure. The new ERP will serve finance, human resources, and the student information systems. On November 4, the College received approval from the Maryland Board of Public Works for the ERP system contract. The bid was awarded to Ellucian Company L.P. for their Banner software. Pursuant to the college's Board of Trustees approval and vote on the contract, the College issued a Notice to Proceed.

The College expects to ask for additional appropriations to support the ERP as additional software needs to be migrated. Chairman Schmoke asked if the College has the infrastructure needed to support the ERP. Mr. Byam said that the College is prepared. Dr. McCurdy said that the College is 20 years behind the software needs that exist and that it is almost unheard for a College the size of BCCC to operate with such an antiquated system.

Trustee Rachel Pfeifer asked about what potential risks may exist with this transition. Dr. McCurdy said that the biggest transition challenge is that the College needs to have qualified staff to implement and transition to the new system and that everyone needs to be retrained. Mr. Byam shared that the bigger risk is not acting now. Trustee J.C. Weiss asked if this system would protect BCCC from a malware attack. Mr. Byam said that the College's servers will be housed by the vendor and they are responsible for the College's security. Chairman Schmoke asked if DoIT is aware that the College will be requesting additional funding. Dr. McCurdy said that additional funding has been a part of the ongoing discussion with DoIT and that she expects to build on the funding.

**ACTION:** Chairman Schmoke requested a motion to approve the Enterprise Resources Planning contract. Trustee J.C. Weiss motioned for approval of the Enterprise Resources Planning contract, and it was seconded by Trustee Rachel Pfeifer. The Board unanimously approved the motion.

### **C. Facilities Master Plan**

Dr. McCurdy introduced Ms. Katherine Dixon, Assistant Vice President for Facilities, and Mr. Michael Thomas, Vice President for Workforce Development. Ms. Dixon provided an update on the 10-year facilities master plan. Over the past year, the facilities master plan team has evaluated the mission, institutional programs, and the vision for the future. The facilities master plan is a 10-year planning model and annual updates will be added to the Plan. A timeline has been created that includes over 48 projects requesting capital funding.

Ms. Dixon shared that during the November 18 Board of Public Works meeting, the College received approval for the gas line relocation related to the Loop Road project. The State anticipates completing the Loop Road project by January 2022.

Dr. McCurdy discussed the deferred maintenance needs that have been identified. Such a backlog exists because the College previously did not apply for the necessary appropriations. Ms. Dixon shared that under previous administrations, the College had not submitted any funding requests for deferred maintenance. The State has

indicated that it would be funding bundles of deferred maintenance requests and has expressed overall support of proper investment in BCCC.

Chairman Schmoke noted that the presentation focused on the Liberty Campus and asked if a larger assessment was being done of other properties maintained by the College. Dr. McCurdy shared that the full Plan considers the entire portfolio. Dr. McCurdy also stated that the Board would have the full Plan to review.

## **PRESIDENT'S REPORT**

Dr. McCurdy shared that Spring semester planning is well underway and that due to COVID-19, it has already been decided that the College will not begin the semester face-to-face. BCCC will evaluate whether it is possible to transition to some face-to-face at the mid-point of the semester. Spring classes will be offered synchronous and asynchronous. The College has also added a 10-week term within the Spring semester to begin on February 24.

Chairman Schmoke asked about the ongoing search to fill the Dean of Nursing position. Dr. McCurdy said that the position is posted and that Associate Dean Holly has stepped forward to serve as Interim Dean.

## **MOTION FOR ADJOURNMENT**

**ACTION:** Chairman Schmoke requested a motion, under the State's Open Meeting Law to adjourn the November 18, 2020 Open Session Meeting at 5:19 p.m., and to reconvene for the Closed Session. Trustee John Brothers motioned for the adjournment of the November 18, 2020, Open Session Meeting and Trustee J.C. Weiss seconded the motion. The vote was unanimous.

**NEXT MEETING:** December 16, 2020

**Attendance:**

- Dr. Debra L. McCurdy, President
- Ms. Maria Rodriguez, Esq., General Counsel
- Dr. Rose Reinhart, VP of Student Affairs
- Mr. Michael Thomas, VP of Workforce Development
- Ms. Dawn KIRSTAETTER, VP of Advancement and Strategic Partnerships
- Dr. Liesl Jones, VP of Academic Affairs
- Mr. Stephan Byam, Chief Information Officer
- Ms. Channa Williams, Interim VP for Finance and Administration
- Ms. Becky Burrell, VP of Institutional Effectiveness and Planning
- Mr. Robert Roop, Director, Human Resources
- Mr. Kevin Large, Special Assistant to the President and Director of Government Relations

**BCCC Staff Present:**

Charles Wilson, Edward Ennels, Eileen Hawkins, Scott Born, Sylvia Rochester, Katherine Dixon, Dr. Edna Street-Jones, Sharon Stoddard, Daniel Izume, Charmine Bell

**Others Present:**

Kristin McFarlane, Assistant Attorney General, Office of the Attorney General

Robert Gauthier, CLA

Christina Bowman, CLA



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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

**TAB 3 | Student Government Association Report**

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**Baltimore City Community College  
Student Government Association  
Board Report – December 2020**

**Student Government Association**

**November 6, 2020 – SGA Meeting** – The Student Government Association held its first meeting for the month of November. This was a virtual meeting via Zoom. There was representation from the following clubs and organization: Anthropology and Sociology Club, History Club, International Students Club, Latinx Uni2 Student Club and Phi Theta Kappa. In this meeting, the students began conversations about how they still wanted to be involved in community service programs but will need more information on what will be allowed since the campus is closed due to the pandemic. During the meeting, it was noted that there are still 2 vacant senator and 2 auxiliary positions available and volunteers are needed for the program committee. The meeting was held from 11am – 12 pm.

**November 20, 2020 - SGA Meeting** – The Student Government Association held its second meeting of the month. Members from the following clubs and organizations were present: Anthropology and Sociology Club, History Club, International Students Club, and Phi Theta Kappa. Special Guests at this meeting were Renata Allen, Director of Scheduling and Events and Michael Berends, Director of Marketing. Ms. Allen and Mr. Berends introduced themselves and informed every one about the services each of their offices provide. They stated that they were very excited about working with the SGA and are there to help whenever needed. The meeting was held via Zoom from 11 am – 12 pm.

**Activities and Events**

**November 11<sup>th</sup> – Veterans Day Recognition** – The Veterans Affairs Office, Student Government Association and the Office of Student Life and Engagement held a virtual event to recognize BCCC campus veterans. Those celebrated were students, faculty and staff. The event program included a Welcome by Brittany Henderson of the BCCC Veterans Affairs Office, a musical selection by Natalie Comas of the TRIO/SSS-STAIRS Program, History of Veterans Day by SGA President Favour Okonkwo, Poem by Valerie Grays of the Office of Student Life and Engagement and the sharing of personal stories by student veterans, Lyndsey Beaver and Melvin Brunson. The program concluded with a special slide show with photos and the listing of all BCCC student, faculty and staff veterans.

**November 12<sup>th</sup> - “Honest Conversations” Workshop** – The LatinxUni2 Student Club in conjunction with the Latino Racial Justice Circle sponsored a workshop to engage in community dialogue to promote mutual understanding and collaboration across differences of race, ethnicity and nationality. The guest facilitator of the program was Felipe Amin Filomeno from UMBC and the Latino Racial Justice Circle. A major part of the program was Story-telling. Students were asked to tell their individual stories about an experience they had in which they felt misunderstood, discriminated or excluded because of their nationality, ethnicity or race. The program took place via Zoom from 3 – 4:30 pm.

**American Education Week and International Education Month Programs**

**November 17<sup>th</sup> – Movie “School Daze”** – In recognition of American Education Week, the Anthropology & Sociology Club, History Club, Education/Special Education Program, General Studies AA Transfer Degree Program, and the Office of Student Life and Engagement sponsored a Netflix Teleparty with the showing of the Movie “School Daze. The event was held from 7:15 to 9:15 pm. Showing the movie in the Netflix Teleparty format allowed all participants to watch the movie at the same time while being able to have real time dialogue using the chat feature of the program. Participants watch the movie in preparation for the discussion scheduled for the next day. (Wednesday, November 18<sup>th</sup>)

**November 18<sup>th</sup> – Discussion of the movie “School Daze”** - Part two of the American Education Week program was the discussion of the movie “School Daze” the following day of the movie showing. The discussion was held via Zoom and the moderators were BCCC Professors Lorraine Brown, Dr. Boyd Servio-Mariano and BCCC Staff, Valerie Grays. The event was held from 12 - 1pm. Participants were able to discuss events that took place in the movie over 30 years ago concerning colorism, political activism, classism, elitism and social mobility and to see how they compare to what’s going on in society today in the year of 2020.

**November 20<sup>th</sup> – Geography Bee** - In recognition of International Education Month, the Admissions Office, International Students Club, Student Government Association and the Office of Student Life and Engagement sponsored several events. The first event held was a Geography Bee. Students, faculty and staff got a chance to test their knowledge of counties representing members of the BCCC community. The game was fun, challenging and interactive. The event was held virtually from 2 – 3:30 pm.

**November 23<sup>rd</sup> – Let’s Talk Education** – In continuation with the recognition of American Education Week, the Anthropology & Sociology Club, History Club, Education/Special Education Program, General Studies AA Transfer Degree Program, and the Office of Student Life and Engagement sponsored a panel of professional educators to discuss the topic, “Reflections on Ethnicity, Gender and Special Education in the age of a Pandemic”. The guest panelists were as follows: Dr. Naomi Hill, Special Education Consultant, Eric Collazo, principal at Washington Leadership Academy, PCS, Washington, DC, Damon West, PRIDE Lead, Special Education Administrator and Entrepreneur, Kevin Mays, Behavior Specialist-SEL Teacher and moderator: Dr. William Nolan, BCCC Professor. The event was held virtually from 11 am – 1 pm.

**November 24<sup>th</sup> - International Student Panel** – The last event in recognition of International Education Month sponsored by the Admissions Office, International Students Club, Student Government Association and the Office of Student Life and Engagement was the International Student Panel. This annual event allowed open dialogue between BCCC international students and other members of the college community to discuss what it’s like to be an international student in American (advantages and difficulties). The student panelist included past SGA president, Olmadie Yusuf, current SGA president, Favour Okonkwo and BCCC students Ibrahim Bakayoko, Shahad Khanalhendi and Chris Mukendi. The event was held from 2 - 3:30 pm in the virtual Zoom platform.



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**BOARD OF TRUSTEES**

**BALTIMORE CITY COMMUNITY COLLEGE**

**TAB 4 | AFSCME Local #1870 at BCCC Report**

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- No Report Submitted



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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

TAB 5 | Faculty Senate Report

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**BALTIMORE CITY COMMUNITY COLLEGE**  
**Faculty Senate President's Report to Board of Trustees**  
**Prepared by Prof. Edward Ennels, President**

**December 16, 2020**

As the Fall 2020 Semester is coming to an end and the holiday season is now upon us, I want to thank the faculty for their tireless work this semester to cultivate a positive learning experience for our BCCC students. We are the face of BCCC during this COVID19 crisis for many of our students, and I can say with certainty that we are representing BCCC well. Communication between the faculty and the administration has greatly improved with weekly department meetings with associate deans, the Vice President of Academic Affairs regular attendance at Faculty Senate Executive meetings to address concerns and provide updates, and the President's Forums with the College community throughout the semester to ensure awareness and understanding of key institutional issues.

I also want to thank our new Vice President for Student Affairs Dr. Rose Reinhart for attending our Faculty Senate Executive Committee meeting on December 4th where we engaged in a wide range of topics. The faculty came away with a better understanding of the mission and goals of the Student Affairs Division as it strives to reorganize and fill caps to ensure a better student experience. As we prepare for our upcoming Middle States visit, the Student Learning Outcomes Committee and Program Review and Evaluation Committee is working very closely with the administration to strengthen processes for better data gathering and decision making. We thank our Vice President for Academic Affairs Dr. Jones for taking a hands-on approach in the Faculty Senate's committee work. Her guidance and support has been very helpful. I would also like to note the excellent work of Ms. Becky Burrell, Vice President for Institutional Effectiveness, Research & Planning who makes it her business to ensure faculty and staff understand the role institutional data and strategic planning as we strive to build a "culture of assessment." VP Burrell has graciously accepted the Faculty Senate's invitation to serve as our keynote speaker during the Spring 2021 Virtual Faculty Academy and will be working more collaboratively with faculty regarding institutional assessment, planning, research and effectiveness.

So while there have been many challenges this semester, instead of allowing them to drive the faculty and the administration apart, we have chosen instead to allow them to bring us together as we strive to do what is best for the common good. I believe BCCC is finally turning the corner under President McCurdy's leadership as key positions are filled by individuals who understand and believe in the mission of the College. I am very thankful to serve as the Faculty Senate President during this critical time of transition for the institution. I am supported by an excellent leadership team of faculty representatives from each department and committee chairs along with a Faculty Senate Secretary and Faculty Senate Vice President who keep me balanced and focused. I owe a special thanks to the 95 full-time faculty who have entrusted me with this awesome responsibility. Their trust and support is what has kept me going this semester and something I will never take for granted.

Lastly, I want to thank you Chair Schmoke and Board members for all you do on behalf of BCCC. We are writing a new narrative for the College that is changing public perception for the better. Happy holidays to you all and all the best for a joyous and prosperous 2021!!!

Respectfully Submitted,

Prof. Edward Ennels  
President of the Faculty Senate



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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

**TAB 6 | Items Removed from the Agenda**

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- AFSCME Local #1870 at BCCC Report



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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

**TAB 7 | New Business**

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- None



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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

**TAB 8 | College Policies**

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- Secondary Employment Policy



Policy No: \_\_\_\_

DRAFT

**Title of Policy: POLICY ON SECONDARY EMPLOYMENT AND PROFESSIONAL COMMITMENT OF FACULTY AND STAFF**

**Policy (check one):** New X Revised \_\_\_\_ Reformatted \_\_\_\_\_

**Applies to (check all that apply):**

Faculty X Staff X Students \_\_\_\_\_

Division/Department \_\_\_\_\_ College X

**Topic/Issue:**

This policy applies to all full-time BCCC faculty and staff members (employees who work or are contracted to work at least 30 hours per week). Recognizing the need for balance among personal and institutional missions and goals, this policy establishes broad guidelines for avoiding conflicts of commitment. A conflict of commitment situation arises when outside activities substantially interfere with the person's obligation to students, colleagues, or the institution.

**Background to Issue/Rationale for Policy:**

By accepting an appointment to or employment at BCCC, faculty and staff members make a major professional commitment to the institution, its students, and the State of Maryland. Maryland law encourages higher education institutions to promote economic development in the State and to increase their financial resources through arrangements with the private and nonprofit sectors. The purpose of this policy is to ensure that a separate professional commitment or secondary employment does not have an adverse effect on the employee's commitment to the College and does not create a conflict of commitment with State employment duties and responsibilities.

**State/Federal Regulatory Requirements:**

Code of Maryland Regulations (COMAR), Chapter 17.04.03.15

**Policy Language:**

Baltimore City Community College complies with the Code of Maryland Regulations, Chapter 17.04.03.15. College employees may engage in limited self-employment or employment for remuneration inside or outside of BCCC provided that such activities on the part of the employee do not interfere with the employee's primary duties at

BCCC and are not a conflict of interest with state employment responsibilities. "Secondary employment" refers to any remunerative activity to which the employee is expected to devote any amount of time on a continuing or recurring basis, no matter when that time occurs or how income from the activity is reported for tax purposes. (So, for example, receipt of an honorarium for a one-time engagement is not "secondary employment" under this policy, but consulting, speaking, editing or operating a business on an ongoing basis is.) Secondary employment must be reported to the Office of Human Resources on the Secondary Employment Certification Form for each condition of employment and must be approved by the employee's supervisor, his or her President's Cabinet Staff member and the president of BCCC upon hiring by BCCC or prior to the employee making a secondary employment commitment.

BCCC employees may not use the physical resources of the College in connection with their secondary employment unless their secondary employer is also BCCC.

BCCC employees may not convey endorsement by the College of the recommendations or results from their secondary consulting or professional services.

Employees who violate this policy will be subject to disciplinary action up to and including termination of employment, suspension, expulsions and/or termination.

**Implementation Date:** Upon Board of Trustees Approval

**Proposed by:** Office of Human Resources

**Approved by the Board of Trustees:**

***\*This policy once approved by the Board of Trustees supersedes all other policies.***

**DATE:** December 16, 2020

**TITLE OF PROCEDURES:** Secondary Employment Procedures

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**PROCEDURES (CHECK ONE):** NEW  REVISIED   
REFORMATTED

**APPLIES TO (CHECK ALL THAT APPLY):**

FACULTY  STAFF  STUDENTS

**DIVISION/DEPARTMENT:**  **COLLEGE**

**TOPIC/ISSUE:**

Baltimore City Community College (BCCC) has a policy of allowing limited self-employment or employment for remuneration inside or outside BCCC during the regular academic year provided that such activities on the part of the employee do not interfere with the employee's primary duties at BCCC. BCCC also has a policy of avoiding conflicts of interest and commitment by careful attention to the assigned institutional responsibilities of its employees.

These procedures specify how BCCC carries out those policies.

**STATE/FEDERAL REGULATORY REQUIREMENTS:**

- Code of Maryland Regulations (COMAR), Chapter 17.04.03.15

**PROCEDURES**

"Secondary employment" refers to any remunerative activity to which the employee is expected to devote any amount of time on a continuing or recurring basis, no matter when that time occurs or how income from the activity is reported for tax purposes. (So, for example, receipt of an honorarium for a one-time engagement is not "secondary employment" under this policy, but consulting, speaking, editing or operating a business on an ongoing basis is.) Upon being hired by BCCC, all full-time Faculty and staff members (those working or scheduled to work 30 hours per week or more) fill out a Secondary Employment Certification Form disclosing any secondary employment, including other employment at BCCC or another state agency, and attesting that such secondary employment poses no conflict of time or interest with their duties as state employees, that they will not use the physical resources of the College in connection with their secondary employment unless their secondary employer is also BCCC, and will not convey endorsement by the



College of the recommendations or results from their consulting or professional services. If they have no other employment at the time, the Form asks them to attest as much. If full-time BCCC employees later want to acquire secondary employment, they must procure from the Office of Human Resources another Secondary Employment Certification Form which they must then fill out, providing details about the proposed secondary employment work schedule. If the employees' immediate supervisors, division's President's Cabinet members and the BCCC President determine there is no conflict of commitment or interest and consent to the proposed secondary employment, they sign the Form. The Form must be filled out in its entirety and signatures obtained upon hiring by BCCC or before the employees make any commitments regarding any proposed secondary employment. If the employees' primary employment supervisors consent to the proposed secondary employment, the employees then return the Form containing their signatures, as well as the signatures of the secondary employment supervisors, to the Office of Human Resources, where it is kept on file.

A copy of the Secondary Employment Certification Form is attached to these procedures.

DRAFT

**SECONDARY EMPLOYMENT CERTIFICATION FORM**

Baltimore City Community College permits secondary employment with prior agreement pursuant to BCCC's Policy on Secondary Employment and Professional Commitment of Faculty and Staff. **Please complete and sign this Form disclosing any secondary employment.**

**DIRECTIONS: ALL EMPLOYEES COMPLETE SECTION ONE.** Complete **SECTION TWO** only if you have no additional employment. Complete **SECTION THREE** to declare and certify secondary employment which includes **ANY** employment internal or external. You must submit a separate form for each job that you wish to take in addition to your primary employment at BCCC, including a separate form for each contractual position at BCCC or any other state agency. Please specify hours worked each day.

**Section I – Current BCCC Employment Information**

Name:		Title of Position:	
Classification: <input type="checkbox"/> Faculty	<input type="checkbox"/> Administrative/Professional /Technical	<input type="checkbox"/> Exempt	<input type="checkbox"/> Non-Exempt
Division: <input type="checkbox"/> Academic Affairs	<input type="checkbox"/> Student Affairs	<input type="checkbox"/> WDCE	<input type="checkbox"/> IASP
<input type="checkbox"/> Finance & Administration	<input type="checkbox"/> IERP	<input type="checkbox"/> Office of the President	Supervisor's Name:

**Section II- No Secondary Employment**

I certify that I currently have no secondary employment.

Signature:	Date:
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**Section III- Secondary Employment Certification**

Job Title		
Name of Employer		
Employer's Address		
City	State	Zip
Supervisor's Name		Phone Number:
Is this position considered full time? <input type="checkbox"/> Yes <input type="checkbox"/> No	Employment Start Date	End Date

Please list days and work hours:  Monday \_\_\_  Tuesday \_\_\_  Wednesday \_\_\_  Thursday \_\_\_  Friday \_\_\_  
 Saturday \_\_\_  Sunday \_\_\_ *Approximate number of hours/weeks* \_\_\_\_\_

I attest that the secondary employment disclosed above does not interfere with my duties at BCCC and does not create a conflict of interest or commitment with state employment duties and responsibilities. Moreover, I will not use the physical resources of the College in connection with my secondary employment unless BCCC is also my secondary employer, and will not convey endorsement by the College of the recommendations or results from any consulting or professional services.

\_\_\_\_\_ (Employee's name)  
 \_\_\_\_\_ (Employee's signature) (Date) \_\_\_\_\_

**Section IV – Authorization**

Employee Signature:	Date:	
Current Employment BCCC Immediate Supervisor (Dean/Director/Manager) Signature:	Date: No <input type="checkbox"/>	Approved: Yes <input type="checkbox"/>
Current Employment BCCC Cabinet Member Signature:	Date: No <input type="checkbox"/>	Approved: Yes <input type="checkbox"/>

Current Employment BCCC President Signature:	Date: No <input type="checkbox"/>	Approved: Yes <input type="checkbox"/>
Secondary Employment Supervisor Signature (Internal):	Date:	Approved: Yes <input type="checkbox"/> No <input type="checkbox"/>
Human Resources signature:	Date:	Approved: Yes <input type="checkbox"/> No <input type="checkbox"/>



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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

**TAB 9 | Presentations**

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- Enterprise Resource Planning (ERP) System
- Enrollment Report

# **B**CCC

## Enterprise Resource Planning (ERP)

### Project Update

December 16, 2020

Stephan A. Byam (Chief Information Officer)

## Project Status

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

On November 18, 2020, the College received approval from the Board of Trustees and a Notice to Proceed was issued to the awardee, Ellucian Company L.P.

The official contract between Ellucian and BCCC commenced on December 1, 2020.

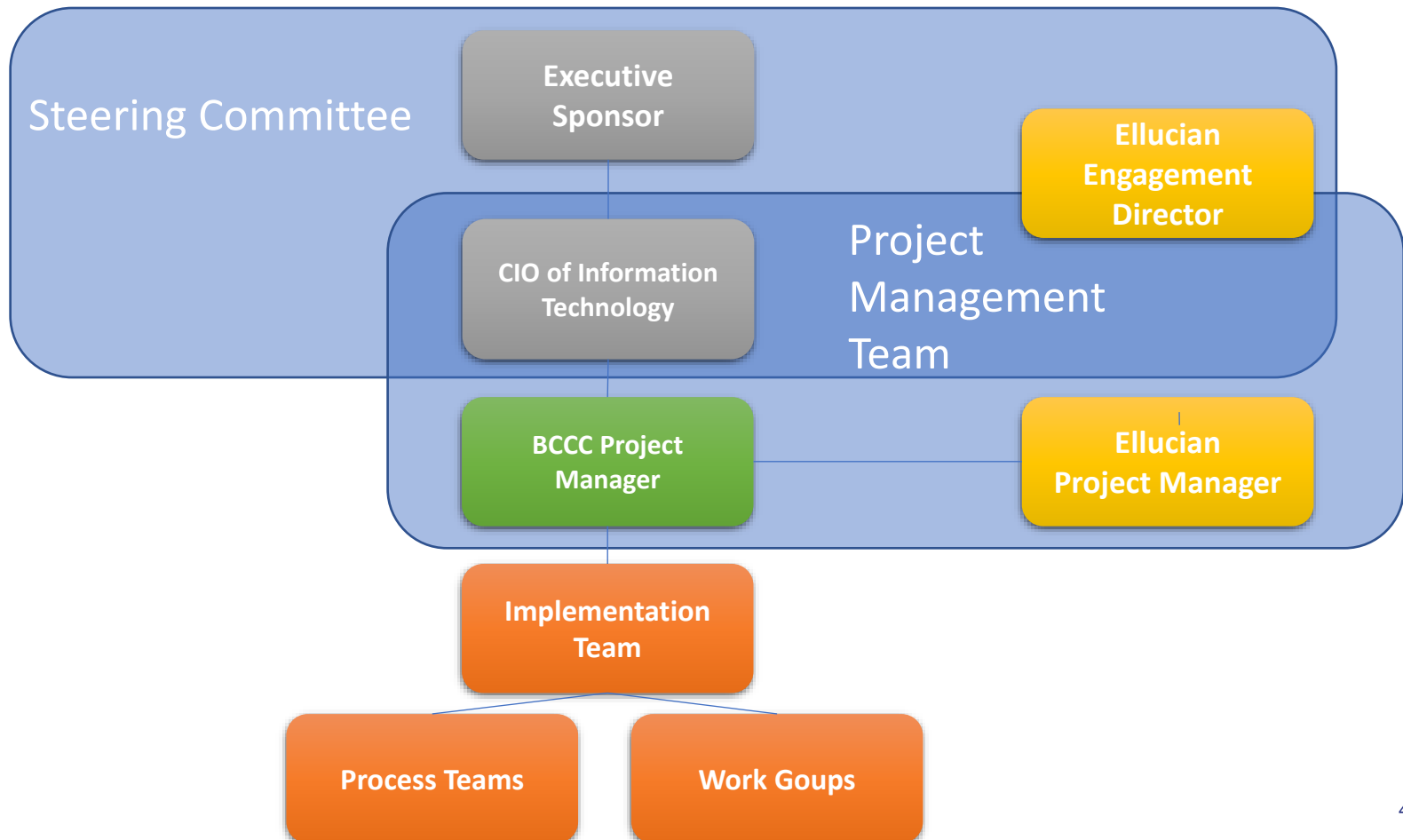
## Campus Introduction to Banner

The Project Team will introduce the College Community to Banner in the form of a 2-day, comprehensive webinar-styled kick-off. The President will reiterate the importance of the project as well as the support that the executive leadership has for the implementation. Faculty and staff will also have an opportunity to receive a demonstration of the new system.

		Activity	Audience
<b>DAY 1</b>	A.M.	President's, Project Team and vendor's remarks and Banner overview	All BCCC Faculty and Staff
	P.M.	Breakout presentations on Banner functional areas	Respective BCCC Functional Teams
<b>DAY 2</b>	A.M.	Demonstration of Ancillary Products	Respective BCCC Functional Teams
	P.M.	Close-out and Next Steps	BCCC Project Team

# Organizational Structure

The project will be managed at the executive level and its execution delivered through a series of functional and tactical groups:





## Implementation Approach

The College opted for a Software-as-a-Service which requires little, if any, need for vendors or College staff to access the campus. Servers and storage are all managed by Ellucian and the implementation staff will have access to the system remotely.

The Project Team will adopt an Agile methodology, (which is also in line with the State's recommended methodology), whereby the team will utilize an iterative approach to managing the project schedule. The schedule will be managed in sprints (typically two-weeks in length).

One advantage of this approach is the team's ability to work incrementally instead of delivering one final product at the end of the project, allowing the College to build and improve from the lessons learned from previous sprints.

*" A lean-agile approach forces delivery of value more frequently, allowing us to detect small failures early and treat them as learning opportunities leading to an improved product."*

*- Maryland Department of Information Technology (DoIT)*

## What Makes the Project Successful

- ✓ **SaaS (Software as a Service) Solution** – does not require on-premise presence
- ✓ **Agile Approach** – breaks down schedule in small manageable sprints
- ✓ **Leadership Buy-in** – ensures leadership and key stakeholders are onboard and available to assist throughout the project
- ✓ **Project Management** – ensures project compliance and that the project is completed on time, within scope, on budget, and meets the needs of BCCC.
- ✓ **Communication** – timely and relevant communication keeps stakeholders informed and engaged
- ✓ **Timely Decision-making** – eliminates project lag and missed milestones
- ✓ **Holistic Ownership & Accountability** – ensures the project is not only perceived as an IT implementation, but as a institutional wide implementation

# Questions



**BCCC**

# Enrollment Presentation

December 16, 2020

Dr. Rose Reinhart, Vice President for Student Affairs  
Ms. Becky Burrell, Vice President for Institutional Effectiveness, Research & Planning



## **Baltimore City Community College**

### **ENROLLMENT PRESENTATION**

#### **Board of Trustees, December 16, 2020**

*Dr. Rose Reinhart, Vice President for Student Affairs*

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

#### **A. Historical Enrollment**

- a. Fall 2000-2020
- b. Full-time & Part-time Headcount
- c. Enrollment Challenges
- d. Purge for Non-Payment

#### **B. Enrollment Projections**

- a. Dual-Enrolled Students
- b. Continuing Students
- c. New Students
- d. Mayor's Scholars Program
- e. Transfer from 2- & 4-Year Institutions
- f. Maryland Higher Education Commission

#### **C. Academic Program Enrollment**

- a. School of Business, Science, Technology, Engineering & Mathematics
- b. School of Nursing & Health Professions
- c. School of Arts & Social Sciences

#### **D. Labor Market**

- a. BCCC Program Needs Assessment
- b. Industry Needs Assessment (i.e. City of Baltimore, Baltimore County)
- c. BCCC Graduate Employment

#### **E. Realigning Institutional Operations**

- a. Admissions
- b. Financial Aid
- c. Advising/Student Success Center
- d. Accommodative Services
- e. International
- f. Veteran Affairs
- g. Student Activities
- h. Athletics
- i. Career Services
- j. Bursar's Office & Student Accounts
- k. Academic Operations
- l. Workforce Development
- m. Information Technology
- n. Institutional Research
- o. Marketing



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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

**TAB 10 | President's Report**

- A. Cabinet Area Reports
- B. Realignment Tasks Update
- C. Enrollment Report



## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, December 16, 2020**

#### **Return to Campus Planning**

BCCC will conduct the winter term remotely and will also begin the spring semester remotely. The College will evaluate whether it will be possible to transition to some face-to-face at the mid-point of the semester.

BCCC began the initial work of developing a return to campus framework during the summer and that work has accelerated leading towards the spring 2021 semester. The planning framework consists of seven strategies:

- Strategy 1: Communications (Led by Vice President's Burrell and Kirstaetter)
- Strategy 2: Campus & Site Occupancy (Led by Vice President Thomas)
- Strategy 3: Health & Safety (Led by Vice President's Jones, Thomas and Kirstaetter)
- Strategy 4: Classroom Instruction (Led by Vice President Jones)
- Strategy 5: Student Support Services (Led by Vice President Reinhart)
- Strategy 6: Technology (Led by CIO Byam and Vice President's Jones and Reinhart)
- Strategy 7: Finance & Operations (Led by Interim Vice President Williams)

Each strategy is broken into a subcommittee that is being led by the appropriate Cabinet member(s). Each subcommittee includes members of the faculty and staff and two subcommittees have student representation. The first draft of the Return to Campus Plan was submitted on December 11. After review, necessary edits will be made and the second draft will be due on December 18. A summative return to campus plan will be completed by December 21.

Baltimore City Community College will begin spring semester classes on January 13, 2021. Other 2-year schools will begin their spring semester with varied start dates beginning January 7 through February 1.

#### **CARES Act Student Disbursement**

As shared previously, BCCC received \$1.4M through the federal CARES Act law to directly support students who are experiencing financial hardships as a result of the COVID-19 pandemic. On June 16, BCCC made its first distribution of funds to 2,074 eligible students, totaling \$951,880. Eligibility for students was based on the following criteria:

- BCCC received a valid 2019-2020 FAFSA as of May 18, 2020;
- Enrolled in an academic credit program for the spring 2020 semester;
- Not enrolled exclusively in online courses as of March 13, 2020; and
- Met Title IV Federal Financial Aid eligibility requirements.

A portion of the CARES Act funding for students was reserved for eligible students who were enrolled in the spring 2020 semester and are currently enrolled in the fall 2020 semester as of November 18. On December 4, BCCC disbursed another \$252,685 to 1,131 eligible students.



The College adopted the schedule below for distribution of funds:

	Spring 2020 (1 <sup>st</sup> disbursement)	Fall 2020 (2 <sup>nd</sup> disbursement)
Full-Time (12+ credits)	\$570.00	\$285.00
Three Quarter Time (9-11 credits)	\$470.00	\$235.00
Half-Time (6-8 credits)	\$370.00	\$185.00
Less than Half-Time (1-5 credits)	\$270.00	\$135.00

As was done in spring 2020, BCCC issued the fall 2020 awards through Heartland. The CARES Act funding awards will not be applied by BCCC or used to offset any charge, debt, tuition, fees, or other balance in a student account with BCCC. Students received the funding by either direct deposit or paper check.

The remaining student portion of the CARES Act funds will be distributed to eligible students in the spring 2021 semester.

Planning is in place to review all available scholarship funds that would support the College's tuition free initiative.

### **Sponsored internet for students and faculty/staff**

BCCC continues to sponsor internet service for students who need access. The College signed an agreement with Comcast which allows up to 1,000 students to receive an access code for internet service through the end of May 2021, provided the student maintains their enrollment at the College and the faculty/staff remain employed at the College. BCCC is utilizing CARES Act Institutional funds to support this initiative. If all 1,000 codes are utilized, the anticipated cost is \$49,000.

As of December 10, 462 students have applied for and received a code to access Comcast Internet Essentials. Students continue to respond regularly to the communications that have gone out from the Registrar reminding them of this available service. Additional communications will also go out to faculty/staff who may be able to benefit from this service.

### **Mayor Scott Transition Team**

On December 1, Mayor Brandon Scott announced his full transition team that includes more than 250 local leaders that will work on 10 identified priorities:

1. Public Health and Public Safety
2. Business, Workforce and Neighborhood Development
3. Fiscal Preparedness
4. Education and Youth Recreation
5. Housing and Neighborhood Development
6. Transportation and Infrastructure
7. Human Services
8. Governance Structure and Operations
9. Environment and Sustainability
10. Arts and Culture





I am honored to have been selected to serve on the Education and Youth Recreation transition committee. Our charge is to expand opportunities for youth in Baltimore. The Co-Chairs of the committee are Shantay Jackson, Founder and CEO at Evolve to Lead, and James DeGraffenreidt, Former Chairman of the Board and CEP of WGL Holdings Inc. and an Open Society Institute (OSI)-Baltimore Board Member.

### **Strategic Planning – from Realignment Task 12 Update**

College leadership has initiated pre-planning efforts to expand the 2018-2022 Strategic Plan. Comprehensive planning activities will occur during the 2021 spring semester and engage members of the College community to develop cascading strategies and viable targets to support the revised goals and objectives.

Discussions to bring in external support to facilitate institutional engagement have started. The engagement will produce a comprehensive working plan for the College to use as a guide for achieving its vision and mission.

A planning schedule will make the Strategic Plan a living document, outlining institutional timeframes for faculty and staff to assess and make improvements. Planning will also align with the College's budget process.

### **State Funds Identified for Systems Improvements**

As shared in the October President's Update, upon review of the work completed on the new Administrative Wing of the Main building, the College identified areas of cost savings that resulted in unencumbered funds being available for systems improvements. The College requested and received approval by the Maryland Department of Budget and Management (DBM) to use the unencumbered funds to replace two existing cooling towers and associated structural steel and, the installation of a building automation system.

The Maryland Department of General Services (DGS) was also required to weigh in and granted the program modification approval on November 24 (letter attached). DGS estimates the maximum cost of

these modifications to be \$775,000 and the agency has already begun moving forward with an assessment of the equipment.

BCCC also requested a program modification to use unencumbered capital bond funds from the Loop Road, Inner Loop, and Entrance Improvements project at the Liberty Campus. The program modification request is to use the unencumbered funds for **1) accessibility improvements, 2) demolition of Harper Hall, 3) security improvements to include site cameras and 4) a new security kiosk**. DBM's Office of Capital Budgeting approved the program modification on November 25.

DGS estimates that the cost of these modifications would be \$380,000 to \$600,000 (letter attached). DGS stated that "in order to ensure the original budget is maintained, items 1, 2 and 4 from the above listed projects are being evaluated for constructability, cost and scope by the Architect/Engineer that is currently under contract with DGS, and then will be incorporated into the 100% CD phase design documents. DGS' approval is contingent upon these three additional components being included in the final construction bid documents as add alternatives. If there is sufficient funding to award these items, they will be awarded."



DGS goes on to further state that “item 3, the site cameras, was requested for the new section of road located behind the gymnasium where a blind spot is created. Separately, BCCC has requested a full security project as a facilities renewal program for funding consideration in the FY22 Capital Improvement Program (CIP).” DGS states that “procurement and construction of a fully functional system are ideally done as a single project versus the merge of two projects. DGS is hopeful that the campus security project will be included in the FY22 CIP, which is scheduled to be released in January 2021.” DGS will evaluate the CIP at that time and work with the College on the implementation of these blind spot cameras as part of this project or as part of the larger security project.

### **Improved Student Application Process – *from Realignment Task 5 Update***

Student Affairs started to refine and revise the admission/application process identified through Realignment Task 5 – Align the budget of BCCC with realistic enrollment projects. As part of Task 5, the Vice Presidents for Finance & Administration, Student Affairs and Institutional Effectiveness, Research and Planning have been focusing recent efforts on refining the Admissions, Financial Aid, Registration & Billing Processes to Eliminate Enrollment Barriers.

Prior to enrolling at BCCC, all students are required to complete an application to the College. Information gathered in the application is uploaded into the Student Information System and becomes the basis for the student’s admission record.

The general student application had several barriers that made it difficult for a student to complete and submit it. As a result, students were frustrated with the application process and the Admissions Office had a number of incomplete or incorrect applications. This made it difficult for the staff to contact the potential student which then hindered getting the student registered in a timely manner.

Student Affairs, Academic Affairs, Information Technology, and Institutional Effectiveness and Research came together in Fall 2020 to review the application and the data elements that were necessary to create a student’s admission record. Some of the identified barriers included:

- Cumbersome Maryland Residency documentation
- Unclear special program opportunities
- Academic programs no longer in the Catalog
- Necessary data not identified as required
- Unnecessary data identified as required
- Difficult application submission

With the success of the general application revision, the same four areas (Student Affairs, Academic Affairs, Information Technology and Institutional Effectiveness and Research) will use a similar process to revise the dual enrollment application.

A third application type will be developed for those students coming through the Workforce and Continuing Education area. Those students currently complete a paper application. By moving these applications online, the potential for data entry mistakes will be reduced and it will create more efficiency in the Workforce and Continuing Education area.



## **Virtual Town Halls, Meetings with Faculty Senate and Communications**

Since the November Board meeting, I have sent communications to the College community updating them on the new ERP system, sharing a Thanksgiving holiday message, and an end of the year message to students.

I regularly meet with the Faculty Senate Executive Committee as well as the broader faculty. Most recently I met with the BCCC Faculty Senate on December 11. Discussion focused on the Secondary Employment Policy and other general questions.

On November 19, I convened a virtual town hall with BCCC faculty and staff to answer questions and provide updates on College operations, support and resources that are available and the spring 2021 semester. Another virtual town hall may take place in December to convey well wishes and holiday greetings.

## **President's Forum and Institutional Days for Faculty and Staff**

The President's Forum will be held virtually when faculty and staff return from winter break on January 4. In addition, Institutional Days are scheduled for January 5-8, the Adjunct Orientation on January 9, Faculty Academy on January 11, and the ERP Kick-Off for January 11-12. The Institutional Days will include relevant topics and trainings for faculty and staff, such as virtual instruction, grants management, institutional performance, accommodative services, budget development and the new ERP system.

## **Legislative Meetings**

Through the months of November and December, targeted outreach has increased with 6 elected leaders to discuss BCCC's priorities and seek their input on how best to move forward. These discussions have focused on the following:

1. Restoring the College's Operating Budget
  - a. \$3.2 M was cut from BCCC's Operating Budget for FY 21
2. Capital Budget Request
  - a. Learning Commons Renovation and Addition (\$1,560,000 for planning)
  - b. Deferred Systems Maintenance (\$4,247,000)
  - c. Nursing Building Renovation and Addition (\$2,270,000 for planning)
3. Restoring Facilities Renewal Grant (\$500,000)
4. Increased Procurement Authority Legislation
  - a. Current threshold is \$50,000. Legislation would increase threshold to \$300,000.
5. Ongoing Progress of the 12 Realignment Tasks
6. Increased Partnership and Support/Investment by City of Baltimore
7. Bard Building Project Support and Update

## **Sock Drive**

BCCC is partnering with the Mayor's Office of Homeless Services to participate in a sock drive for Baltimore City's homeless community. The BCCC community is asked to drop off new socks for men and women at the Public Safety kiosk on the Liberty Campus between December 1 through December 16.

Larry Hogan  
Governor

Boyd K. Rutherford  
Lt Governor



Ellington E. Churchill, Jr.  
Secretary

Nelson E. Reichart  
Deputy Secretary

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OFFICE OF DESIGN, CONSTRUCTION & ENERGY

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November 24, 2020

Dr. Debra McCurdy  
President  
Baltimore City Community College  
2901 Liberty Heights Avenue  
Baltimore, Maryland 21215

Re: Program Modification Approval  
Administration Wing Renovation – Liberty Campus  
Baltimore City Community College

Dear Dr. McCurdy:

The Department of General Services/Design, Construction & Energy (DGS/DCE), has completed the review of the program modification request, dated October 6, 2020, for the Baltimore City Community College.

We are pleased to inform you that the program modification has met all the required criteria and is approved. The Department of Budget and Management/Office of Capital Budgeting (DBM/OCB) had already approved the program modification on October 15, 2020.

The program modification requests the use of unencumbered capital bond funds for the replacement of two existing cooling towers, modification of the ice storage system, and installation of a building automation system in the Administration Wing of the main building at the Liberty campus.

These program modifications will utilize the unencumbered balance for this project rather than require a new appropriation. The Department of General Services estimates the maximum cost of these modifications to be \$775,000. DGS has already begun moving forward with an assessment of this equipment.

As provided by law, both DBM/OCB and DGS/DCE must approve any future program changes. Please feel free to contact Mark Peterson at (410) 767-4549 if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Lauren T. Buckler".

Lauren T. Buckler, P.E.  
Assistant Secretary - Design, Construction & Energy

cc: Teresa Garraty, Shakia Word - DBM  
Katherine Dixon - BCCC  
Mark Schneidman, Mark Peterson, Ajani Corneiro, Joe Pitruzzella - DGS



Larry Hogan  
Governor

Boyd K. Rutherford  
Lt Governor



Ellington E. Churchill, Jr.  
Secretary

Nelson E. Reichart  
Deputy Secretary

OFFICE OF DESIGN, CONSTRUCTION & ENERGY

December 1, 2020

Dr. Debra McCurdy  
President  
Baltimore City Community College  
2901 Liberty Heights Avenue  
Baltimore, Maryland 21215

Re: Program Modification Approval  
Loop Road, Inner Loop & Entrance Improvements – Liberty Campus  
Baltimore City Community College

Dear Dr. McCurdy:

The Department of General Services/Design, Construction & Energy (DGS/DCE), has completed the review of the program modification request, dated November 2, 2020, for the Baltimore City Community College Loop Road, Inner Loop, and Entrance Improvements project at the Liberty campus.

The program modification requests the use of unencumbered capital bond funds for (1) accessibility improvements, the (2) demolition of Harper Hall, and security improvements to include (3) site cameras and a (4) new security kiosk. The Department of Budget and Management/Office of Capital Budgeting (DBM/ OCB) had already approved the program modification on November 25, 2020

These program modifications will utilize the unencumbered balance for this project rather than require a new appropriation. The Department of General Services estimates the cost of these modifications to be approximately \$380,000 to \$600,000.

DGS remains committed to completing this project within the original budget. In order to ensure the original budget is maintained, items 1, 2, and 4 are being evaluated for constructability, cost, and scope, by the AE that is currently under contract with DGS, and then incorporated into the 100% CD phase design documents. DGS's approval is contingent upon these three additional components being included in the final construction bid documents as add alternates. If there is sufficient funding to award these items, they will be awarded.

Item 3, the site cameras, was requested for the new section of road located behind the gymnasium where a blind spot is created. Separately, BCCC has requested a full security project as a facilities renewal project for funding consideration in the FY22 Capital Improvement Program (CIP). A fully functional, cohesive security system is ideal from an operational standpoint. Procurement and construction of a fully functional system are ideally done as a single project versus the merge of two projects. DGS is hopeful that the



campus security project will be included in the FY22 CIP. The CIP is scheduled for release in January 2021. DGS will evaluate at the CIP at that time and work with the college on the implementation of these blind spot cameras either as part of this project or as part of the larger security project.

As provided by law, both DBM/OCB and DGS/DCE must approve any future program changes. Please feel free to contact Mark Peterson at (410) 767-4349 if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lauren T. Buckler', with a long horizontal flourish extending to the right.

Lauren T. Buckler, P.E.  
Assistant Secretary  
Design, Construction & Energy  
Department of General Services  
301 W. Preston Street  
Baltimore, Maryland 20201  
(410) 767-3174

cc: Teresa Garraty, Neil Bergsman, Philip Fleischer, Christina Perotti, Jesse Rao - DBM  
Katherine Dixon - BCCC  
Mark Schneidman, Mark Peterson, Ajani Corneiro, Joe Pitruzzella - DGS  
Daniel Schuster - MHEC



## **Baltimore City Community College**

### **CABINET UPDATE**

#### **Board of Trustees, December 16, 2020**

*Dr. Liesl Jones, Vice President, Academic Affairs*

#### **Academic Affairs update**

The winter semester is currently enrolling. This academic year we are piloting a new start date. In previous years the semester began in January, this year the start date is prior to leaving for the winter break. As part of the new term the course offerings are the top general education courses. The goal is to have current students take a course to advance through their program more quickly or repeat courses they failed in the fall to prevent them losing time in their program. In preparation for the spring semester the Deans are working with faculty to Blueprint courses. Blueprinted courses have the course outline which can include homework, due dates, grading rubrics and exams along with the syllabus. Some courses, like math and anatomy and physiology will have standard exams and homework assignments. The English classes will have a standard grading rubric. Blueprinting lays a foundation for a course that faculty can build on, supports assessment and helps adjuncts better prepare to teach. Additionally, in preparation for the spring semester, e-learning is preparing all course shells in Canvas and developing the tutoring shells.

The Practical Nursing program had a very successful site visit from the Maryland Board of Nursing. The exit report showed that they met all standards without concern. The Maryland Board of Nursing will meet this month and vote on accreditation.

Academic Affairs has begun to develop several new programs. The Deans will work on programs in Occupational Therapy, Radiology Technology and Theater/Music and Visual Arts.

#### ***E-Learning***

Course evaluations for virtual and online courses were issued last week. Faculty and students were alerted to the evaluations and so far, current response rate is 20% (over 2,000 responses) with a week still to go. If this follows a pattern like A201 the response rate will be over 60% (over 6,000 responses).

E-Learning is also continuing plans for additional faculty development and will launch recorded training videos as the early steps to creating an on-demand training library for faculty to reference. E-Learning is continuing the one-on-one help sessions on an as needed basis to assist with time sensitive needs of individual faculty.

E-Learning has begun working with ITS to develop and implement virtual desktops for students to support off campus access to computing power. This would provide access to basic apps and potential for using specialized software from a variety of student devices (tablets, Chromebooks, and less powerful laptops).



## ***Tutoring***

The utilization of online tutoring is expanding in developmental education and in the sciences.

Total Usage		
Latest Date:	12/6/2020	
Subject	Page Views	Actions Taken
<b>ACCT 221</b>	1037	16
<b>ACCT 222</b>	546	13
<b>BUAD 112</b>	3923	32
<b>CLT 100</b>	9025	37
<b>ENG 101</b>	27500	255
<b>RENG 91</b>	6,588	47
<b>RENG 92</b>	8,397	71
<b>MAT 86</b>	16076	191
<b>MAT 92</b>	7133	162
<b>MAT 107</b>	16060	209
<b>BIO 202</b>	5823	104
<b>BIO 203</b>	2705	17
<b>BIO 212</b>	3944	16
<b>CHE 101</b>	3370	51
<b>CHE 102</b>	571	24
<b>CHE 213</b>	397	13
<b>CHE 214</b>	71	6
<b>Overall</b>	<b>113166</b>	<b>1265</b>

### **BSTEM (Business, Science, Technology, Engineering and Mathematics)**

The National Institute of Health Community College Day, Virtual conference was held on Nov. 24, 2020. Four faculty and several students attended the virtual conference on 'Careers in Research' summer research internships at NIH, Bethesda, Maryland.

One of our Physics students has been accepted for the Virtual Winter workshop of UMB GRAD - MAP, (Graduate Resources for Advancing Diversity with Maryland Astronomy and Physics) from Jan 4-10, 2021. The program is sponsored by NSF/UMB College of Computer, Mathematical and Natural Sciences.

### **SASS (School of Arts and Social Sciences)**

Interim Associate Dean Vance compiled Virtual Training Workshops for faculty in SASS to complete their required personal development hours. The workshops are going to be housed in the Canvas teaching resource page for all faculty to access.

### **SNHP (School of Nursing & Health Professionals)**





The Associate Degree in Nursing program received 204 applications for spring admissions. The program has accepted 85 of the applicants. The number of applicants is above the number that applied for fall admissions.

### **Library Services**

With the move to remote learning the use of the library services compared to the same period from last year has decreased in most areas. But other areas like the use of lib answers (librarians answering student questions like a help desk), e-book downloads and social media have increased. Students use these services to gain help with course work, prepare for exams and write papers. The increase in the virtual platforms has allowed the librarians to meet the needs of students and faculty teaching and learning in a remote setting.



## **Baltimore City Community College**

### **CABINET UPDATE**

#### **Board of Trustees, December 2020**

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

### **WORKFORCE DEVELOPMENT & CONTINUING EDUCATION (WDCE) DIVISION**

WDCE classes are delivered fully on-line, with additional resources for academic support and remote testing. In the month of November new classes were started for all program areas, with a total of 332 students.

***ABE/ELS Program Improvement*** – Community ABE and ESL classes funded under the MD Labor FY21 Consolidated Adult Basic Education and Adult Literacy Grant start each month. In November, 10 new ABE classes started as well as 8 new ESL classes (with a total of 255 students).

- The ABE/ESL Departments launched the first of three (3) Integrated Education and Training (IET) programs for English Language Learners. The IET Nursing program provides an integrated curriculum and co-teaching courses with an ESL instructor and Nursing faculty. Ten (10) ESL students are enrolled in this CNA program. Additional IET programs will start in January 2021.
- In November, 22 BCCC Loaner Laptops were distributed to ABE/ESL and Workforce students to support on-line access to classes and instructional materials. Several students were limited to participating in online classes through cell phone apps. With the BCCC Laptop Loaner, students will have full functionality of the online testing and instructional materials.
- Throughout the month of November, Citizenship classes incorporated virtual museum tours in partnership with the Baltimore Museum of Industry (BMI). These virtual tours highlighted the current BMI exhibit on the history and impact of immigration in Baltimore.
- The ABE/ESL Department expanded the content and frequency of the Computer Literacy class to support online learning. This class is free to all Continuing Education students who need assistance with the transition to distance learning. This class will have new sessions starting each month.

***Workforce Development Program Development and Expansion*** – The Workforce Development (WD) Department works closely with the Career Services Office to support graduates complete training and transition to employment. Additional activities include:

- In November, the Workforce Development team recruited and screened more than 150 students interested in one of the DHS/SNAP, WIOA, and/or GEER-funded training programs. As a result, 77 new students were enrolled in the program of their choice.
- A newly developed Workforce Orientation course streamlines student inquiries and screening for all workforce training programs. Potential students are screened for funding eligibility, student readiness and expectations when beginning a BCCC training program. This ensures grant funding and scholarship opportunities are made available to all eligible students.
- In November, the Workforce Development Department initiated development for customized contract training with Johns Hopkins Hospital for Certified Nursing Assistants (CNA) and Patient Care Technicians (PCT). Current employees interested in training and advancing into a career in medical services will complete a 3-month training program at BCCC with clinical experiences at JHMI.



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

- The Workforce Development Department responded to a request from Baltimore City Public Schools (BCPSS) to design a program for current high school students to pursue healthcare careers. BCCC will provide CNA and PCT training with industry certification for student while enrolled in high school.
- Throughout November, the BCCC P-TECH College Liaison worked with BCPSS school leadership at New Era, Dunbar, and Carver High Schools to support student performance and completion of Fall 2020 courses.
- BCCC continues to provide weekly check-ins and to offer a series of Academic, Social and Emotional Wellness workshops for P-TECH students. The workshops are offered weekly in partnership with Student Support Office and the Wellness Services Counselor.

## **ENVIRONMENTAL SERVICES AND FACILITIES**

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

- In November, the college made progress on several major projects, including site development for the Loop Road, modification to the Main Building HVAC, and Campus-wide communication system updates.
- The Maintenance, Logistics, and Environmental teams continued to support the BCCC Voting Center (at the gymnasium). The college continues to support the community COVID-19 Testing center operated by CVS MinuteClinic (at the South Pavilion).
- As part of implementation of the 10-Year Facilities Master Plan, two (2) workgroups were established to provide input on the design of the renovations for the Student Learning Commons and the Nursing Building. These workgroups include faculty, staff and students who are the end-users of the newly designed Learning Commons and the renovated and additional space in the Nursing Building.

## **PUBLIC SAFETY AND SECURITY**

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

- Public Safety continued to support the CVS MinuteClinic Partnership for COVID testing at the South Pavilion and continued the collaboration with the Baltimore City Election Board for early voting, ballot box access, and election day (through election day November 3<sup>rd</sup>).
- The Public Safety Office met with representatives from peer institutions and campus-wide planning committees regarding preparations and protocols for a safe return to campus.
- Public Safety continued to assist faculty, staff, vendors, and contractors with campus access.



## **Baltimore City Community College**

### **CABINET UPDATE**

#### **Board of Trustees, December 16, 2020**

*Dr. Rose Reinhart, Vice President, Student Affairs*

### **STUDENT ACTIVITIES AND ENGAGEMENT**

The student activities and engagement office is ending the semester with a virtual meditation and stress relieving activities as final exams approach. Students groups continue to meet on a regular basis and explore ways to increase student memberships in clubs and organizations. The end of the semester means celebrations for completing the semester and the upcoming holiday season and include assisting with the College's Holiday Sock Drive.

In November, the Student Life and Engagement Office virtually celebrated International Education month with several sessions and also sponsored a virtual panel discussion entitled, "Reflections on Ethnicity, Gender and Special Education in the Age of a Pandemic". Both events were well received with over 30 students in attendance.

### **STUDENT SUPPORT AND WELLNESS**

Student Support and Wellness continues to find ways to connect with the students to help with their mental health and wellness. Upcoming activities include:

1. ***Fail Proof Your Finals*** - Learn important test taking skills and ways to reduce your test anxiety to ace your finals!
2. ***Virtual Beginners Yoga*** - Come and get some gentle exercise through our virtual yoga series. Yoga helps reduce stress, improve flexibility, gain focus, and make you more attuned to yourself.
3. ***Mentoring Circles*** - Are you creative and want to be able to express yourself in a safe and brave space? Join these mentoring circles to share art, poetry, etc. and share reflections. Connect with others and create some space to express yourself.
4. ***Holiday Blues*** - Holiday Blues was a wellness workshop advertised throughout the city to have a dialogue regarding the complex difficult feelings surrounding holidays and ways to manage the difficult feelings.

The Student Support and Wellness Office is also developing a "How to Survive Online Learning" event to be held before the start of the Spring semester. The Office is hearing from students that they are unsure of where to go for information especially in the online environment. College departments will have an allotted amount of time to describe for the students their services, quick tips for success, frequently asked questions and contact information.

### **DISABILITY SERVICES**

Disability Services continues to work online with identified students who need an accommodation to be successful in courses. A recruitment and retention strategy for new and returning DSSC students has been developed and a newsletter has been created to inform students, faculty, and staff about the services and resources that are available. A seven-step interactive PowerPoint for faculty and staff has been developed and placed in Canvas for easy access.



## **TRIO-SSS/STAIRS PROGRAM**

The TRIO/SSS-STAIRS Program was able to use grant funds to purchase 12 laptops to loan out to program participants. Students accepted into the TRIO program are able to use the computers on a short-term basis to assist with completing course assignments.

The Program's 19-20 Annual Performance Reported (APR) was submitted to the U.S. Department of Education. The report documented the Program's funded objectives on retention, academic good standing, graduation, and graduation-transfer.

## **JUDICIAL AFFAIRS and TITLE IX**

On December 2, 2020, the Judicial Affairs and Title IX office partnered with Student Life and Engagement and Student Support and Wellness for a program called, "Dynamics of Intimate Partner Violence Virtual Presentation". The program was open to students, staff, and faculty with 31 individuals in attendance.

Intimate partner violence (IPV) is a serious, preventable public health problem that affects millions of Americans. The term "intimate partner violence" describes physical violence, sexual violence, stalking, or psychological harm by a current or former partner or spouse. This type of violence can occur among heterosexual or same-sex couples and does not require sexual intimacy.



**Baltimore City Community College**  
**STUDENT AFFAIRS – ENROLLMENT REPORT**

**Board of Trustees, December 16, 2020**

*Dr. Rose Reinhart, Vice President, Student Affairs*

Registration began on November 16 for Winter term. The term runs from December 21-January 11. Student Affairs has worked with Academic Affairs to offer more general education courses and courses that are easily transferable. A student can complete up to 6 credits before the start of Spring 2021.

Spring 2021 classes begin January 13, 2021 and includes courses that meet in 16 weeks; 12 weeks; 10 weeks; first 8 weeks; and second 8 weeks formats. The schedule of courses is currently designed for synchronous online and asynchronous online instruction. The synchronous courses will change to on campus traditional face-to-face classes should the decision be made to return to campus as these courses have already determined a day/time format. Asynchronous instruction are the traditional online courses that allow students to take the course without a standard day/time meeting.

Student Affairs continues to distribute internet access codes to eligible students. As of December 8, 457 of the 1000 available codes have been awarded. Continuing students, as well as new students for Winter Term and Spring semester will be given the opportunity to receive the service.

**Enrollment Areas**

*Admissions*

Applications for Winter Term continue to be strong. Admissions continues outreach to students who have expressed interest in Winter. Applications from New Students are up 285 compared to last Winter at a comparable time. Applicants who have indicated that they have veteran status are up by 29.

Admissions continues to work with applicants in categories where there is a lag from last year. With several days left before the start of the Winter Term, the Admissions team continue to contact people who have expressed an interest in BCCC.

The table below shows the various student types and the number of applications received for Winter.

	<b>Winter 2021</b>	<b>Winter 2020</b>	<b>Difference (#)</b>	<b>Difference (%)</b>
<b>New Student</b>	495	210	285	135.71
<b>Dual Enrollment</b>	5	5	0	0.00
<b>International</b>	5	4	1	25.00
<b>Non-matriculating</b>	16	25	-9	-36.00
<b>Returning</b>	76	95	-19	-20.00
<b>Transfer</b>	55	67	-12	-17.91
<b>Veteran</b>	33	4	29	725.00
<b>Total</b>	685	410	275	67.07



Spring applications are also beginning to move upward. Classes for Spring do not start until January 13 so there is additional time to recruit those who have expressed an interest in starting in the Spring. Like Winter term, new student applications are ahead of last year as are applicants who identify as veteran status.

Dual enrollment applications have begun to be submitted as have transfer applications. Due to the changes in Homeland Security regulations surrounding new international applications it will be a challenge to recruit new international students currently residing outside of the country to BCCC. However, international students who are already in the country who may be exploring transfer options will be allowed to change colleges or universities.

	Spring 2021	Spring 2020	Difference (#)	Difference (%)
<b>New Student</b>	560	467	93	19.91
<b>Dual Enrollment</b>	19	48	-29	-60.42
<b>International</b>	24	56	-32	-57.14
<b>Non-matriculating</b>	46	59	-13	-22.03
<b>Returning</b>	174	10	164	1640.00
<b>Transfer</b>	198	228	-30	-13.16
<b>Veteran</b>	26	11	15	136.36
<b>Total</b>	1047	879	168	19.11

Admissions staff have reviewed and streamlined the application to BCCC for not only the general/traditional student but for the dual enrollment student. The Maryland residency process has been updated and academic and special program options have been revised making the process easier for an applicant. Admissions' staff has received basic advising training which helps the staff answer applicants' questions.

### ***Registration***

Registration for Winter term continues to trend above last Winter term. There are currently 175 students registered for Winter 2021 compared to 32 last Winter. There are currently 23 courses offered for Winter 2021 compared to 3 courses for Winter 2020.

Registration for Spring 2021 continues to be behind Spring 2020. Students appear to be waiting to see if the College remains remote/online or returns to face to face before registering. Current enrolled students are being contacted by advisors and registration staff. Faculty also have been asked to work with students encouraging them to register for Winter and Spring. Admissions continues to contact new students to encourage registration for Spring 2021.

BCCC is working with students who are within 15 credits of completion as part of the Near Completers One Step Away Grant participants. Former BCCC students who are in good academic and fiscal standing and have accumulated a minimum of 45 credit hours are being contacted and encouraged to return to complete their degree. The grant provides a scholarship to these students to cover tuition for a 3-4 credit hours course and the book(s) for the course.



Below are the current number of students who have met the requirements for the grant. Communication to additional students meeting the qualifications is starting and will continue through the Winter Term and Spring semester.

- Fall 2020 enrolled: 8
- Winter 2020 registered: 1
- Spring 2021 registered: 3

### ***Advising***

As a key component of the Student Success Center, Advising continues to work with students not only with the upcoming registrations for Winter and Spring but with questions students may have regarding the current semester. 848 students checked in for virtual advising services at the Student Success Center (SSC). The advising team has been responsive to student inquiries about access to campus resources and engaging students with virtual and online registration for Winter and Spring 2021 classes. The team continues to review department's processes to support student success. Advising continues to be a major part of the Virtual Help Desk and will assume more of a leadership role in the Help Desk in the upcoming months.

### ***Financial Aid***

Financial Aid continues to work with Student Accounts and Information Technology to integrate the financial aid software with the student system. Disbursement was completed in early November and refunds were distributed to students who may have had excess aid. Financial Aid staff are participating in virtual training through the Federal Student Aid Training Conference and are working with the Advancement area on scholarship applications and awards.

### ***Dual Enrollment***

Dual Enrollment continues to be a focus for the enrollment areas of Student Affairs. Discussions for Winter and Spring offerings have started, and course offerings will be finalized prior to the start of Spring's 12-week term. BCCC meets bi-monthly with staff from Baltimore City Schools to discuss outstanding challenges and ways to address them. BCCC is beginning to receive more inquiries from additional high schools in the Baltimore area which include public, charter, and private schools.

### **Student Populations**

#### **1. Current Enrolled Students/Retention**

Baltimore City Community College's enrollment continues to be a major priority. The Covid-19 pandemic has kept BCCC in a remote environment for recruitment and enrollment activities. The College has maintained the wrap around services necessary for student success. A Virtual Help Desk (VHD) staffed by professionals in Student Affairs has continued and provides an initial point of contact for new and continuing students.

New students to BCCC who are full-time (12+credit hours) are retained from Fall-to-Fall at a much higher percentage than part-time students. Strategies are being developed to assist full-time students in registering for and successfully completing courses. Strategies to help retain part-time students are being





researched and will be implemented during the Spring semester for new students starting in Summer or Fall 2021.

	Fall 2014 Cohort	Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Fall 2018 Cohort
Fulltime	44%	45%	45%	43%	45%
Parttime	27%	26%	29%	33%	24%

## 2. Dual Enrollment

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020*
Dual Enrollment	117	102	139	172	245	399

Dual Enrollment continues to be a focus area for BCCC. Fall 2020 shows an increase of 154 student over Fall 2019. BCCC is planning for increased number of Baltimore City Public High Schools and additional partnerships with charter schools, private high schools, and home school. Operational processes are being revised including a new dual enrollment application and streamlined registration will assist staff and the high schools in better service for the dual enrollment students.

## 3. Near Completers

BCCC defines Near Completers as students who have been away from the College for one year or longer, have earned 45 credits and are in good standing (academically and financially). These students already have a relationship with BCCC and outreach to this pool of students continues. BCCC was awarded a One Step Away Grant which provides scholarship dollars for these students. There are 405 students who meet this criteria. The goal for Spring 2021 is an additional 20 students from this population.

## 4. LatinX

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020*
LatinX	155	142	131	190	241	203

LatinX students include students who disclose/self-report that they are members of the LatinX community, students who qualify for DACA, members of ethnic communities that identify as Spanish speaking, Dreamers, ESOL, and students who need English Language services. This population is one the fastest growing student populations. Increased recruitment activities are planned for this population in addition to the wrap-around student services necessary for this population to be successful.

## 5. Veterans and Military Students

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020*
Veterans	134	101	87	124	65	78

BCCC supports veterans, service members, and military families by continuously offering them educational opportunities to enhance their existing skillsets. This subpopulation of students includes active duty, National Guard, Reservists, Veterans (prior military service), dependents spouses or children,



and survivors. BCCC has a dedicated veteran certifying official on campus, one-on-one assistance, counseling service and priority registration. This population has a growth potential and improved outreach and recruitment is planned for Spring 2021.

## **6. International Students**

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020*
Internationals	457	455	470	845	723	370

BCCC has been a strong supporter of the international student community. The College recently secured membership in the Maryland International Education Consortium which increases the College's international presence and maximizes exposure to global communities.

Recruitment and retention for this special population has been the most impacted by the COVID-19 pandemic. Federal regulations prevent new international students from entering the country. However, international students who are already in the U.S. are allowed to transfer to other colleges or universities. BCCC is exploring partnerships with ESL programs throughout the area as one venue for international student recruitment. Partnerships with 4 year colleges and universities which would allow the international student to start with BCCC and then transfer to the R year institution is being explored, as well.

## **7. Year Up**

The Year Up organization has transitioned. The program is now managed through the Arlington, Virginia campus. Students seeking to enroll in September 2020 may apply for participation at the Arlington campus with an internship in Baltimore.

## **8. Workforce Development and Continuing Education**

Workforce Development provides short term, non-credit programming designed to provide students with an industry recognized credential and/or licensure leading to career entry. These training programs are aligned to career opportunities and advancement in Baltimore and may be used as a springboard into advanced training and further education. This is another area of potential enrollment growth as BCCC explores articulation from the non-credit to credit sides of the College.

## **9. Promise Academy**

Promise Academy provides tuition and textbooks for a developmental course for underprepared students. There was a decrease in the number of entering students being placed into developmental courses in Fall 2020. With the pandemic, the placement method was revised for the Summer 2020 and Fall 2020 semesters. Accuplacer was not a viable option so the college shifted to using multiple measures and an alternative placement procedure. Multiple measures were based on the college and career readiness guidelines mandated by the State of Maryland and used high school transcripts. The alternative placement procedure included a writing assignment and a math assessment. The English faculty, under the School of Arts and Social Sciences (SASS), developed the rubric and grading for the writing assessments. The math assessment was based on the final exam for the math developmental course and the rubric for placement was developed by the Dean of Business, Science, Technology, Engineering and Mathematics (BSTEM).



## **10. Granville T. Woods Scholars Program**

BCCC participates in the Granville T. Woods (GTW) Scholars Program. Students in this program receive full scholarships to pay for tuition, fees, textbooks and access to a notebook computer. The College awards the computers to graduates that complete the program. There are currently 13 GTW scholars completing their final year at BCCC.

Prior to the COVID-19 outbreak GTW Scholars participated in study abroad and research internships. Graduates of this program often transfer to four-year institutions and represent several degree programs. GTW alumni often serve as ambassadors for the College and the program.



# Baltimore City Community College

## CABINET UPDATE

### Board of Trustees, December 16, 2020

*Ms. Channa Williams, Interim Vice President Finance & Administration*

#### General Audit Highlights:

##### 1. Foundation

- Status of Audit:
  - The Foundation Financial Statements were issued December 2020
  - CLA presented their findings to the College Board in December 2020
  - CLA will be presenting their findings to the Foundation Board on December 16<sup>th</sup>.
- Audit Findings:
  - The Foundation is currently drafting responses to the findings listing in the Management Letter. The findings were as follows:
    - Lack of Segregation of Duties and Management Oversight (Prior Year Matter)
    - Audit Adjustments (Prior Year Matter)
    - Journal Entries (Prior Year Matter)
    - Recording of Prepaid Expenses (Prior Year Matter)
    - Documentation Maintained for Grants, Contributions, and Scholarships is not Consistent
- Internal Controls Update:
  - The Foundation's journal entries will be reviewed for accuracy and completion by the College's Controller. This review includes reviewing documentation that support and reconcile the pass-through financial transactions between the Foundation.

##### 2. College/WBJC

- Status of Audit:
  - College Financial Statements were issued December 2020
  - WBJC Financial Statements were issued December 2020
- Management Letter Comments - BCCC is currently drafting responses to the following areas:
  - Operational reviews consist with the Realignment
  - Pension Accounting adjustment (GASB68)
  - Classification of Negative Balances in Accounts Receivable
  - Allowance for Uncollectible Receivables
  - Approval of Timesheets
  - Cash Differences between College and WBJC reports (net to zero)

##### 3. CC-4 Audit

- Status of Audit:
  - The CC-4 is a limited purpose report designed to provide MHEC with information necessary to substantiate State aid payments for the year under examination.
  - CC-4 Financials Statement Issued

##### 4. Enrollment Audit

- Status of Audit:
  - In final review with Clifton Larson Allen LLP



## **5. Annual Financial Report (AFR) for WBJC**

- Status of Audit:
  - Submitted to oversight (Corporation for Public Broadcasting)

### **Bursar's Office:**

#### **1. Registration**

- Major Findings:
  - There have been issues with data conflicting when students should be billed in-state tuition and residency validation. The Bursar's office and IT developed a query in the Consolidated database and submitted the query to the Admissions Office for testing. The Admissions Office will be able to generate a report of students who have a potential of being billed out-of-state but have conflicting information. This will help Admissions verify the information when the students submit applications.
  - The online registration system (Panther Portal) is duplicating the Facility Capital Fee, and fees were not reversing when a student drops the Accelerated classes before the session starts. Adjustments are being posted manually until the coding can be modified to correct the duplication.
  - Student Activity Codes were not always updated accurately or timely, which impacts the purge listing each semester. The Bursar, Financial Aid and Registration offices have formed a working group to address the overall purge process at the institution.
- Major Accomplishments:
  - Working with Admissions to create reports to verify conflicting data from the student's application regarding in-state vs. out-of-state billing.
- Operational Process Improvements:
  - Implemented cross-functional student address verification to redistribute Cares Act checks that were returned

#### **2. Financial Aid**

- Operational Process Improvements:
  - The Bursar, Financial Aid and Registration offices have formed a working group to address the delays in dataflow that adversely impact student aid being posted.
  - The Bursar's Office has created validation reports comparing the Department of Education approved awards.
  - The Bursar, Financial Aid, IT and Registration offices are working with Regent to resolve systemic data inconsistencies.

### **Controller Office and General Accounting**

#### **1. Financial Operations**

- Operational Process Improvements:
  - Working through Accounts Payable processing changes that adversely impact the Bookstore operation and timely payments of invoices.
- Major Accomplishments:
  - The Bookstore staff is now cross trained on receiving book orders.



## **Accounts Payable**

### **1. Bookstore Invoices**

- Operational Challenges:
  - BCCC's Accounts Payable team is working with book vendors to clear credit holds and outstanding invoices.
- Operational Process Improvements:
  - The Bookstore employees have been cross trained to receive book orders. This new process will create more efficiency going forward.

### **2. Non-Bookstore Outstanding Invoices**

- Operational Process Improvements:
  - Accounts Payable is working with Procurement and various departments to resolve all invoices older than 60 days to clear the Accounts Payable balance
  - Accounts Payable continues to notify vendors and departments of the proper invoices submission process to ensure invoices are received and paid timely.

## **Budget Office**

### **1. State/Federal Reports Submitted:**

- DBM budget analyses and follow-up responses were submitted for FY20, FY21 and FY22

### **2. State/Federal Reporting Upcoming:**

- Fiscal Notes
  - The college will answer fiscal notes from DLS on fiscal and operational impacts.
- CFR Expenditures Report is forthcoming
  - The report will detail the Covid-19 related expenses for reimbursement by December 31<sup>st</sup>

### **3. Operational Process Improvement:**

- Drafting Monthly YTD report to each division
- Drafting Monthly projection to each division.
- Drafting New internal Budget development process.

## **Foundation Accounting**

### **1. New MOUs or Notice of Grant Awards Received:**

- No new MOUs were received for FY21

### **2. Internal Process Improvement:**

- Month End Close calendar has been drafted and is under review.
- Weekly meetings to address Process Improvement as a result of audit findings and operational deficits have been scheduled with cross functional departments.

## **Procurement**

### **1. Bookstore**

- Bookstore orders are being processed for Winter & Spring semesters.
- Continuous training for bookstore staff on procurement processes.
- Continuing to assist the Bookstore and Accounting on a streamlined process to address invoices.

### **2. Grants**

- Partnering with IT to assist in procuring services for the Business Continuity Grant.

### **3. Procurement and FMIS Process Improvement**

- Created procurement training aids to assist staff with State procurement procedures.



**4. Retroactive Contract Approvals requiring BPW approval**

- Procurement is compiling contractual documentation and support for various contracts that require BPW retroactive approval.

**5. Contract Awarded**

- Change order and contract extended for American Pest Control was awarded.
- WBJC Mass Mailing contract awarded to Zip Mailing, Inc.
- Bluefin services were procured to provide WBJC credit card processing.



## **Baltimore City Community College**

### **CABINET UPDATE**

**Board of Trustees, December 16, 2020**

*Mr. Stephan Byam, Chief Information Officer*

### **TECHNOLOGY**

#### ***Enterprise Resource Planning (ERP) Project***

The work for the Enterprise Resource Planning (ERP) Project implementation is officially underway, pursuant to the Board's vote to approve the Ellucian contract for Banner.

To date, the College has issued a Notice to Proceed (NTP) to Ellucian and the project team has already began working with Ellucian's project management team to develop a campus-wide kick-off agenda; infrastructure discovery; and reviewing of the Human Resource Management plans.

The Executive leadership is currently developing the schedule for the kick-off which will be a two-day event embedded in the College's Institutional Days, which are tentatively scheduled for the week of January 11, 2021. The kick-off will feature the President to underscore the significance of the project and to reinforce the executive leadership's commitment to, and support for, the project. Ellucian will also provide a project overview with the implementation timeline as well as a high-level demonstration of the Banner system. Following that, the teams will be divided by functional areas to review the implementation approach and preparation for implementation for the Finance, Human Resources, Student Records and Registration, accounts Receivables and Financial Aid modules. The second day of the kick-off, Ellucian will demonstrate additional ancillary systems: CRM Recruit, Elevate, Mobile, Analytics, and Degree Works.

To manage the execution of the implementation, the College will assign staff members to different working groups and process teams. The College has already established an Executive Steering Committee (that consists of members of the President's cabinet) and a Core Project Management team that were instrumental in the work leading up to the contract signing. The next phase of the project implementation will require an implementation team, that will consist of smaller, more focused groups. Some of these groups will include Data Standards, Compliance and Security, Reporting and Organizational Readiness.

The Implementation Team is targeting the General Ledger of the Finance module for the Fiscal Year 21-22 (FY22), which begins on July 1, 2021.

#### ***Operations***

##### **Multi-Factor Authentication (MFA) & Self-Service Password Reset:**

The College is continuing to increase adoption for the Multi-Factor Authentication (MFA) and Self-Service Password Reset and is still actively enrolling faculty and staff.

##### **Cyber Security Training:**

The College has signed a statement of work with the State's Department of Information Technology (DoIT) for their Cyber Security Awareness Training program and will begin providing the self-guided training within the coming weeks. The training consists of small, 8 to 10-minute modules on various topics related to cyber security awareness and are provided monthly. Information Technology Services is working with the Human Resources Department to make the training mandatory for all faculty and staff technology users.





## **Baltimore City Community College**

### **CABINET UPDATE**

**Board of Trustees, December 16, 2020**

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

### **FEATURED “NEW” GRANT**

#### **Agency: Maryland State Department of Education (MSDE)**

The MSDE grant is new COVID related funding to provide laptops computers, MS Office Software, virus protection, protective cases to those students in need. Items will become property of the students, similar to a book purchase.

- **MSDE Grant Program:** Student Electronic Learning Device Grant Child Care Careers Professional Development
- **Estimated Total Program Funding:** \$26,000-31,000
- **Maximum Grant Award:** Up to \$1,000 Per Student and the College’s Program Coordinator
- **Closing Date for Applications:** December 18, 2020

### **GRANT PERFORMANCE REPORTS**

Baltimore Children’s and Youth Fund (BCYF, also sole funder) - all deliverables are proceeding on time. All reports were submitted on time; \$20K out of \$220,000 remains to be spent. Next Quarterly Performance Report is due 02/15/21, Finance Report are submitted monthly by the 15th of each month.

Grads to Careers (G2C) – \$66K funded by Mayor’s Office of Employment Development (MOED) and Baltimore’s Promise - all deliverables on time and all reporting is one time. Interim Report was submitted on time, 08/30/20. The project provides CNA/Pharmacy Technician training to 12 participants and ends with the Final Performance and Financial Report will be due 08/30/21.

The Governor’s Emergency Education Relief (GEER) Fund, administered by MHEC is a federal grant for governors to support and assist local education agencies, higher education institutions, and other educational entities with emergency assistance due to COVID-19. BCCC was awarded \$754,357. The GEER funding will cover tuition, fees, and associated cost for approximately 265 participants in workforce training. Each participant will have access to Workforce training programs with job readiness and placement support. This first Quarterly Report was submitted on time, October 31, 2020 with all deliverables met.



## **Baltimore City Community College**

### **CABINET UPDATE**

#### **Board of Trustees, December 16, 2020**

*Ms. Dawn Kirstaetter, Vice President, Advancement and Strategic Partnerships*

### **MARKETING**

- Developed complete set of targeted text copy for Admissions to send to prospective students and coincide with the spring marketing campaign.
- Completed and mailed three Admissions postcards to Current, near completer, inquiries and admitted, not registered students; mailed at Thanksgiving.
- Developed a complete set (all target groups) of email advertising for Admissions.
- Developed a complete set of digital advertisements to be alternated every three weeks for current students, prospective students, near completers, veterans, and high school students, including digital advertising promoting *There's Still Time, Apply and Register*. All advertising began in November.
- Analyzed electronic and print billboard locations, pricing and recommended options.
- Revised the BCCC Brand Platform and communication pillars.
- Reviewed resumes for the posted Senior Director position. Six candidates have been identified.
- Wrote proposal to replace or remove main entrance sign.
- The marketing department will work toward major edits to the Future Students webpages in partnership with Admissions and Student Affairs.
- Met with videographer to begin discussions for Commencement production and potential spots ads.

### **WEBSITE**

The BCCC website is regularly updated and page restructuring has been done to improve the user experience.

The Apply webpage metrics have consistently been high since the digital campaign began. There has been a three-fold increase in page visits and, notably, after CAPTCHA was added to filter out spam applicants.

The marketing team is working on a plan to establish a more comprehensive approach to website analysis. The goal is to transform the pages within the 60-day period to better impact enrollment of prospective students. This will include a rebuild of pages within the CMS template builder and investigating other options for enhancing the site, such as developing transition photography into videos (biteable.com).



## SOCIAL MEDIA

### Facebook

Metric	November 2020	Difference
Published Posts	24	Down 45.5 %
Fans	5,756	Up 0.47 %
Net Page Likes	28	Up 31.30 %
Impressions	116,706	Up 12.5 %
Engagements	1,904	Down 22.2%
Post Click Links	514	Up 25.4 %

### Twitter

Metric	November 2020	Difference
Published Posts	12	Down 50 %
Followers	1,614	Up 0.4%
Engagement Rate	1.2%	Down 4.7 %
Impressions	6,969	Down 21.1 %
Engagements	86	Down 46.9%
Post Click Links	4	Down 40 %

### Instagram

Metric	November 2020	Difference
Published Posts/Stories	23	Down 52.3 %
Followers	1,171	Up 0.34%
Impressions	9,314	Down 25.3%
Profile Actions	54	Up 50%
Engagements	343	Up 13.4%
Engagement Rate/Impression	3.7%	Up 15.89%

### Summary of social media metrics for November:

- Facebook saw an improvement in Impressions, Post Click and video content shared.
- The Engagement Rate/impressions rate on Twitter is lower this month, which is attributed to sharing of lesser content on Twitter (as per the social media plan)
- The increase in Engagement on Instagram profile is attributed to the video content shared in the month of November by students & staff.



## **Baltimore City Community College**

### **CABINET UPDATE**

#### **Board of Trustees, December 16, 2020**

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

### **MSP STUDENTS ON TRACK TO GRADUATE**

Thirty-five (35) Cohort I students and five (5) Cohort II students are on track to graduate in spring 2021. Students must have a 2.0 GPA to graduate, so graduation will be dependent upon satisfactory academic progress. MSP provides funding for 150% of the program length equating to three-years for a degree-seeking student. This allows the student one year to complete developmental coursework, if needed, and two years to complete the requirements of an associate degree. Workforce certifications and academic certifications can be completed in less time. In general, most associate degree programs require sixty (60) credits to graduate. Exceptions include some of the health-related programs. Using sixty (60) credits as a measure, students who have accumulated thirty-six (36) credits may take twelve (12) credit hours per semester and earn sixty (60) credits by the end of the spring 2021 semester.

### **YOUTHWORKS**

YouthWorks, the summer youth employment program run by the Mayor's Office of Employment Development (MOED), has been an important partner for the Mayor's Scholars Program. The YouthWorks 2021 application will open on January 2, 2021 and close on March 9, 2021. Worksite supervisor winter meetings for the 2021 YouthWorks year are being held on January 7 and 8, 2021.

### **REPORTS**

The second and final of the required 2020 Enrollment and Mayor's Scholars Program Updates was submitted to the Joint Chairs of the Maryland General Assembly's budget committees.



## **Baltimore City Community College**

### **CABINET UPDATE**

**Board of Trustees, December 16, 2020**

*Mr. Kevin Large, Director of Government Relations*

### **NEW CITY OF BALTIMORE LEADERSHIP**

The 2020 general election resulted in a lot of change at City Hall. Brandon Scott was sworn in as Baltimore's 52<sup>nd</sup> mayor on December 8. The City Council was sworn in on December 10 and included new City Council President Nick Mosby. Council President Mosby was previously a delegate for the 40<sup>th</sup> district which includes BCCC's Liberty Campus. James Torrence is the new City Councilman for the 7<sup>th</sup> district which also includes BCCC's Liberty Campus. Throughout the fall, Dr. McCurdy has met with many of the city and state elected leaders that directly vote and have influence over the College's priorities.

### **2021 MARYLAND GENERAL ASSEMBLY LEGISLATIVE SESSION**

As shared in the November update to the Board, Senate President Ferguson and Speaker of the House Jones both announced operational plans for their respective chambers. Based on changing conditions, these plans have continued to be modified. The College is in regular discussion with our legislative champions to stay updated so that BCCC is prepared to fully participate in the legislative session and make a positive case for additional funding and the increased procurement threshold legislation. The Maryland General Assembly session begins on January 13<sup>th</sup>.

### **INCREASED PROCUREMENT THRESHOLD LEGISLATION**

During the 2021 Maryland General Assembly Legislative Session, BCCC will again bring forward legislation that seeks to increase the procurement threshold of the College from \$50,000 to \$300,000. This will be the third session that this legislation is introduced, and lessons have been learned each time for how to be successful. Increasing the threshold would allow for the College to procure needed goods and services more expeditiously to the benefit of the whole college community. This increased threshold would also bring BCCC more in line with peer institutions. This legislation and the strategy to have it pass has been discussed during meetings that Dr. McCurdy has convened with members of the Maryland General Assembly.



## **Baltimore City Community College**

### **REALIGNMENT UPDATE – TASK #1**

**Board of Trustees, December 16, 2020**

*Dr. Liesl Jones Vice President for Academic Affairs*

#### **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.”**

#### ***Strategic schedule and curriculum development***

The Deans have reviewed the education plans with the faculty and will be using the revised plans to build guided pathways. The pathways will be used by advisors and will help students better understand not just how to get through the program but what they can use the degree for or how the degree transfers to a 4-year institution. The data from the fall schedule on fill rates and course cancellations will be used to develop the fall 2021 schedule. By reviewing the data, courses can be more efficiently scheduled to better meet the needs of the students.

#### ***Program Development***

Three of the four faculty searches are filled. The faculty will begin in the spring semester and will start working on program development. With the resignations in EMS, a new team will be hired to build the program. The EMS program is another link with workforce and can further build the bridge for students between Workforce and Academic Affairs. The spring semester programs in occupational therapy and radiology technician will be developed and brought to the curriculum committee for approval. These two programs, like EMS, are vital to the community we serve.

#### ***Workforce***

Workforce and Academic Affairs continue to meet weekly with the Police Academy. Currently the team has reviewed most of the Police Academy curriculum and mapped it to courses in the Criminal Justice Program. Workforce and Academic Affairs continue to collaborate with cyberwarriors and with the funding from Dr. Holland’s cyber grant, both programs will have new equipment and a professional lab to train in. The Maryland State Department of Education (MSDE) just announced its second round of INNOVATE grants. Workforce and Academic Affairs will be working together to submit a proposal to receiving funding under the programs. The grant will center around current collaborations with cyber security and computer information technology.



## **Baltimore City Community College**

### **REALIGNMENT TASKS UPDATE**

**Board of Trustees, December 2020**

*Dr. Debra L. McCurdy, President*

#### **REALIGNMENT TASK #2**

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

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

#### **Workforce Development Program Development and Expansion**

The Workforce Development Department develops training programs that are designed to meet industry requirements while advancing student opportunities for employment and career advancement. The Workforce Development Department also works closely with the Career Services Office (Panther Center) to support graduates transitioning to employment.

- Recent high school graduates participating in the Grads2Careers program are completing their training programs in Certified Nursing Assistant (CNA) or Pharmacy Technician. In November, the Certified Nursing Assistant students have completed their theory course and will be moving to a virtual clinical experience. All students are currently receiving stipends, case management, success coaching and barrier removal and reduction from our partners at Bon Secours Community Works.
- In November, the Workforce Development team recruited and screened more than 150 students interested in one of the DHS/SNAP, WIOA, and/or GEER-funded training programs. As a result, 77 new students were enrolled in the program of their choice.
- A newly developed Workforce Orientation course streamlines student inquiries and screening for all workforce training programs. Potential students are screened for funding eligibility, student readiness and expectations when beginning a BCCC training program. This ensures grant funding and scholarship opportunities are made available to all eligible students.
- In November, the Workforce Development Department initiated development for customized contract training with Johns Hopkins Hospital for Certified Nursing Assistants (CNA) and Patient Care Technicians (PCT). Current employees interested in training and advancing into a career in medical services will complete a 3-month training program at BCCC with clinical experiences at JHMI.
- The Career Services team continues to work with hiring partners to place current students and graduates in employment. In November, this team expanded Clinical Site agreements with DaVita Dialysis Contracting. This company operates more than 20 labs in the Baltimore region and will support student clinicals for Certified Nursing Assistants and Patient Care Technicians.



## **Baltimore City Community College**

### **REALIGNMENT UPDATE – TASK #3**

**Board of Trustees, December 16, 2020**

*Dr. Liesl Jones Vice President for Academic Affairs*

#### **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.”**

#### ***Student Success pathways***

Academic Affairs has completed the review of the Educational plans. The plans are similar to Guided Pathways to help students know how to navigate their major. In the spring the different divisions will turn the education plans into guided pathways which will show students milestone classes that are linked to successful completion of the program. The pathways will show students what careers they can choose with the degree and how to transfer to a 4-year degree program. The pathways will help advisors working with students during registration.

#### ***Multiple/Alternative Measures/Remedial Education***

The use of multiple measures to place students in math and English classes is continuing in the spring semester. Multiple measures uses high school transcripts to review GPA, English courses, AP credits, dual enrolment credits and grades for the transition class. The math faculty have continued to review the prerequisites for the credit courses and have a proposal under review by the Dean and curriculum to drop additional developmental prerequisites. The Deans are continuing to discuss with their faculty using the two 8-week terms to link a developmental course with a credit course and have students register for both at the same time.

#### ***Transfer and Articulation***

The National Institute of Health held its National Community College day. Several faculty and students from BSTEM participated. The event allowed the students to interact with a number of 4-year institutions and research opportunities and programs.





## **Baltimore City Community College**

### **REALIGNMENT UPDATE – TASK #4**

**Board of Trustees, December 16, 2020**

*Dr. Liesl Jones Vice President for Academic Affairs*

#### **REALIGNMENT TASK #4**

**“Enter into memoranda of understanding in order to establish student pathways to success with the**

##### ***Dual Enrollment***

Based on the feedback from the fall dual enrollment activities several changes will be implemented for the spring semester. For the spring there will be faculty orientations that include staff from both Student Affairs and from Academic Affairs. The new orientation is under development. Orientation sessions for students are also being developed. One take away from the fall semester was the expectation of the students that their professor would be at the orientations. For the spring, the professors will join the student orientation to answer questions regarding their courses and introduce themselves. Additional changes for the spring include, but are not limited to, progress reports being sent by the faculty to the schools, similar to what is done for P-Tech, attendance will be taken by the BCCC faculty and sent daily to the Deans and to the high schools, and as students register for the course, they will be enrolled automatically into the Canvas tutoring shell for that course. Finally, attendance reports from Canvas courses will be pulled daily for the first week in order to report to the high schools regarding which students have logged into Canvas and who have not, so that issues with access to Canvas can be handled at the beginning of the semester.



## **Baltimore City Community College**

### **Realignment Tasks Update**

#### **Board of Trustees, December 16, 2020**

*Ms. Channa Williams, Interim Vice President for Finance & Administration*

*Dr. Rose Reinhart, Vice President for Student Affairs*

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

#### **REALIGNMENT TASK #5**

*Align the budget of BCCC with realistic enrollment projections.*

Under the College's Task to improve enrollment management, the Vice Presidents for Finance & Administration, Student Affairs and Institutional Effectiveness, Research and Planning have been focusing recent efforts on **Objective 2: Refine the Admissions, Financial Aid, Registration & Billing Processes to Eliminate Enrollment Barriers.**

Realignment Task #5 Objectives for 2020-2021:

Objective 1: Develop Institutional Enrollment Projections

**Objective 2: Refine the Admissions, Financial Aid, Registration & Billing Processes to Eliminate Enrollment Barriers**

Objective 3: Develop a Comprehensive Advising Model to Increase Retention & Completion

Objective 4: Re-establish an Institutional Budget Process that Aligns with Planning

Objective 5: Provide Data Resources & Conduct Analysis to Support Continuous Improvement

#### **APPLICATION – Student Affairs**

Student Affairs has begun to refine and revise the admission/application process identified in Objective 2. Prior to enrolling at BCCC, all students are required to complete an application to the College. Information gathered in the application is uploaded into the Student Information System and becomes the basis for the student's admission record.

The general student application had several barriers that made it difficult for a student to complete and submit it. As a result, students were frustrated with the application process and the Admissions Office had a number of incomplete or incorrect applications. This made it difficult for the staff to contact the potential student which then hindered getting the student registered in a timely manner.

Student Affairs, Academic Affairs, Information Technology, and Institutional Effectiveness and Research came together in Fall 2020 to review the application and the data elements that were necessary to create a student's admission record. As barriers or unclear instructions were encountered, the key personnel from the 4 areas would research best practices for capturing the data, identify the appropriate options in the drop-down menus or revise the wording of the questions. Some of the identified barriers or unclear instructions included:

- Cumbersome Maryland Residency documentation
- Unclear special program opportunities
- Academic programs no longer in the Catalog
- Necessary data not identified as required
- Unnecessary data identified as required
- Difficult application submission



The application for traditional applicants was updated and uploaded to the website at the end of November 2020. Applicants who are applying for admission beginning Winter 2021 and forward are now using the new application. The Admissions staff find that applications are more complete, and students are having less difficulty submitting the information.

With the success of the general application revision, the same 4 areas (Student Affairs, Academic Affairs, Information Technology and Institutional Effectiveness and Research) will use a similar process to revise the dual enrollment application. High School students who wish to take college classes with BCCC prior to high school graduation do not need to submit as much data as a traditional student. However, the dual enrollment application needs to include the information that is currently captured in the participation document. The goal is to have this application ready for new dual enrollment students who wish to start at BCCC in Spring 2021.

A third application type will be developed for those students coming through the Workforce and Continuing Education area. Those students currently complete a paper application which then needs to be keyed into the Student Information System. By moving these applications online, it will not only create more efficiency in the Workforce and Continuing Education area but will capture the appropriate data necessary to create these student's admissions record. This application will be ready for new students who wish to start in Summer 2021.

#### **DATA CODING – Institutional Effectiveness, Research & Planning**

The refining of the application process is an example of how a data entry point can impact the College's reporting. Historically, external entities, including State agencies and the Middle State Commission on Higher Education, have noted concerns regarding the inconsistency and inaccuracy of BCCC's data reporting. Internal assessments by the Vice President of Institutional Effectiveness, Research & Planning, Vice President for Student Affairs and Interim Vice President for Finance & Administration prioritize concerns from external organizations and the respective staffs. The Cabinet members are working with the staff to further identify the origins of reporting issues and developing systematic strategies to resolve.

In an effort to ensure data integrity, the Director of Institutional Research is collaborating with the Registrar and the Director for Financial Aid to redefine the College's data coding process starting with major codes. This core team is collaborating with key staff from Information Technology, Bursar's Office and Advising/Student Success Center to outline the current major coding process, redefine and test the refined process, and establish new interdependent timelines. A key driver in fixing this process involves the Associate Dean of Nursing and academic Program Coordinators in the School of Nursing & Health Professions who are actively meeting with the core team to provide feedback during process development.

The products of resolving the major coding issues include but are not limited to:

- More timely distribution of Financial Aid;
- Reduced student advising complaints/calls regarding delays in changing their major;
- Streamline related components of the billing process; and
- Accurate internal and external reporting regarding course/program enrollment, retention and completion.

Additional training for the affected areas will be provided during the College's Institutional Days in January 2021, allowing for a broader group in supporting roles to understand and support the implementation of the revised major coding process.

#### **PURGE/BILLING PROCESS – Finance & Administration**

The College is in the process of reviewing past and current student purge processes. It was discovered that purge parameters were inconsistent across years. The administration has created a workgroup, composed of



representation from the Bursar's Office, Financial Aid, Registrar, Institutional Research and IT, to review and resolve the challenges associated with the Purge process.

The modifications in the application and the data coding processes, as noted above, directly impact the accuracy in student billing and accounting. As the workgroups identify and outline major coding issues and streamline application and coding processes, the data integrity increases in the student accounting system. The codes placed on student accounts through the application and financial aid processes directly impact how student accounts are updated in the Bursar's student accounting system. These codes dictate which students have waivers, how financial aid and scholarships are applied, critical billing updates, and residency requirements, etc.

As the data integrity increases, the Bursar's office and student accounting will have a more accurately defined purge list. Student payments will be properly classified, which will ultimately have a positive impact on Student collections and non-payments. The College will also become more aligned with regulatory compliance and have more accurate audit submissions.



## **Baltimore City Community College**

### **REALIGNMENT UPDATE – TASK #6**

**State of Maryland, December 16, 2020**

*Ms. Channa Williams, Interim Vice President, Finance and Administration*

### **REALIGNMENT TASK #6**

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

The College continues to take a comprehensive review of all positions including faculty and staff. BCCC is still in Phase 2 of this Realignment Task to review and determine position need. In this phase, the College is looking at the level of staff spread across many divisions to determine if positions can be consolidated, eliminated, or outsourced. This work continues to be in line with the Schafer Center Report which recommended that the College implement a transformational leadership model throughout the institution to focus the administration, faculty and staff on providing a quality education linked to the needs of the students.

With data integrity and accuracy at the forefront, the review of employees has been a significant priority. As a result, we have modified our categorical employee classifications to reflect accurately by isolating the contractual conversion employees based on our Board approved policy and procedures. Prior year reports included adjuncts, grant funded employees, employees working less than 30 hours, tutors, and secondary employment. These classifications should not have been included as they are ineligible for contractual conversion.

In Fiscal Year 2020, the college continued to review both staff positions and contractual positions to determine conversion options. Per this review, there were no Fiscal Year 2020 contractual conversions to PIN employees.

BCCC's Contractual Conversion policy is voluntary for contractual employees. A limited number of employees are chosen based on tenure and have the option to be converted to a PIN. Several employees have declined conversion for various reasons including retirement or financial concerns.



## **Baltimore City Community College**

### **Realignment Tasks Update**

#### **Board of Trustees, December 16, 2020**

*Ms. Dawn Kirstaetter, Vice President for Advancement & Strategic Partnerships*

#### **REALIGNMENT TASK #7**

***“Establish strong relationships with key stakeholders.”***

The College’s relationship with the Mayor’s Office and City government continues to grow. President McCurdy is serving on the newly elected Mayor’s Transition Team as a member of the Education & Youth Recreation Committee. As a part of the College’s community engagement strategy, a partnership with the Mayor’s Office of Homeless Services was established to collect socks for homeless men and women during the holiday season.

Free COVID-testing in the South Pavilion through a partnership with CVS-Health has been extended through the end of January 2021. A determination about expansion health services, including immunizations, is under review by CVS leadership.

The College is exploring co-branding opportunities with Coppin State University and the University of Baltimore to promote transfer opportunities and increase enrollment.

Preliminary conversations about potential collaborations are underway with CareFirst and Exelon.



## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, December 16, 2020**

*Ms. Dawn Kirstaetter, Vice President for Advancement & Strategic Partnerships*

#### **REALIGNMENT TASK #8**

*Develop and market a brand.*

BCCC continues to make progress with brand repositioning and improving the College's reputation through a variety of efforts to influence brand perception positively including infrastructure improvements, new creative approaches for publications, signage and recruitment materials; website engagement and user experience improvements; and social media efforts tied to dynamic content and increasing engagement.

#### ***Continued Infrastructure Enhancements***

Interviews for a new fulltime senior graphic designer are underway. This position will replace a contractual slot and will work with the marketing team to bring forth a new vision for creative options that cement our creative approach, website redesign, social site visuals and, most importantly, the brand platform, communication pillars, and various components tied to how the College brand is shared with internal and external constituents.

Starting with a comprehensive review of creative approach, an audit was conducted of all print and electronic publications, signs, and creative efforts used in marketing the college to increase enrollment. Efforts were implemented to develop a full range of advertising plans to launch a winter and spring campaign that included a comprehensive view to telling and selling the story of BCCC to current and prospective students, including additional publication updates to the BCCC viewbook, At-a-Glance flyer, academic brochures, and Workforce Development flyers. Additional electronic advertisements were developed for Admissions to use for high-quality emails to current and prospective students.

Other spring advertising campaign efforts include BCCC brand promotion via radio, targeted digital advertising, print and electronic billboards in malls and around the City, buses, and the downtown metro cube. Creative design to support community engagement efforts were created to promote free COVID testing, Giving Tuesday, and a holiday campaign to support homeless citizens.

#### ***Social Media***

In the area of social media, best practices for Facebook, Instagram and Twitter were implemented, including a comprehensive review of the posts being placed and how to best introduce content from multiple departments that introduce, share, and reinforce the BCCC story. Ninety-day content calendars are being developed and will include recruitment efforts, student stories, academic success stories, community involvement, video, campus photography, and more. This will help to strengthen the planning and review processes.

Additionally, a long-range plan of website projects was initiated to provide substantial edits and redesign to the existing website with the goal of improving the visitor experience while initiating ways to improve marketing the College on all pages.

The marketing team continues to work closely with the Student Affairs team to standardize processes to increase outreach to prospective students. Plans underway include purchasing mail lists, designing



modified versions of the viewbook and determining more effective ways to target high school counselors, students and parent.

***Digital Engagement***

The efforts outlined have resulted in moving the BCCC needle on brand development and engagement efforts by increasing both exposure and prospective student engagement. To-date, because of the Spring marketing campaign that commenced in early November, total website visits increased over November 2019, by 39.31%, with the Apply web page showing a 232.46% increase and the Register page showing an increase of 159.03%. Graphs are shown below. Further, social media engagement shows an increase across the board for all social sites.

The largest component of the November campaign is digital advertising. Both the segmentation of digital advertising to students and a redesign have been successful based on increased website and digital engagement. Digital advertising engagement numbers will soon be available.

***PR/ Media: Community Engagement***

To support the realignment goal of creating increased general public awareness through positive media exposure, regular news releases and advisories are sent out to local media. The majority of BCCC news media from November promoted the College’s participation as a voting site.

<b>Media Outlet</b>	<b>Published Date</b>	<b>Headline (active article links)</b>	<b>Media Type</b>
Capitol Communicator	Nov. 23	<a href="#">Voting for PRSA Maryland 2021 Board Under Way; Results Announced at Dec. 10 Best in Maryland (BIM) Awards Gala</a>	Web
Baltimore Magazine	Nov. 20	<a href="#">GET OUT THE VOTE!</a>	Print
Baltimore Magazine	Nov. 18	<a href="#">Coping with the Holiday Blues</a>	Web
BALTIMORE BUSINESS JOURNAL	Nov. 14	<a href="#">COLLEGES AND UNIVERSITIES</a>	Print
Baltimore Times	Nov. 9	<a href="#">Local chef holds first-ever 'All Walks of Faith' community summit</a>	Web
Baltimore Times	Nov. 9	<a href="#">Courtesy Photo November 6, 2020</a>	Web
Baltimore Sun	Nov. 5	<a href="#">More than 2.2 million Marylanders have voted in advance, with long lines anticipated for Election Day</a>	Web
Southern Maryland Online	Nov. 5	<a href="#">Baltimore votes, picking a mayor</a>	Web
CBS Baltimore	Nov. 5	<a href="#">‘You Can’t Sit It Out’: Baltimore’s Mayoral Candidates Make Final Appeal To Voters Ahead of Election Day</a>	Web





Media Outlet	Published Date	Headline (active article links)	Media Type
Baltimore Sun	Nov. 3	<a href="#">2.2M Marylanders have cast their votes</a>	Print
FOX 45 News	Nov. 2	<a href="#">Baltimore Republican Mayoral Candidate Alleges Voting Irregularities</a>	Web
Washington Afro-American	Nov. 2	<a href="#">Tradition and Mistrust Drive Baltimore's In-Person Early Voters</a>	Web
Washington Afro-American	Nov. 2	<a href="#">Baltimore Votes!</a>	Web

### Media Appearance

- Dr. McCurdy was interviewed on the one-hour long radio program “*Midday on Higher Education*,” on WYPR-FM, on November 16. The taped interview is accessible at this link: [Dr. McCurdy “Midday on Higher Education” Interview](#)



## **Baltimore City Community College**

### **REALIGNMENT TASKS UPDATE**

**December 16, 2020**

*Mr. Stephan Byam, Chief Information Officer*

#### **REALIGNMENT TASK #9**

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

#### **Enterprise Resource Planning (ERP):**

Background: The College needs to replace its legacy business and student systems with a modern, integrated Enterprise Resource Planning (ERP) system. The College previously published two Request for Proposals (RFPs) for an ERP system through the State of Maryland's eMaryland Marketplace. Unfortunately, neither RFP processes yielded a product selection or an executed contract.

Current State: The ERP Project has continued to maintain a "Green" status from Maryland's Department of IT (DoIT).

The work for the Enterprise Resource Planning (ERP) Project implementation is officially underway, pursuant to the Baltimore City Community College's Board of Trustees vote to approve the Ellucian contract for Banner.

To date, the College has issued a Notice to Proceed (NTP) to Ellucian and the project team has already began working with Ellucian's project management team to develop a campus-wide kick-off agenda; infrastructure discovery; and reviewing of the Human Resource Management plans.

Additionally, as per the communication strategy, the ERP team has sent several communications to stakeholders of the project. These communications targeted students, faculty, staff, peer institutions and vendors informing them of the latest development and the project's impact on them.

The Executive leadership is currently developing the schedule for the kick-off which will be a two-day event embedded in the College's Institutional Days, which are tentatively scheduled for the week of January 11, 2021. The kick-off will feature the President to underscore the significance of the project and to reinforce the executive leadership's commitment to, and support for, the project. Ellucian will also provide a project overview with the implementation timeline as well as a high-level demonstration of the Banner system. Following that, the teams will be divided by functional areas to review the implementation approach and preparation for implementation for the Finance, Human Resources, Student Records and Registration, accounts Receivables and Financial Aid modules. The second day of the kick-off, Ellucian will demonstrate additional ancillary systems: CRM Recruit, Elevate, Mobile, Analytics, and Degree Works.

To manage the execution of the implementation, the College will assign staff members to different working groups and process teams. The College has already established an Executive Steering Committee (that consists of members of the President's cabinet) and a Core Project Management team that were instrumental in the work leading up to the contract signing. The next phase of the project implementation will require an implementation team, that will consist of smaller, more focused groups. Some of these groups will include Data Standards, Compliance and Security, Reporting and Organizational Readiness.

The Implementation Team is targeting the General Ledger of the Finance module for the Fiscal Year 21-22 (FY22), which begins on July 1, 2021.



**Baltimore City Community College**  
**Realignment Tasks Update**  
**Board of Trustees, December 16, 2020**

**REALIGNMENT TASK #10**

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

The property that currently houses the Bard Building and the adjacent lot on which the Holocaust Memorial is located are currently the topic of discussion involving BCCC, the stewards of the Holocaust Memorial, the Attorney General's office, the Department of General Services (DGS), and representatives of a private consulting firm (CBRE). BCCC cancelled the RFP and the College is not going forward with the redevelopment of the property with the Cordish Companies. BCCC engaged CBRE several months ago to assist with an RFP to clear the site and receive revenue from surface parking until the property can be further developed. The College will be sending out an Expression of Interest request to interested parties to learn what they envision for how the property could be utilized.

**Estimated timeline for activity to occur**

- I. REOI (Request for Expressions of Interest)
  - A. Issue REOI December 2020
  - B. Preproposal Conference January 2021
  - C. Proposals due February 2021
  - D. Proposals evaluated and firms selected April 2021



## **Baltimore City Community College**

### **REALIGNMENT UPDATE – TASK #11**

#### **Board of Trustees, December 16, 2020**

*Mr. Kevin Large, Director of Government Relations*

#### **REALIGNMENT TASK #11**

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

#### ***Procurement Threshold Legislation***

During the 2021 Maryland General Assembly Legislative Session, BCCC will again bring forward legislation that seeks to increase the procurement threshold of the College from \$50,000 to \$300,000. Increasing the threshold would allow for the College to procure needed goods and services more expeditiously to the benefit of the whole college community. This increased threshold would also bring BCCC more in line with peer institutions. This legislation and the strategy to have it pass has been discussed during meetings that Dr. McCurdy has convened with members of the Maryland General Assembly.



## **Baltimore City Community College**

### **REALIGNMENT TASKS UPDATE**

**Board of Trustees, December 16, 2020**

*Dr. Debra L. McCurdy, President*

#### **REALIGNMENT TASK #12**

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

*President McCurdy & Cabinet*

President McCurdy and the Cabinet have initiated pre-planning efforts to expand the 2018-2022 Strategic Plan. Comprehensive planning activities will occur during the 2021 spring semester and engage members of the College community to develop cascading strategies and viable targets to support the revised goals and objectives.

Pre-planning consists of the review of the College's most recent planning documents including but not limited to the:

- Facilities Master Plan (2019-2029);
- Academic Master Plan (2014-2017);
- Strategic Enrollment Management & Retention Plan (2013-2018);
- Information Technology Plan (2014-2019);
- 2018 BCCC Realignment Report;
- 2019 BCCC Realignment Report;
- 2020 BCCC Realignment Report;
- 2019 BCCC Enrollment & Mayor's Scholars Program Report; and
- 2020 BCCC Enrollment & Mayor's Scholars Program Report.

Discussions to bring in external support to facilitate institutional engagement have started. The engagement will produce a comprehensive working plan for the College to use as a guide for achieving its vision and mission.

A planning schedule will make the Strategic Plan a living document, outlining institutional dates for faculty and staff to assess and make improvements. Planning will also align with the College's budget process.

#### **2018-2022 Strategic Plan Framework:**

**Goal 1: Student success** – Provide equitable access to a learning environment that supports a diverse population of learners and promotes student goal attainment.

- 1.1 – Align, support and deliver courses, programs, and services to ensure progression, transferability and employability.
- 1.2 – Utilize contemporary educational methods to improve and advance students' academic and workforce preparation and goals.
- 1.3 – Enhance the student experience by increasing awareness of and engagement with College activities and support services.
- 1.4 – Increase persistence and goal attainment across all student populations.

**Goal 2: Community engagement** – Implement a comprehensive approach to engage current and future students, alumni, and the community.

- 2.1 – Reposition the College's brand to increase awareness of programs and services and highlight targeted initiatives.
- 2.2 – Grow partnerships with business and industry, government agencies, community members,



educational institutions, and all potential partners in serving our students and community.  
2.3 – Strengthen partnerships to promote and increase access to student learning and transfer opportunities, collaborative planning, and resource sharing.

**Goal 3: Institutional framework** – Optimize resources to effectively and efficiently support existing and emerging initiatives.

3.1 – Ensure facilities, technology, staffing and instructional resources support a quality learning and working environment.

3.2 – Promote an environment of professionalism and civility.

3.3 – Invest resources to attract, grow and retain a highly-qualified and diverse faculty and staff.

3.4 – Develop and implement a plan to ensure faculty and staff knowledge retention and fluid transition during times of employee turnover.

3.5 – Improve the College's financial sustainability.

*Plan Framework was approved by the BCCC Board of Trustees on April 18, 2018.*



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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

TAB 11 | Active Search Listing

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	<b>Div</b>	<b>PIN #</b>	<b>Position</b>	<b>Oversight</b>	<b>Date posted</b>	<b>Status 11/13/20</b>	<b>Status 12/8/20</b>
1	AA	66711	Coordinator of E-Learning	Dr. Liesl Jones	8/21/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
2	AA	66771	Dean of Natural, Social Sciences, Arts, Business, Technology	Dr. Liesl Jones	7/21/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
3	AA	67006	Assistant Vice President of Academic Affairs	Dr. Liesl Jones	7/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
4	AA	66845	Assistant Professor and Clinical Coordinator for Paramedicine	Dr. Liesl Jones	10/20/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
5	AA	66789	Assistant Professor of Nursing- Mental Health	Dr. Liesl Jones	11/10/2020	Search is Open	Resumes forwarded to Vice President
6	AA	66682	Assistant Professor of Nursing- Adult Medical/Surgical	Dr. Liesl Jones	11/10/2020	Search is Open	Resumes forwarded to Vice President
7	AA	TBD	Assistant Professor of Paramedicine	Dr. Liesl Jones	12/8/2020	N/A	Search is Open
8	AA	TBD	Director of Assessment	Dr. Liesl Jones	12/8/2020	N/A	Search is Open
9	SA	66948	Director of Testing & Accommodative Services	Dr. Rose Reinhart	5/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
10	SA	66908	Director of Student Life & Engagement	Dr. Rose Reinhart	9/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
11	ASP	TBD	WBJC General Manager	Dawn KIRSTAETTER	7/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President



12	<b>ASP</b>	<b>66666</b>	Graphic Designer	Michael Berends	10/30/2020	Resumes forwarded to Oversight	Resumes forwarded to Oversight
13	<b>WDCE</b>	<b>66631</b>	Director of English Language Services	Michael Thomas	10/28/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
14	<b>WDCE</b>	<b>R74213</b>	Refugee Services Program Manager	Michael Thomas	10/28/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
15	<b>WDCE</b>	<b>73965</b>	Director of Business Development Services	Michael Thomas	11/12/2020	Search is Open	Resumes forwarded to Vice President
16	<b>A&amp;F</b>	<b>73966</b>	Director of Procurement	Channa Williams	5/2/2019	Resumes forwarded to AVP	Resumes forwarded to AVP
17	<b>A&amp;F</b>	<b>TBD</b>	Bookstore Manager	Sylvia Rochester	5/27/2020	Resumes forwarded to Oversight	Resumes forwarded to Oversight
18	<b>A&amp;F</b>	<b>86279</b>	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
19	<b>A&amp;F</b>	<b>TBD</b>	Assistant Director of Human Resources	Robert Roop	11/4/2020	Resumes forwarded to Oversight	Interviews underway
20	<b>A&amp;F</b>	<b>86277</b>	Police Supervisor	Michael Thomas	11/9/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
21	<b>A&amp;F</b>	<b>66984</b>	Lead Payroll Specialist	Robert Roop/Channa Williams	11/23/2020	N/A	Interviews underway