BALTIMORE CITY
COMMUNITY COLLEGE

Baltimore City Community College

Dr. Debra L. McCurdy
President

Board of Trustees
Open Session

Mr. Kurt L. Schmoke
Chair

WEDNESDAY | FEBRUARY 17, 2021

BALTIMORE CITY COMMUNITY COLLEGE

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session

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

BALTIMORE CITY COMMUNITY COLLEGE

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BALTIMORE CITY COMMUNITY COLLEGE

TAB 1 | Approval of the February 17, 2021 Agenda

BALTIMORE CITY COMMUNITY COLLEGE

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Agenda | February 17, 2021 (Virtual Zoom Meeting)

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

I. **Call to Order**	Mr. Kurt L. Schmoke, *Chair*
Adoption of Agenda (Vote) a. Approval of the February 17, 2021 Agenda (Tab 1)	Mr. Kurt L. Schmoke, *Chair*
II. **Board Actions / Consent Agenda (Vote)** a. Approval of the December 16, 2020 Minutes (Tab 2) b. Student Government Association Report (Tab 3) c. Faculty Senate Report (Tab 5)	Mr. Kurt L. Schmoke, *Chair*
III. **Items Removed from the Agenda (Tab 6)** a. AFSCME Local #1870 at BCCC Report (Tab 4)	Mr. Kurt L. Schmoke, *Chair*
IV. **New Business (Tab 7)** ▪ None	Mr. Kurt L. Schmoke, *Chair*
V. **College Policies (Tab 8)** ▪ None	Mr. Kurt L. Schmoke, *Chair*
VI. **Presentations (Tab 9)** ▪ Enterprise Resource Planning (ERP) Update	Mr. Kurt L. Schmoke, *Chair* Dr. Debra McCurdy, *President* Mr. Stephan Byam, *Chief Information Officer*
VII. **President's Report (Tab 10)**	
VIII. **Active Search Listing (Tab 11)**	Mr. Kurt L. Schmoke, *Chair*
IX. **Motion for Adjournment**	Mr. Kurt L. Schmoke, *Chair*

BALTIMORE CITY COMMUNITY COLLEGE

BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

BOARD ACTIONS / CONSENT AGENDA

TAB 2 | Approval of the December 16, 2021 Minutes

TAB 3 | Student Government Association

TAB 4 | AFSCME Local #1870 at BCCC

TAB 5 | Faculty Senate Report

BALTIMORE CITY COMMUNITY COLLEGE

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 2 | Approval of the December 16, 2020 Minutes

BALTIMORE CITY COMMUNITY COLLEGE

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

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

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, LPD., Ms. Lelia F. Parker, Esq., Mr. Oluwafemi S. Toriola, Student Member

Board Member Absent: None

CALL TO ORDER

Chairman Schmoke called the Open Session Board Meeting to order at 4:02 p.m.

ADOPTION OF THE AGENDA

A. Adoption of the December 16, 2020 Agenda

ACTION: Chairman Schmoke requested a motion to adopt the December 16, 2020 Meeting Agenda. Trustee J.C. Weiss motioned for the adoption of the December 16, 2020 Agenda and Trustee Leonor Tannhauser Blum 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 November 18, 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 Jason Perkins-Cohen motioned for approval of the Board Actions / Consent Agenda, and it was seconded by Trustee Weiss. The Board unanimously approved the motion.

Items Removed from the Agenda

A. AFSCME Local #1870 at BCCC Report

NEW BUSINESS

None.

COLLEGE POLICIES

A. Secondary Employment Policy and Procedures

Ms. Maria Rodriguez, General Counsel, stated the intent of the Policy would clarify that secondary employment was possible, but approval must be acquired from the person's direct supervisor, the appropriate cabinet member, and the President. The procedures outline the process. A primary goal is to determine if an employee is devoting a significant amount of time to another employment opportunity that impacts their position responsibilities at the College. A definition of secondary employment is provided in the policy. Ms. Rodriguez noted that payment for a one-time lecture is not considered secondary employment. Dr. McCurdy shared that the intent of the policy is similar to such at other institutions. Dr. McCurdy also stated that she had spoken with the faculty about this policy to share that the administration is not interested in any requirement for reporting periodic external engagements, rather reporting if someone has other employment impacting their work at BCCC.

ACTION: Chairman Schmoke requested a motion to approve the Secondary Employment Policy. Trustee Rachel Pfeifer motioned for the approval of the Secondary Employment Policy and Trustee Perkins-Cohen seconded the motion. The Board unanimously approved the motion.

PRESENTATIONS

A. Enterprise Resource Planning (ERP) System

Mr. Stephan Byam, CIO, provided an update on the Enterprise Resource Planning (ERP) System. Mr. Byam stated that the official contract between Ellucian and BCCC commenced on December 1, 2020. The Project Team will introduce the College Community to Banner in the form of a 2-day comprehensive webinar-styled kick-off. Dr. McCurdy will participate in the kick-off and reiterated the importance of the project as well as the support that the executive leadership will provide for the implementation. Faculty and staff will also have an opportunity to receive a demonstration of the new system.

The project will be managed at the executive level and its execution delivered through a series of functional groups including the Steering Committee, Project Management Team, and Implementation Team.

Mr. Byam stressed that the ERP is not an IT project, but rather a Business project that IT is assisting with. This is based on the College processes and how to make the College more efficient. Each area is accountable for the parts that touch their work.

B. College Enrollment Report

Ms. Becky Burrell, Vice President of Institutional Effectiveness and Planning, began the presentation and shared historical enrollment as well as enrollment projections made by the College and the Maryland Higher Education Commission (MHEC). In order to meet the enrollment projections of the College, Ms. Burrell noted that strategic relationships with BCCC's partners have had a positive impact on enrollment. In addition, the College is looking at labor market and unemployment data. BCCC will align the needs of regional in demand industries with the College curriculum through the facilitation of a process entitled "Developing a Curriculum" (DACUM). The data showed a major increase in unemployment in Baltimore City between the months of March and April that directly correlated to COVID-19. The College is evaluating the programs that are being offered to ensure that they are meeting the needs of students and the business community.

Dr. Reinhart, Vice President for Student Affairs, shared that she has been working with her area and other members of the executive team to determine where barriers exist for students. One of the areas identified was the lack of clarity on the admissions application and instructions. The review of the application included making the academic program options clearer and streamlining the Maryland residency section. Previously, a significant amount of documentation was required to verify whether a student was a Maryland resident. The process now only includes what is required which results in less documentation. This has allowed for a more efficient application process.

The next step for the team assigned will be to streamline the Dual Enrollment Application and then the Workforce Application.

The Student Affairs area has also reviewed the process and timing for distributing financial aid. The review showed that some students had not registered because of the cost of attendance. By asking on their application if a student intends to be a full-time or part-time student, BCCC can provide information about aid so that prospective students can determine the financial need.

Dr. Reinhart shared that the College adjusted the academic calendar to allow students more options to register in a timely manner. The adjustment allowed for earlier registration, which resulted in the daily distribution of course fill rate reports to Academic Affairs to identify the need for additional sections. Through these changes, the College has seen much greater efficiencies. The new ERP system will provide additional enrollment efficiencies.

Dr. Reinhart discussed Dual Enrollment and noted that the College has continued conversations with City Schools, Charter Schools, Private Schools, and Home School Associations. Another area of enrollment growth is the One Step Away Program. The Program is for students who are in good standing with the College and who have a minimum of 45 credits completed with BCCC. The College is doing outreach to these students with incentives and rationales to complete their degree.

Trustee Pfeifer said that she was interested in participating in the College's DACUM process and shared that City Schools had just gone through a similar review.

Trustee Perkins-Cohen noted that the City's Workforce program has an interest in aligning its resources with the College's programs. Additionally, Trustee Perkins-Cohen asked about data to show whether BCCC graduates are staying local for their jobs and/or the counties where graduates pursue employment. Ms. Burrell shared that the College recently submitted a grant for strengthening institutions that would provide access to a system with demographic employment data (labor market analytics). The system would allow BCCC to look at any industry and track BCCC graduates (the student to employment journey).

Chairman Schmoke mentioned the Bob Parsons Scholarship at the University of Baltimore available for transfer students. The Parsons scholarship is designed to get students to complete their AA degree. Dr. Reinhart said that she was aware of the Scholarship and BCCC Student Affairs is evaluating how to better partner so that more BCCC students would be able to take advantage of the opportunity.

Chairman Schmoke asked about the MHEC enrollment projections. Ms. Burrell noted that MHEC had its own internal projection formula. The College has contacted MHEC to get a better understanding of their formula. While MHEC has very high enrollment projects, the Maryland Department of Budget and Management (DBM) has told the College to be more realistic and they are aware that the higher projections are coming from MHEC.

During the legislative session, Dr. McCurdy will likely be asked to provide information about how the College arrived at the internal enrollment projections. Other peer institutions also have high enrollment projections from MHEC and the explanations remain confusing. Chairman Schmoke said that there are several legislators who are friends of BCCC and may be able to assist in explaining the College's projections to the State.

Trustee Pfeifer acknowledged the shifts in enrollment strategies that have occurred within Student Affairs.

Trustee Blum noted the growing Latino population in Baltimore and that most live in East Baltimore. Trustee Blum suggested that something should be done with the transportation system to make it easier to go to BCCC. Trustee Blum shared that right now, many are looking at CCBC because it is closer and more easily accessible even though it is more expensive for them to attend. Dr. McCurdy discussed that a possibility would be to provide programs within those communities to attract more students to BCCC.

Chairman Schmoke asked if Mayor Scott had communicated his commitment to the Mayor's Scholars Program (MSP). Dr. McCurdy shared that MSP is in its third and final cohort of the initial commitment and that discussions are ongoing with the Mayor's office to determine next steps.

PRESIDENT'S REPORT

Dr. McCurdy provided updates from the President's Report. The College is continuing the plans for the return to campus and has taken a slow and deliberate process. For each of the seven strategies (Communications, Campus & Site Occupancy, Health & Safety, Classroom Instruction, Student Support Services, Technology, Finance & Operations) a cabinet member is lead or co-lead. The College is continually evaluating COVID information and depending on conditions in February and March, there may be some face-to-face course offerings available.

Dr. McCurdy shared that the College disbursed another round of CARES Act funding to eligible students on December 4. This round of disbursement went to 1,131 eligible students for a total of $252,685. The remaining student portion of the CARES funds will be distributed to eligible students in the spring 2021 semester.

Dr. McCurdy also spoke about the sponsored internet program that the College is providing to students and faculty/staff that need connectivity. As of December 10, 462 students have applied for and received a code to access Comcast Internet Essentials. Communications will be sent to faculty/staff who may be able to benefit from this service.

Dr. McCurdy shared that the College 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 a realigned Plan.

Dr. McCurdy updated the Board on recent dialogue with the Maryland Department of General Services (DGS) regarding the College's request to use any unencumbered funds from the Loop Road project for necessary

system improvements including accessibility improvements, demolition of Harper Hall, security improvements to include site cameras, and a new security kiosk. Conversations and a review of the project funds are ongoing.

Chairman Schmoke asked about conversations with the faculty and if there was an agreement to move the calendar. Dr. McCurdy shared that there was a question if the College would consider moving the opening of the spring semester from January 13 to a week later; it was determined to maintain the schedule which allowed some flexibility if conditions changed drastically. The College's 3-week mini-mester starts on December 21.

MOTION FOR ADJOURNMENT

ACTION: Chairman Schmoke requested a motion, under the State's Open Meeting Law to adjourn the December 16, 2020 Open Session Meeting at 5:18 p.m., and to reconvene for the Closed Session. Trustee Weiss motioned for the adjournment of the December 16, 2020, Open Session Meeting and Trustee John Brothers seconded the motion. The vote was unanimous.

NEXT MEETING: January 20, 2021

Attendance:

- Dr. Debra L. McCurdy, President
- Ms. Maria Rodriguez, Esq., General Counsel
- Dr. Rose Reinhart, Vice President of Student Affairs
- Mr. Michael Thomas, Vice President of Workforce Development
- Ms. Dawn Kirstaetter, Vice President of Advancement and Strategic Partnerships
- Dr. Liesl Jones, Vice President of Academic Affairs
- Mr. Stephan Byam, Chief Information Officer
- Ms. Channa Williams, Interim Vice President for Finance and Administration
- Ms. Becky Burrell, Vice President 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:

Dr. Pamela Ambush Burris, Edward Ennels, Eileen Hawkins, Michael Berends, Patricia Mikos, Sylvia Rochester, Valerie Grays

Others Present:

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

BALTIMORE CITY COMMUNITY COLLEGE

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TAB 3 | Student Government Association Report

Baltimore City Community College
Student Government Association
Board Report – February 2021

Student Government Association

December 11, 2020 – SGA Meeting – The Student Government Association held its scheduled December meeting. This was a virtual meeting via Zoom. There was representation from the following clubs and organizations: Anthropology and Sociology Club, History Club, International Students Club, CADD Club and Phi Theta Kappa. In this meeting, some items discussed were as follows: SGA budget and disbursement process, upcoming student and college events such as Kwanzaa, Meditation sessions, BCCC Virtual Cookbook, Dynamics of Intimate Partner Violence, Yoga sessions and the BCCC Sock Drive. The meeting was held from 11am – 12 p.m.

January 29, 2021 - SGA Meeting – The Student Government Association held its first scheduled meeting of the semester. Members from the following clubs and organizations were present: Anthropology and Sociology Club, History Club, International Students Club, and Phi Theta Kappa. Some topics of discussion for this meeting were as follows: re-establishing the college activity hour, additional programming and student engagement ideas, pros and cons of remote learning and what the college can do to address concerns, and the upcoming virtual Advocacy Day. The meeting was held via Zoom from 10 – 11 a.m.

Activities and Events

December 2nd - "Dynamics of Intimate Partner Violence" – Members of the Student Government Association participated in the co-sponsored program where the dynamics of violence in intimate partner relationships. The program was sponsored by the following offices: Student Support and Wellness, Student Life and Engagement and Judicial Affairs and Title IX. The guest speaker was Stephanie Romano from the House of Ruth. Campus support information was shared along with contact information from the following community organizations: House of Ruth Maryland, Maryland Network Against Domestic Violence and the National Domestic Hotline. The event was held via Zoom at 12 p.m.

December 3rd - "Earn it! Plan it! Keep it! Workshop – The Latinx Uni2 Student Club in conjunction with CASH Campaign of Maryland sponsored the "Earn it! Plan it! Keep it!" Money Workshop (bilingual edition). This workshop discussed how to get your finances in order and how to keep your money habits strong. The guest presenter was Christina Figueroa from CASH Campaign of Maryland. The event was held via Zoom at 6 p.m.

December 14th - "Kwanzaa with Charles Dugger" – The Student Government Association, Anthropology and Sociology Club, History Club and the Office of student Life and Engagement supported the virtual Kwanzaa program at the Enoch Pratt Library with guest presenter Charles Dugger. Mr. Dugger presented the Kwanzaa principles annually at BCCC's Kwanzaa program pre covid when the campus was open. The program was held virtually at 6:30pm.

December 18th - BCCC's Virtual Cookbook Team – The Office of Student Life and Engagement and Student Government Association kicked off their BCCC Virtual Cookbook Team this month. The Virtual Cookbook is a monthly program where students, faculty and staff are free to make their favorite dish on a Live Zoom session. The first segment was presented by SGA members Florence and Victoria Akingbehin. The dish they made was a rice jollof with shrimp. The event was informative, fun and the cooks made it look so easy. The event was held at 6 p.m.

January 16th – Community Service for Martin Luther King, Jr. National Day of Service. Members of the History club attended Perring Loch's Community meeting. Members of the Club then made an in-service assessment over the MLK Jr. holiday weekend for improvements and suggestions for the community. The virtual meeting was held via Zoom from 10 a.m. – 12 p.m.

January 18th – Martin Luther King, Jr. National Day of Service. BCCC Staff and students from the Student Government Association and Clubs and Orgs participated in the Greater Baltimore Urban League's Martin Luther King, Jr. National Day of Service for persons experiencing homelessness. They helped give out food, winter clothing, sleeping bags and blessing bags. The students that participated were Favour Okonkwo (SGA President), Chris Mukendi (SGA Treasurer), Victor Omoniyodo (SGA Senator), Ife Oluwaolashinde (SGA Senator), Temiolaoluwa Amusan (SGA Senator), and Pelumi Afolaogun (International Students Club member). BCCC staff Valerie Grays (Student Life Advisor) and her daughter Varia made inspirational note cards for the blessing bags while William Hug (Coordinator of International Student Services) and his son Isaiah helped with set up and distribution of items. The event was held from 12 – 2 p.m.

January 27th – Surviving On-line Learning Program – Selected offices/departments showcased their services in a virtual event for the BCCC community. The president of the Student Government Association (Favour Okonkwo) kicked off the program by welcoming new and returning students. The following offices/departments were represented: Student Life and Engagement, Student Support and Wellness Services, Judicial Affairs/Title IX, Library Services, Disability Support Services, Center for Academic Achievement, TRIO/SSS-STAIRS, and BCCC Professor Tonya Brown. The event was held via Zoom from 12 – 2:30 p.m.

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TAB 4 | AFSCME Local #1870 at BCCC Report

- None

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TAB 5 | Faculty Senate Report

BALTIMORE CITY COMMUNITY COLLEGE

Faculty Senate President's Report to Board of Trustees

Prepared by Prof. Edward Ennels, President

February 10, 2021

The Faculty Senate hosted its Spring 2021 Virtual Faculty Academy on January 11, 2021 in collaboration with the Office of the Vice President for Academic Affairs. We thank our VPAA Dr. Jones for her involvement, along with the Deans, in the various activities of the day including Faculty Evaluation Training and Program Review and Evaluation Phase II Preparation. Our Faculty Senate standing committee chairs led the faculty workshops and training sessions with administrators. There were over 96 faculty and administrators in attendance. The keynote speaker for the Faculty Academy was our very own Ms. Becky L. Burrell, Vice President for Institutional Effectiveness, Research & Planning. The title of her keynote address was **"Reimaging A Culture of Institutional Effectiveness."** The faculty also participated in a host of institutional workshops between January 4 through January 13, 2021 and were particularly impressed with the ERP Kick-off and information sessions.

The Faculty Senate leadership has spoken over the phone and held Zoom meetings with the BCCC President Dr. McCurdy and BCCC Vice President for Academic Affairs Dr. Jones on several occasions since the beginning of the January. BCCC Vice President Dr. Jones has also met directly with the Faculty Senate twice to give updates and address questions/concerns. The Faculty Senate Executive Committee meets on the 1st and 3rd Friday of each month where faculty representatives from each department are given the opportunity to report out on issues. As Faculty Senate President and the Chair for the Faculty Senate Executive Committee, I have a duty and responsibility to work diligently on behalf the faculty to ensure their interests are not only being heard but addressed. The administration has increased its efforts to encourage greater collaboration and communication to ensure all parties understand the challenges facing BCCC; however, it appears that follow through on promises being made by academic administrators has been very slow or nonexistent. This is of grave concern to the Faculty Senate as we are trying to stay hopeful that things are turning around that will put the Academy on solid ground to start building the success we know is possible. I have given a summary of the issues of concerns to the Vice President of Academic Affairs and asked for a strategic plan and timeline be presented to the faculty on how major concerns will be addressed. The Faculty Senate does not believe these are just system issues but issues involving poor planning and execution that is putting a strain on morale and effecting teaching and student learning. These matters include:

- Issues with faculty teaching without signed TAU forms
- Students enrolled in courses with textbook unavailable in the bookstore
- Faculty whose programs are tied to accreditation that require those faculty be active members of a professional associations having outstanding membership dues that the College promised months ago would be paid
- Students enrolled in courses where prerequisites have not been met, and students being blocked from registering for courses because of prerequisites that are not needed

- The inclusion of a 14-week term "AFTER" the start of the spring semester has been very problematic for faculty and students who were originally in 16-week courses but were shifted to 14-week courses, which started on January 27th.
- The College systems are clearly overwhelmed by the plethora of students calling and emailing admission, registration, advising, and financial aid only to be put on long holds, or not getting through to the College at all. Between the portal going down and back up at the virtual Helpdesk or the busy signals at the Call Center, we still have many students who need to get registered for the Spring Semester.
- There are major issues with the course catalog posted on the BCCC web page as courses are listed with the wrong descriptions and pre-requisites…in some cases, the wrong credit hours! This has been brought to the attention of the administration repeatedly, yet the issues still exist, and students are complaining to faculty as transfer institutions must have accurate course information to accept transfer credits.
- Serious security breaches are now happening as students are logging into the College portal only to see other student names and personal information popping up. Faculty are experiencing the same issue when they click on students' names from their course rosters only to see other student records displayed. This matter has been reported and is being addressed but there are now concerns from students as to how safe their information is in our College system.
- Program Coordinators are clearly not all doing the same thing and are getting frustrated with release hours given to some and not to others. We need a uniform job description for program coordinators with standards set for a range of release hours given certain parameters.
- We are still facing a huge turnover rate in faculty, staff, and administrators going into the Spring 2020 Semester with vacant positions severely handicapping the Academy. It is very troubling that School of Education, Social and Behavioral Sciences no longer has an interim Dean and only an interim Associate Dean and the School of Nursing and Health Professions no longer has an Associate Dean and only an interim Dean. Administrators within both schools are clearly overwhelmed and need additional administrative support. The lack of sufficient administrative support is affecting faculty who should be focused on teaching not courses schedules, TAU forms, faculty evaluation, lack of textbooks, etc.
- Students who were given "Incomplete" grades in Spring 2020 and Fall 2020 Semesters because there were no alternatives to required hands-on assignments are now seeing an "F" on their transcripts. These students are now facing issues with financial aid being suspended, being placed on Academic Warning or Probations, and scholarship suspensions.

It is very hard for me as the Faculty Senate President to assure faculty that everything is okay when promises are being made that are not followed up on. It is hurtful, offensive, and unprofessional when faculty are given promises with the assurance of timely and successful outcomes, only to discover that no action has been taken for weeks and sometime months. As Faculty Senate President, I am very disturbed that this is happening.

Respectfully Submitted,

Prof. Edward Ennels
President of the Faculty Senate

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TAB 6 | Items Removed from the Agenda

- AFSCME Local #1870 at BCCC Report

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TAB 7 | New Business

- None

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TAB 8 | College Policies

- None

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TAB 9 | Presentations

- Enterprise Resource Planning (ERP) Update

BCCC
Enterprise Resource Planning (ERP)

Project Update

February 17, 2020

Stephan A. Byam (Chief Information Officer)

Project Status

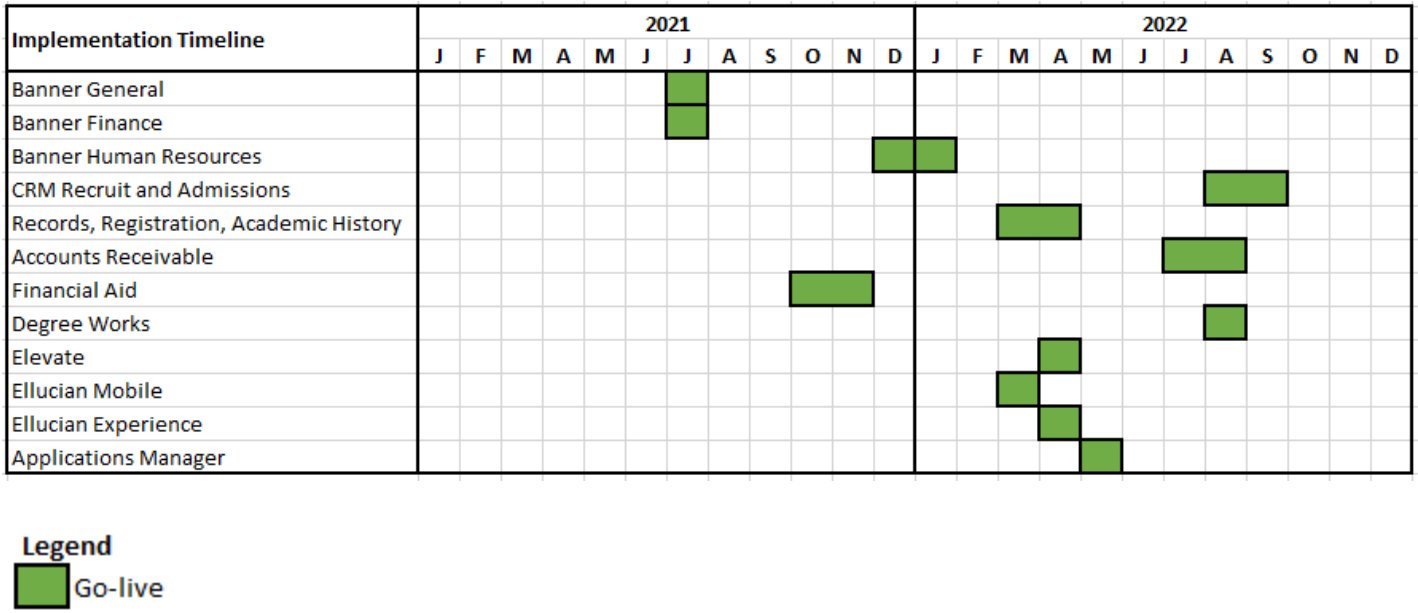
The College maintains a **GREEN** status from the State's Department of Information Technology (DoIT)

On January 11, 2021, the College held a two-day, College-wide, Enterprise Resource Planning (ERP) Project "kick-off" with the Ellucian partners, the BCCC project team and the College community.

Implementation Components

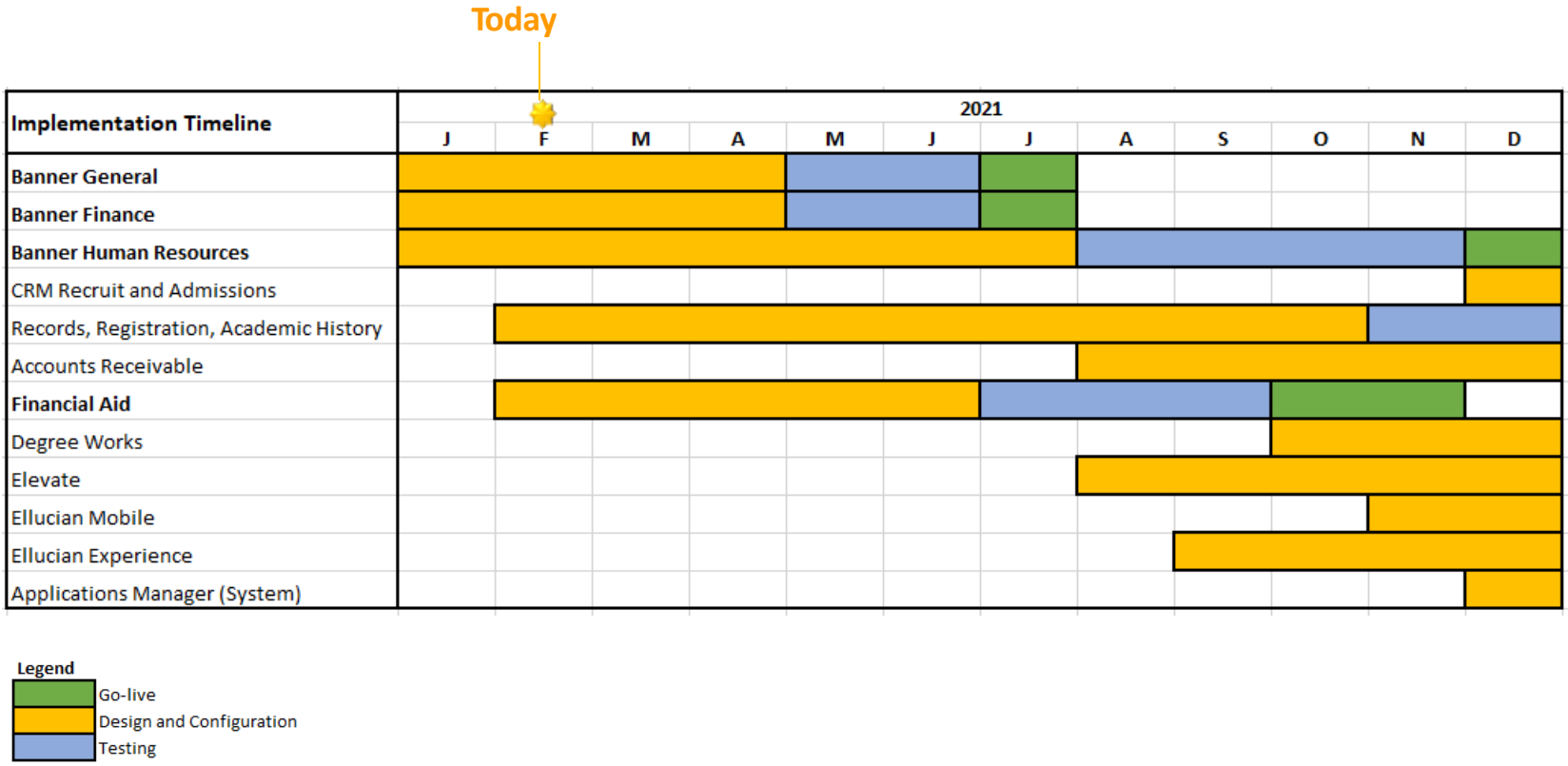
In effect, the ERP Implementation is a combination of 11 system/module implementations, which include integrations to existing systems and deployment of other third-party applications. Each system/module will have their own "go-live" period.

The "go-live" dates of the systems/ modules are sequenced based on dependencies on other systems that serve as building blocks for implementation.



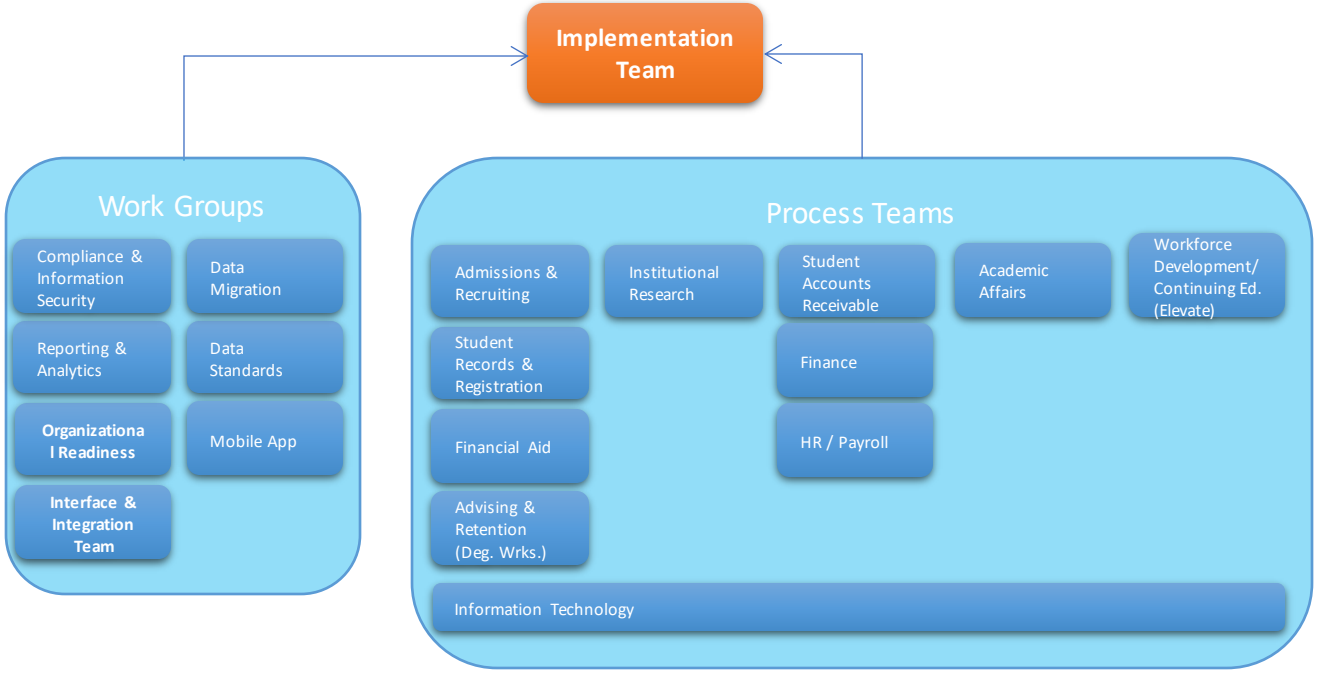
2021 Implementation Timeline

While the General, Finance, Human Resources and Financial Aid systems are scheduled to “go-live” in 2021, work will still be performed in preparation for other systems.

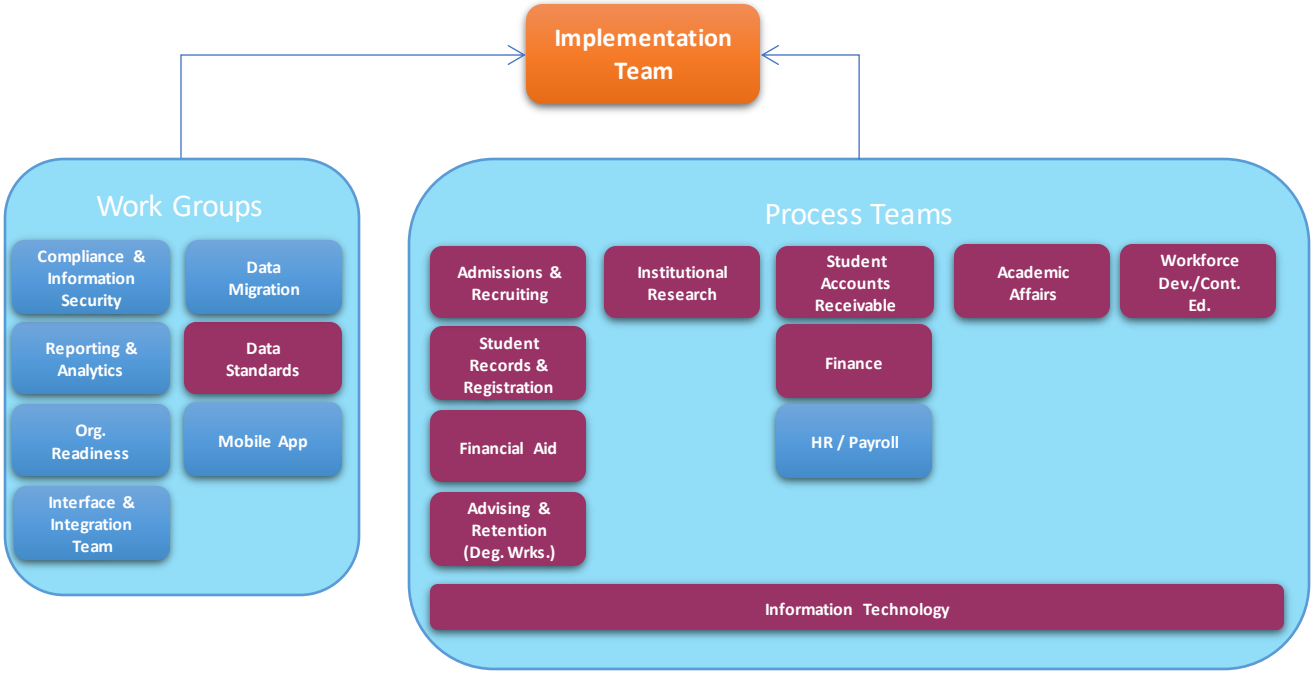


Implementation Teams

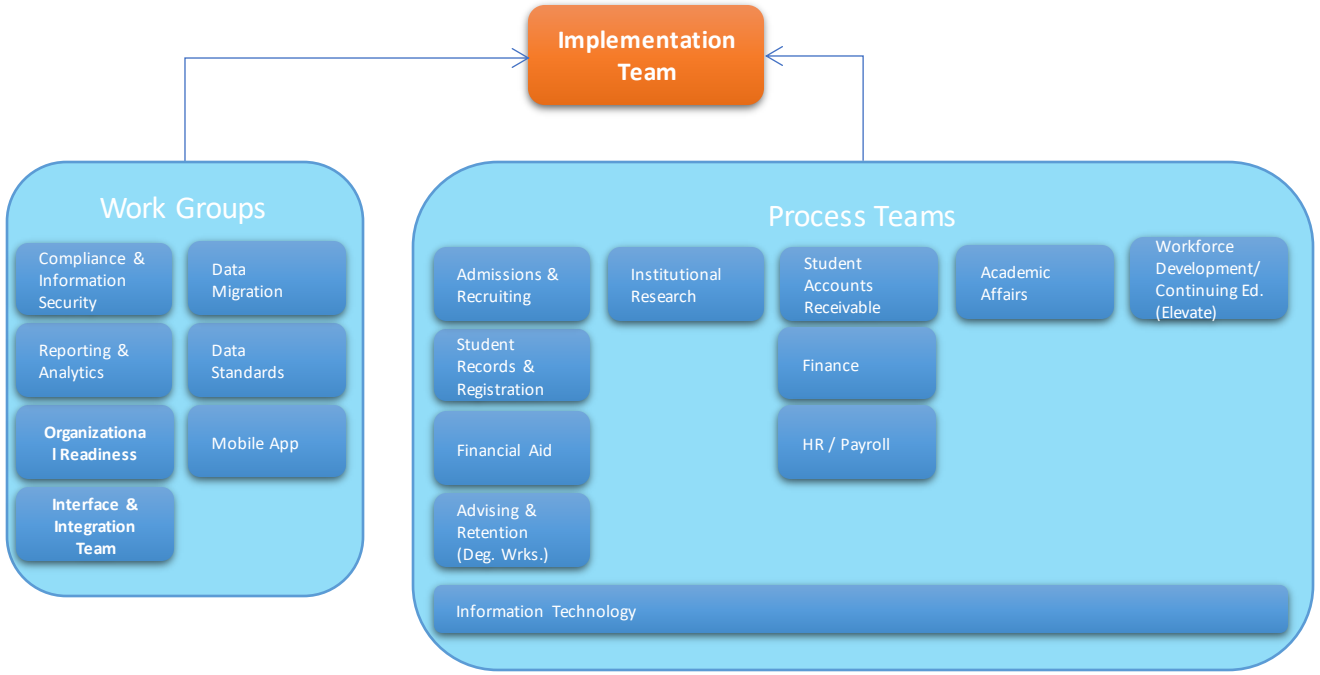
To date, the Finance and Student (Records and Registration, Student Accounts Receivables, Financial Aid and Admissions) implementation teams have been assembled and have had initial engagements with Ellucian consultants.



Student Team



Finance Team



Ellucian Engagements

As a part of the implementation process, BCCC teams meet with consultants from Ellucian based on the implementation schedule. These meetings are conducted on Zoom and will typically be schedule in 4-hour blocks of time.

The consultants will introduce a document called the “Implementation Guide” which will serve as the central point for all the engagement agendas.

Attendees can expect takeaways and “homework” in most cases for the engagements.

Questions

BALTIMORE CITY COMMUNITY COLLEGE

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TAB 10 | President's Report

Baltimore City Community College

President's Report

Board of Trustees, February 17, 2021

Dr. Debra L. McCurdy, President

The College opened the New Year remotely on January 4, 2021. Faculty and staff were assembled during the President's Forum on January 4, 2021, where President McCurdy addressed employees. The Maryland Commission on Civil Rights presented a mandatory session on Sexual Harassment: Prevention in the Workplace. Also of primary focus was Microsoft Training for all personnel and a two day kick off for the new ERP system. See the attachment of the schedule of professional development activities.

President McCurdy represented Baltimore City Community College at the 2021 Legislative Session of the 442nd General Assembly which is convened annually in Annapolis, Maryland. The sessions began January 13, 2021 and will be held through April 12, 2021. President McCurdy presented testimony before the State of Maryland Senate and House of Representatives standing committees. Ms. Channa Williams, Interim Vice President of Finance & Administration, accompanied President McCurdy to address the fiscal position of the College. Ms. Williams worked with President McCurdy to lead the management of more than 80 fiscal note requests submitted to legislative analysts from the Maryland Department of Legislative Services on behalf of BCCC. The College has responded expeditiously about the impact of various House and Senate bills on College operations. See the BCCC Legislative Hearing Schedule listed.

BCCC Legislative Hearings Schedule

Bill #	Hearing Name	Sponsor	Committee	Hearing Dates/Times
HB0374	Collective Bargaining – Baltimore City Community College – Faculty	Delegate Smith	Appropriations	1/27/2021
HB0374	Collective Bargaining – Baltimore City Community College – Faculty	Delegate Smith	Baltimore City Delegation	1/29/2021
SB0433	Community Colleges – State Funding – Revision	Senator King	Budget and Taxation	2/2/2021
SB0326	Baltimore City Community College - Procurement Authority	Senator Hayes	Education, Health, and Environmental Affairs	2/03/2021
HB0894	Education – Community Colleges – Collective Bargaining	Delegate Haynes	Appropriations Committee	2/10/2021
HB0374	Collective Bargaining – Baltimore City Community College – Faculty	Delegate Smith	Appropriations Committee	2/17/2021
~	Baltimore City Community College - Operating Budget Hearing	TBD	Education, Business and Administration Subcommittee - (Budget and Taxation Committee)	2/18/2021
~	Baltimore City Community College - Capital Budget Hearing	TBD	Capital Budget Subcommittee - Budget Hearing	2/23/2021

During the months of December, January, & February, President McCurdy met with several key community leaders regarding institutional priorities, including the Campus serving as a COVID testing and vaccination site; the status of real estate (eg. Bard Building); legislative priority alignment w/ BCCC; and she was also featured on several local radio stations where she provided information on COVID campus resources, and her vision for the College. A summary of the meetings with Senators, Delegates and City Councilmen offered consistent agendas and focused on broad institutional goals to further build support for the College:

1. Restoring the Operating Budget and Facilities Renewal Grant
2. Capital Budget Requests

3. Legislation to Increase the College's Procurement Authority
4. Status of the BCCC Realignment Tasks
5. Collective Bargaining Legislation
6. Evaluating the Reporting Requirements by the State
7. Status of the Bard Building Project
8. Partnership and Support / Investment by City of Baltimore

Capital Budget Request

FY22 Capital Budget Request:

• Learning Commons Renovation and Addition:	$1,560,000 (Planning)
• Nursing Building Renovation and Addition:	$2,270,000 (Planning)
• Deferred Systems Maintenance:	$4,247,000
	$8,077,000 – Total FY22 Requested

FY22 - FY26 Governor's Recommended Budget includes the following:

• FY22 Deferred Maintenance	$1,250,000
• FY23 Deferred Maintenance	$1,250,000
• FY24 Deferred Maintenance	$2,500,000
• FY24 Learning Commons	$1,645,000
• FY25 Deferred Maintenance	$4,000,000
• FY26 Deferred Maintenance	$4,000,000
• FY26 Learning Commons	$11,872,000
• FY26 Nursing Renovation	$2,219,000
	$28,736,000 – Recommended Budget

Learning Commons Renovation and Addition

- **The facility planning program document will be submitted to DBM by March 1, 2021**
- The College's highest priority is the Learning Commons Renovation and Addition.
- This project aligns with the College's "Student First" vision and Strategic Plan Goals for Student Success and this project specifically enhances the student experience.
- Currently, there is no gathering space for socialization, collaborative engagement, and student-centered activities on campus.
- In addition, there are serious life safety concerns with the building including equipment failures such as the elevator and HVAC replacement that the project will address.
- Once addressed, these items would be removed from the deferred maintenance list.
- The total estimated cost of the Learning Commons Renovation and Addition is $23,202,000.

Deferred Maintenance

- Deferred Maintenance remains a top priority for BCCC.
- If the College does not move forward with the Learning Commons and Nursing Renovation and Addition, those buildings would also require additional capital maintenance projects.
  - Those system replacements were excluded from the Priority 1 deferred maintenance projects list in anticipation of both capital projects.
- Deferred maintenance projects have been accumulating for the last 15-20 years and there now needs to be an annual investment to catch up for facilities to be habitable for students and staff.
- In July of 2019, a facilities assessment was conducted by Sightlines which assessed all of the College's facilities and systems finding significant deficiencies.

- The study identified the needs for deferred maintenance including modernization of facilities totaling over $55 million.
- The systems most critical in need of replacement included in order of importance plumbing, electrical, mechanical, and grounds, interior shell, and exterior shell as well as safety and code related items.

Nursing Building Renovation and Addition

- **The facility planning program document will be submitted to DBM by March 1, 2021.**
- The Nursing Building Renovation and Addition will address significant deficiencies in the quality and configuration of specialized nursing and respiratory therapy instructional facilities at the Liberty Heights campus.
- This facility has seen no substantial upgrades since construction in the 1970s and is functionally obsolete.
- The project will also provide the specialized facilities required for radiology and physical therapy instruction, which are absent from the present facilities.
- If this project is not funded, students will be disadvantaged by not having comparable simulation and training labs to prepare them for working in the hospital environments, and enrollment will not be able to be increased to meet the increasing need for healthcare professionals due to a lack of adequate facilities.
- The total estimated cost of the Nursing Building Renovation and Addition is $29,060,000.

Legislation to Increase Procurement Authority (Senate Bill 0326)

- Senate Bill 0326 has been heard in the Education, Health & Environmental Affairs Committee during the 2021 Session.
- Related to BCCC's Realignment – Task 11
  Identify any barriers in State or local laws or regulations that impede the ability of the College to operate efficiently and effectively, including procurement and capital construction projects.
- Senate Bill 159 / House Bill 207 *Baltimore City Community College – Procurement Authority* gained Senate approval during the 2020 legislative session.
- The legislation did not get voted out of the House Health and Government Operations Committee.
- BCCC supported the 2020 proposed legislation which was re-introduced during the 2021 legislative session as Senate Bill 0326.
- As a State agency, BCCC must currently submit any contract with a value of more than fifty thousand dollars ($50,000) for oversight by control agencies and approval by the Board of Public Works. The practical result of this is that relatively modest solicitations in terms of scope and dollar value, such as the purchase of student and staff identification card readers or standard IT equipment for administrative offices, can take as much as a year to complete at BCCC. All other state-funded public colleges in Maryland, and all other community colleges in the state, have independent procurement authority which allows them to act for the benefit of their students much more efficiently and flexibly. SB 0326 would increase BCCC's procurement threshold to three hundred thousand dollars ($300,000).
- USM schools have a threshold of $1M.
- All other Maryland community colleges utilize internal and Board of Trustee's (BOT) approval for procurements. Examples:
  - Anne Arundel Community College: BOT approval required at $100,000 and above
  - Community College of Baltimore County: BOT approval required at $75,000 and above
  - Howard Community College: BOT approval required for all RFP's and anything else over $100,000
  - Montgomery College: BOT approval required for all bids and RFPs over $250,000

- Prince George's Community College: BOT approval required at $250,000 and above
- The legislature has considered a version of the bill during the last two legislative sessions.
- The legislation would require that BCCC adopt procurement policies and procedures that must be approved by three separate oversight bodies: the College's Board of Trustees, the General Assembly's Committee on Administrative, Executive, and Legislative Review (AELR), and the Board of Public Works.

Bard Building Project Update

- BCCC engaged with the Maryland Department of General Services, the Attorney General's Office, and outside consultant CBRE to determine the best course of action for the downtown Bard property. It was determined that the College could avoid paying upfront for demolition of the Bard Building if it granted a parking concession to a team made up of a demolition company and parking lot operator, who would then demolish the building and operate a parking lot at least until they recovered the costs of demolition. After the parking lot concession was over (estimated to be between 5 and 10 years), the College would develop the property for another use. The College posted a Request for Expressions of Interest ("REOI") on Maryland's electronic marketplace (eMMA), posted information about the REOI in a local business publication, and (via CBRE) reached out to market the opportunity to potentially interested parties. The REOI will serve as the basis for establishing a Reduced Candidate List ("RCL") of qualified teams that may be invited to respond to a Request for Proposal ("RFP").

Estimated timeline for each activity to occur

I. REOI (Request for Expressions of Interest)
   A. Published REOI on December 18, 2020.
   B. Pre-Response Conference held January 13, 2020, (in which 11 vendors were in attendance).
   C. Responses due March 5, 2021
   D. Responses evaluated and firms selected April 2021.

II. RFP (Request for Proposals)
   A. Issue Request for Proposal (RFP) April 2021
   B. Preproposal Conference May 2021
   C. Proposals due June 2021
   D. Proposals evaluated and firm selected August 2021

III. Negotiation of Legal Agreement(s)
   A. Completion October 2021

IV. BPW Approval
   A. Estimated approval late December 2021

V. Demolition
   A. Following BPW approval, the developer can begin the permitting and contracting process, January 2022
   B. Estimated demolition completed December 2022

As well, other community engagement meetings were held throughout January and February:

December 1 Meeting with Senator Cory McCray – Legislative Outreach

December 8 Legislative Outreach meeting with Delegate Maggie McIntosh

January 7	Maryland Office of Legislative Audits Kick-off (financial & operational)
January 17	Radio Interview - C4 & Bryan Nehman Morning Show - WBAL 1090 AM
January 22	Meeting w/ Delegate Marlon Amprey
January 23	Meeting w/ Baltimore City Health Department Re: Vaccination Site at BCCC
January 25	Maryland Association of Community Colleges (MACC) Annual Trustee Meeting
January 25	Baltimore City Senate Delegation Grassroots Briefing w/ Higher Education Presidents & Senator Cory McCray
January 26	Radio Interview - Larry Young Show – WOLB 1010 AM
January 28	Radio Interview - WERQ 92Q
January 29	Radio Interview - WBJC 91.5 FM
January 29	Meeting with Councilman Costello (11th District)
February 1	Meeting Councilman James Torrence
February 1	Radio Interview – Magic 95.9 FM
February 9	Student Rally Kick Off & Roll Call
February 9	Radio Interview – Larry Young Show – WOLB 1010 AM
February 9	Advocacy Day Prep w/ Senator Hayes
February 9	Meet & Greet w/ Senator Hayes, Cabinet & Student Government Association
February 10	Potential Media Interview Re: COVID Vaccination Site
February 10	Senate President Bill Ferguson Bard Briefing

President McCurdy, Mr. Stephan Byam, Chief Information Officer and the Enterprise Resource Planning (ERP) core group meets weekly with the Department of Information Technology (DoIT) to ensure the College is maintaining its "green" status of the project.

Weekly meetings with the AG's Office and CBRE consultants on Bard Building.

Faculty Association meetings are held monthly with the President of the Senate and the executive leadership.

MACC President's Meetings (two-year Presidents) are attended monthly in addition to MACC Legislative Committee meetings.

Bi-weekly meetings with Baltimore City Public Schools (BCPSS) have resumed in the month of February.

February 3, 2021

The Honorable Paul G. Pinsky, Chairman
Education, Health, and Environmental Affairs Committee
2 West, Miller Senate Office Building
Annapolis, MD 21401

RE: Senate Bill 0326, Baltimore City Community College – Procurement Authority
Position: Support

Dear Chairman Pinsky:

Baltimore City Community College (BCCC) supports Senate Bill 0326, which is scheduled to be heard in the Education, Health, and Environmental Affairs Committee on February 3, 2021. SB0326 is directly related to BCCC's ongoing efforts to meet the mandates of the College's Realignment legislation enacted in 2017. House Bill 1595/Senate Bill 1227 of 2017 (codified in Section 16-504 of the Education Article, Maryland Annotated Code) set forth twelve separate institutional Realignment tasks, all of which BCCC vigorously and proactively pursued. One of those tasks was to "… Identify any barriers in State or local law or regulations that impede the ability of the College to operate efficiently and effectively, including procurement and capital construction projects…"

Since 2017 when the Realignment legislation took effect, BCCC engaged in a comprehensive assessment of College operations, personnel, finances, enrollment, student success and many other areas. The operational issue that most consistently arouse as an impediment to efficient internal operations was BCCC's low procurement delegation threshold. As a State agency, BCCC must currently submit any contract with a value of more than fifty thousand dollars ($50,000) for oversight by control agencies and approval by the Board of Public Works. The practical result of this is that relatively modest solicitations in terms of scope and dollar value, such as the purchase of student and staff identification card readers or standard IT equipment for administrative offices, can take as much as a year to complete at BCCC. All other state-funded public colleges in Maryland, and all other community colleges in the state, have independent procurement authority which allows them to act for the benefit of their students much more efficiently and flexibly. SB0326 would increase BCCC's procurement threshold to three hundred thousand dollars ($300,000). While University System of Maryland (USM) schools have a $1M threshold, BCCC recognizes that our size and needs are different and are therefore requesting a modest threshold increase.

Senate Bill 0326 follows the precedent of House Bill 1066 of 2004 which granted expanded procurement authority to Morgan State University and Senate Bill 444 of 2006 which accomplished the same goal for St. Mary's College of Maryland. Like those successful bills, SB0326 requires that BCCC adopt procurement policies and procedures that must be approved by three separate oversight bodies: the College's Board of Trustees, the General Assembly's Committee on Administrative, Executive, and Legislative Review (AELR), and the Board of Public Works. The College is committed to pursuing all its procurement solicitations, of whatever size, with the highest standards of professionalism, integrity, and transparency. The new BCCC administration has now developed with the Office of the Attorney General, the College's General Counsel, and Procurement leadership, a contractual review process for the legal, financial and process sufficiency before submission to the various state oversight bodies.

The existing $50,000 procurement threshold impedes the College's ability to conduct business with vendors by contributing to contract impediments such as time, attractiveness to vendors, and inflation exposure. As an example, the work for one critical financial aid service needed for students, was delayed because the College had to resubmit to the state control bodies a revised contract to include necessary services. On average this process can take 90-120 days. However, in this instance given the time it took for contract approval, financial aid services to students were delayed.

A higher threshold would allow us a buffer for inflation, position the College more competitively by providing a strategic advantage when procuring multi-year agreements, and greatly reducing the time it takes to procure goods and services, allowing the College to focus on academic program delivery. This bill will impact and enable the College to provide a value-added educational experience to students. The staff turnover in other agencies often hinder BCCC's ability to complete capital projects on schedule and/or obtain approval of plans for new facilities on a campus where many key buildings are more than fifty years old. This bill will would enable the College to focus on providing state-of-the-art learning environments.

At a time when Baltimore City Community College is making progress in terms of enrollment and alignment of courses with the high demand occupations in both the workforce and academic spheres, SB0326 will provide an important operational tool to support the College in its efforts to deliver exceptional and affordable outcomes for its students.

For all these reasons, I respectfully request the Committee grant SB0326 a favorable report. Thank you for your time and attention, and for your support of higher education in Maryland. If you have any questions or require further information, please contact me at 410-693-8878 or at dlmccurdy@bccc.edu.

Sincerely,

Debra L. McCurdy, PhD
President

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

Baltimore City Community College

Spring Institutional Days | Professional Development Sessions (Revised 1/7/2021)

January 5-13, 2021

Zoom Link: https://us02web.zoom.us/j/86432876455

Tuesday, January 5

Sexual Harassment: Prevention in the Workplace (Mandatory)

9:30am to 11:30am

This mandatory workshop begins by focusing on current Maryland law as it relates to sexual harassment. It will also concentrate on the prevention of sexual harassment in the workplace as well as what to do if and when it does occur. The workshop content includes:

- ***Applicable Laws***
- ***Definition and Types of Sexual Harassment***
- ***Examples and Case Studies of Sexual Harassing Behavior***
- ***Dealing with Sexual Harassment***
- ***Employer Liability/ Damages***

Attendees: Faculty & Staff (Mandatory for All)
Presenters: *Mr. Robert G. Roop, Director of Human Resources/Chief Human Resources Officer*
Dr. Kara Hunt, Director of Education & Outreach, Maryland Commission on Civil Rights
Mr. Keith Merkey, Education and Outreach Associate, Maryland Commission on Civil Rights

Overcoming Burnout

11:40am to 12:40pm

This important workshop will take a practical look at the causes of burnout and provide several life management strategies that can help individuals to improve their health, regain motivation, and increase life satisfaction. These strategies include building resilience, time and stress management, and identifying and pursuing our life's purpose.

Attendees: Faculty & Staff
Presenters: *Mr. Robert G. Roop, Director of Human Resources/Chief Human Resources Officer*
Deer Oaks Employee Assistance Program Services Representative

Advanced Zoom Training: Beyond the Gallery of Faces ~ Part 2

2:00pm to 2:50pm

Learn how to take your virtual class to the next level with the different features in Zoom to engage students and do group work in the classroom.

Attendees: Faculty
Presenter: *Brian Terrill, Director of E-learning Instruction and Technology*

Zoom VS Canvas Conference

3:00pm to 3:50pm

Learn the differences between the two virtual teaching platforms to better determine which platform meets the needs for your course.

Attendees: Faculty
Presenters: *Karen McClaskey, Student Support Specialist, E-Learning*

Baltimore City Community College

Spring Institutional Days | Professional Development Sessions (Revised 1/7/2021)

January 5-13, 2021

Zoom Link: https://us02web.zoom.us/j/86432876455

Wednesday, January 6

- **COVID-19 Health Department Briefing (POSTPONED)**

  Postponed

  Officials from the Baltimore City Health Department will share an update on Maryland's response to the pandemic. Session will include updated information of COVID protocols and procedures to minimize risk of exposure. Additional information regarding access to testing and vaccines will also be shared.

  Attendees: Faculty & Staff
  Presenters: *Ms. Shanna Dell, Clinical Nurse Supervisor/Lead COVID Infection Control Advisor*
  Ms. Bushra Abdul-Jabbar, Social Services Coordinator/COVID Outbreak Investigator

Microsoft Training: Office 365 101

9:30am to 10:20am

Learn about the various applications within the Office 365 Suite and offer a basic introduction of each. Attendees will gain a better understanding of what's included in the A5 version and how access the features.

Attendees: Faculty and Staff
Presenters: *Mr. Peter Morse, Manager for IT Infrastructure, Network & Telecommunications*
Microsoft Specialist

- **Microsoft Training: Teams**

  10:30am to 11:20am

  This course will facilitate the best ways for communication and collaboration across BCCC, including use of Teams for calling, instant messaging and meetings. Attendees will learn how to use the chat, meetings, classroom and file sharing functions.

  Attendees: Faculty and Staff
  Presenters: *Mr. Peter Morse, Manager for IT Infrastructure, Network & Telecommunications*
  Microsoft Specialist

- **Microsoft Training: SharePoint**

  11:30am to 12:20pm

  Introduce the concepts of SharePoint and OneDrive. Learn the similarities and differences between the two, and when to use which application. Attendees will learn the appropriate use of OneDrive v. SharePoint, its integration with Teams and about moving away from using (SMB) file shares.

  Attendees: Faculty and Staff
  Presenters: *Mr. Peter Morse, Manager for IT Infrastructure, Network & Telecommunications*
  Microsoft Specialist

- **Microsoft Training: OneNote**

  12:30pm to 1:20pm

  Gain a working knowledge of the OneNote application and tips on how to utilize the tool effectively for business. Attendees will learn about its features and best practices.

  Attendees: Faculty and Staff
  Presenters: *Mr. Peter Morse, Manager for IT Infrastructure, Network & Telecommunications*
  Microsoft Specialist

Wednesday, January 6 Con't

- **Environmental Services Team Training (Part 1 ~ On-Campus)**

  10:30am to 12:30pm (Environmental Services Staff Only)

  All members of the college EVS Staff are required to attend this session on COVID protocols and procedures. Staff will learn about required cleaning materials, PPE procedures and mitigation strategies aligned to CDC guidelines. Topics will include proper donning and doffing of PPE, deep cleaning procedures, and cleaning product review to assist with keeping the campus safe. Upon completion of this training, staff readiness for compliance with new requirements is ensured through National certification.

  Attendees: Environmental Services Staff
  Presenters: *Ms. Kate Dixon, BCCC Assistant Vice President, Facilities*
  Mr. Josh Rafter, Vice President, SI Restorations, Inc.

- **Environmental Services Team Training (Part 2 ~ Online)**

  2:00pm to 3:30pm (Environmental Services Staff Only)

  This course teaches cleaning professionals to prepare for, respond to and recover from biohazards in the workplace. Participants will learn infection and contamination control measures for infectious disease outbreak situations such as the novel coronavirus (SARS-CoV-2). Individuals who successfully complete the course will receive a Certificate of Completion from the Global Biorisk Advisory Council (GBAC), a division of ISSA.

  Attendees: Environmental Services Staff
  Presenters: *Ms. Kate Dixon, BCCC Assistant Vice President, Facilities*
  Mr. Josh Rafter, Vice President, SI Restorations, Inc.

Turnitin more than the Similarity Score: How to Better Understand the Reports

2:30pm to 3:30pm

Learn how to better understand the reports form Turnitin to give better feedback to students and determine if plagiarism occurred.

Attendees: Faculty
Presenters: *Ms. Karen McClaskey, Student Support Specialist, E-Learning*
Mr. Ja Hon Vance, Interim Associate Dean for SASS

Baltimore City Community College

Spring Institutional Days | Professional Development Sessions (Revised 1/7/2021)

January 5-13, 2021

Zoom Link: https://us02web.zoom.us/j/86432876455

Thursday, January 7

- **BCCC's Operating Budget - Presentation**

  8:30am to 9:20am

  Learn about the College's Operating Budget. Attendees will gain a better understanding of the various components of the College's Operating Budget.

  Attendees: Budget Administrators, Faculty & Staff

  Presenters: *Ms. Channa Williams, Interim VP Finance & Administration*
  Ms. Heidi Franz, Budget Director

- **How BCCC's Procurement Process Works**

  9:30am to 10:20am

  Learn the fundamentals of BCCC's Procurement Process. Attendees will gain a better understanding of the various components of the College's State regulated procurement process.

  Attendees: Budget Administrators, Faculty & Staff

  Presenters: *Ms. Channa Williams, Interim VP Finance & Administration*
  Ms. Sherida Studwood, Procurement Chief

- **HyFlex: The New and Improved Remote/F2F Model**

  10:30am to 11:20am

  Learn what HyFlex is and how to teach using this model during the spring semester.

  Attendees: Faculty

  Presenters: *Dr. Liesl Jones, Vice President Academic Affairs*
  Mr. Brian Terrill, Director of E-learning Instruction and Technology

- **Spring 2021 Grants Administration**

  This session is rescheduled for 1:00pm-2:30pm Wednesday, January 13, 2021

  The Offices of Grants Development and Finance will host a working session for Program Investigators (PI) and the respective Cabinet members. Attendees will update resources and outline the reporting and meeting schedules for the spring.

  Attendees: Cabinet & Grant Program Investigators

  Presenters: *Ms. Becky Burrell, VP Institutional Effectiveness, Research & Planning*
  Ms. Channa Williams, Interim VP Finance & Administration
  Ms. Alta Cannaday, Grants Coordinator
  Ms. Eileen Waitsman, Controller

- **Change of Academic Majors**

  3:00pm-3:50pm

  Data management is critical to maintaining data integrity. Leaders in the Registrar's Office and Office of Institutional Research will share updates to the change of major process with key members of the Academy to ensure accurate reporting.

  Attendees: Academic Program Coordinators

  Presenters: *Ms. Sharon Stoddard, Registrar*
  Ms. Wendy Harris, Associate Registrar
  Ms. Eileen Hawkins, Director of Institutional Research

Baltimore City Community College

Spring Institutional Days | Professional Development Sessions (Revised 1/7/2021)

January 5-13, 2021

Zoom Link: https://us02web.zoom.us/j/86432876455

Monday, January 11

- **Spring 2021 Virtual Faculty Academy**

  The College's Faculty Senate hosts additional professional development activities for the distinguished members of the faculty.

THEME: "REIMAGING A CULTURE OF INSTITUTIONAL EFFECTIVENESS"

JOIN ZOOM WEBINAR: https://us02web.zoom.us/webinar/register/WN_obSoCj5xRpqSZwsl8Xx7jQ

8:15 – 8:30 A.M. Registration (Please greet each other in the chat)

8:30 – 8:40 A.M Welcome and Review Agenda
Prof. Edward Ennels, Faculty Senate President

8:40 – 8:55 A.M. Greetings from Administration
- Dr. Debra McCurdy, BCCC President/CEO
- Dr. Liesl Jones, Vice President for Academic Affairs

9:00 – 10:00 A.M. **Enterprise Resource Planning (ERP) Kick-Off**
Executive leadership will outline the project as well as the plan for the implementation. Faculty and staff will have an opportunity to view key functionality of the new system.
Zoom Link: https://us02web.zoom.us/j/86432876455

10:00 – 10:15 A.M. BREAK

Choose one topic from Workshop A or B for each session and go to that Zoom meeting.

Session 1: 10:15–11:00 A.M. **Session 2: 11:10-11:55 A.M.**

A. Using PowerPoint Transcription/Translation Accessibility Feature With Teaching Applications Such as Canvas, Zoom, Word, Excel, and PDF
Instructional Technology Committee Chair Dr. Denise Holland and Prof. Daniel Izume

B. Course level & Program level Outcomes and Curriculum Mapping Student
Learning Outcomes Assessment Committee Dr. Debra Parson & Dr. Malathi Radhakrishnan

10:15 – 11:00 A.M. PREC Phase II Assessment (Program Coordinators whose Programs are up for Review)
Program Review and Evaluation Committee Chair Dr. Katana Hall

11:10 – 11:55 A.M. Faculty Evaluation Training Session and Updates (Associate Deans and Deans)
Faculty Evaluation Committee Chair Prof. Tracy Leshan

11:55 – 12:05 A.M. BREAK

12:05 – 12:50 P.M. Keynote Speaker: Ms. Becky L. Burrell, Vice President for Institutional Effectiveness, Research & Planning
Keynote Address: Reimaging A Culture of Institutional Effectiveness

12:50 – 1:30 P.M. Faculty Senate Meeting, Prof. Ed Ennels, Senate President

Baltimore City Community College

Spring Institutional Days | Professional Development Sessions (Revised 1/7/2021)

January 5-13, 2021

Zoom Link: https://us02web.zoom.us/j/86432876455

Monday, January 11 & Tuesday, January 12

➢ Enterprise Resource Planning (ERP) Kick-Off

Executive leadership will outline the project as well as the plan for the implementation. Faculty and staff will have an opportunity to view key functionality of the new system.

Attendees: Varies, Faculty and Staff

DAY 1 – Monday, January 11, 2021					
Topic		**Start**	**Time**	**Audience**	**Description**
Welcome	Ellucian PM	9:00AM	5 min	Everyone[1] (Webinar)	• Project kick-off goals, objectives and agenda.
BCCC Introductions	BCCC CIO	9:05AM	5 min	Everyone[1] (Webinar)	• Introduction of BCCC President, Executive Sponsor, BCCC Project Executive Steering Committee, Core Project Team
Ellucian Introductions		9:10AM	10 min	Everyone[1] (Webinar)	• Ellucian Leadership team
President's Address and Executive Sponsor Address to the project teams.	President McCurdy	9:20AM	20 min	Everyone[1] (Webinar)	• Vision and objectives for the BCCC Banner project.
Project Approach, Organization, Timeline and Customer Success	Ellucian PM	9:40AM	20 Min	Everyone[1] (Webinar)	• Overview of the project phase approach and projected timeline.
Ellucian Banner High-Level Demonstration	Katie	10:00AM	30 Min	Everyone[1] (Webinar)	• Overview to demonstrate connectivity (Student/Financial Aid) and User interface
Break		10:30AM	10 Min		
Ellucian Banner Finance	Chris	10:40AM	45 Min	Finance & selected parties (Zoom Meeting)	• Product Overview. • Implementation Approach. • Preparation for implementation.
Ellucian Banner Human Resources	Tammy	11:25AM	45 Min	HR & selected parties (Zoom Meeting)	• Product Overview. • Q & A
Ellucian Banner Student Records and Registration	Katie	12:10PM	40 min	Registrar & selected parties (Zoom Meeting)	• Product Overview. • Q & A.
Lunch		12:50PM	60 Min		
Banner Student Accounts Receivable	Katie	1:50PM	30 min	Bursar, Finance and Admin & selected parties (Zoom Meeting)	• Product Overview. • Q & A
Banner Financial Aid Overview	Serena	2:20PM	40 Min	Financial, Bursar, Finance, Registrar & selected parties	• Product Overview. • Q & A
Day 1 Wrap-up and Day 2 Agenda Review	Ellucian PM	3:00PM	10 Min	Core Project Team	

Baltimore City Community College

Spring Institutional Days | Professional Development Sessions (Revised 1/7/2021)

January 5-13, 2021

Zoom Link: https://us02web.zoom.us/j/86432876455

Tuesday, January 12

➢ Enterprise Resource Planning (ERP) Kick-Off

Executive leadership will outline the project as well as the plan for the implementation. Faculty and staff will have an opportunity to view key functionality of the new system.

Attendees: Varies, Faculty and Staff

DAY 2 – Tuesday January 12, 2021					
Topic		Start	Time	Audience	• Description
CRM Recruit	Feona	9:05AM	45 Min	Student Affairs and WDCE	• Product Overview. • Q & A
Ellucian Elevate	Rue Ann	9:50AM	45 Min	WDCE, Finance & Administration	• Product Overview. • Q & A
Ellucian Mobile	Harple	10:35AM	45 min	Student Affairs, Academic Affairs, IT, WDCE, HR	• Product Overview. • Q & A
Break		11:20AM	30 Min		
Ellucian Analytics	Harple	11:50AM	45 Min	Institutional Effectiveness, Research and Planning, IT, Student Affairs and Academic Affairs, HR, WDCE, Finance and Administration	• Product Overview. • Q & A
Lunch		12:35PM	60 Min		
Degree Works	Katie	1:35PM	45 Min	Student Affairs, Academic Affairs, IT, Student Success	• Product Overview. • Q & A
Closing Remarks, Adjourn Kick-off	BCCC CIO	2:20PM	45 Min	President, Executive Sponsor, BCCC Project Executive Steering Committee, Core Project Team	

Wednesday, January 13

➢ Spring 2021 Grants Administration

1:00pm to 2:30pm

The Offices of Grants Development and Finance will host a working session for Program Investigators (PI) and the respective Cabinet members. Attendees will update resources and outline the reporting and meeting schedules for the spring.

Attendees: Cabinet & Grant Program Investigators
Presenters: *Ms. Becky Burrell, VP Institutional Effectiveness, Research & Planning*
Ms. Channa Williams, Interim VP Finance & Administration
Ms. Alta Cannaday, Grants Coordinator
Ms. Eileen Waitsman, Controller

Baltimore City Community College

Cabinet Report

Board of Trustees, February 17, 2021

Dr. Liesl Jones, Vice President, Academic Affairs

ACADEMIC AFFAIRS UPDATE

As the fall semester closed the final grade report showed 57 missing grades however, faculty had continued to use the submission of final grades to submit Never Attended. Because the delay in reporting affects all areas at the College it was determined that professional development around the accuracy of reporting was required for the faculty. The opening of the spring semester began with Institutional Days. The professional development offered from Academic Affairs was based on the needs as determined by the issues that faculty and staff encountered in the fall semester. The new topic, HyFlex, introduced pedagogy that is part of the return to campus plan. HyFlex allows for students to be taught simultaneously remotely and in person. The goal is to teach in a way that engages both groups of students. The use of HyFlex will allow the College additional modes of instruction even when we return to campus at 100% capacity.

The spring semester opened on January 13th and based on the enrollment numbers it was decided to add a 14-week term. For the 14-week term 44 classes were moved to protect enrollment and aid in full time faculty having a complete spring load. The courses moved to the 14-week term had a combined enrollment of 83 when moved and currently have a combined enrollment of 411 students. To help support Student Affairs 17 staff were transferred to answer phone calls, place phone calls to register students and support the virtual help desk. The Deans and Associate Deans made phone calls and sent emails to encourage students to register. Approvals to register for students on Academic Warning were provided so the registration holds could be lifted. These efforts were in support of Admissions and Advising to help move students through the registration process and to get them help with issues with their accounts.

Dual enrollment for the spring semester begins on February 10th. For the spring we have 15 sections of courses. We will be offering PSY 101, SOC 101, ENG 101, several history courses and an Art course. Several changes were made for the spring semester including the requirement of weekly reporting on student progress and orientations for the BCCC faculty and for faculty from City Schools who be sitting in the classrooms. These changes should increase communication between BCCC and City Schools to better help support the students and to support the faculty.

E-Learning

The E-Learning team blueprinted courses to help support both full time and part time faculty. Blueprinting provides a basic standard course that faculty can build from but ensures that all faculty teaching the course teach from the same foundation. E-learning provided a number of additional workshops for faculty throughout the month of January to supplement the Institutional Days. Topics included:

- Zoom Training: Beyond the Gallery of Faces Part 1
- Using Canvas Roll Call for Attendance
- Zoom Training: Beyond the Gallery of Faces Part 2
- Using Canvas Quizzes and Respondus Lockdown Browser
- Canvas Assignments
- Hyflex: The new model of face-to-face

E-Learning will be developing more trainings for the remaining semester for both faculty and students.

Tutoring

Tutoring was available for the Winter Term. Below is the chart that shows the usage totals for the courses.

Total Usage		
Latest Date:	1/11/2021	
Subject	Page Views	Actions Taken
CLT 100	1007	6
ENG 101	1803	10
MAT 107	712	4
Overall	3522	20

Spring tutoring is underway, and faculty have begun to report the effectiveness of the embedded tutoring. Tutors will be embedded once again in the Dual Enrollment sections.

School of Business, Science, Technology, Engineering & Math (BSTEM)

Dean Iweha held his School meeting to open the spring semester where they discussed prerequisites, blueprinting of courses, faculty evaluations and grade reporting. Below is a brief summary.

1. Grade reporting
    a. Grade Reporting-the grade reporting dates from Student Affairs, emphasized the need that all grades be reported on time.
    b. Incomplete grade-faculty are to ensure that the canvas shell created for incomplete from Summer II and Fall 2020, are up and running; assignments are graded in time as well as the grade change are completed to enable the students to register for their next classes.
    c. Never Attended Reporting-faculty are required to report Never Attended. Faculty need to log onto the portal regularly to ensure they have access. After the faculty report Never Attends, they have been asked to monitor their rosters to confirm the students have been dropped. Never Attended should not be reported at the end of the semester as an F grade.
2. Blueprint Courses: It was discussed that all faculty teaching in the course should have input on the course material; courses should follow Quality Matter guidelines; be outcome oriented; have Tech support; and provide orientation for new faculty. The following courses were completed for spring 2021:

    a. Assistant Professor Daniel Izume (BUAD 100, 112, MGMT180)
    b. Professor Malathi Radhakrishnan (BIO 102, 103 101)
    c. Assistant Professor Brandon Myers (MAT 86, 92, 107)

3. Faculty evaluation-for calendar year 2020. It was discussed that with the new cycle this year the Dean would provide a summary evaluation that goes with the package to the VPAA.

Faculty and Dr. Iweha has begun to work with Alexia Smith, one of the Industry partners for P-Tech and Jayda Williams, the P-Tech coordinator, to outline different educational pathways/options for the new P-Tech pathway in Science offered at Dunbar H.S.

School of Arts & Social Science (SASS)
Interim Associate Dean Vance and Interim Dean Dr**.** Kennedy held their opening meeting with the SASS faculty and discussed Grade Reporting/Never Attends, Faculty Evaluation and Blue printing of courses. Faculty Evaluation was discussed at length as faculty in English and several other departments did not receive evaluations from last year. The affected faculty were provided with letters explaining the error for their faculty files.

Professor Vance met with SASS and provided an update on some strategies to use for recruiting new students for the College. Also, on February 1, 2021, Professor Vance facilitated a Webinar on "**Teaching Creatively**" where faculty members were introduced to current instructional modalities via of technology using Zoom. Additionally, he conferenced with several faculty members from the Department of English, Humanities and Performing Arts who worked with Professor Vance to provide some professional development opportunities via Zoom.
Professor Payne is building partnerships with local artists and the Baltimore Museum of Art to bring a lecture series of community artists to the College this spring.
Interim Associate Dean Vance has been selected as a Peer Evaluator for Middle States which will provide valuable insight as the College prepares for its next Self Study.

School of Nursing & Health Professions (SNHP)
Interim Dean Holley met with the faculty and staff of SNHP to discuss the three topics for the opening of the spring semester. Because the programs must meet accreditation requirements accurate grade reporting is essential.
Several faculty have been engaged in the design of the new Nursing Building expansion proposed in the Facility Master Plan. The faculty have met throughout the fall and continue to meet to discuss the building with AVP Dixon and members of the architecture firm. Currently, they are reviewing the floor plans and the equipment needs for two new programs - Occupational Therapy and Radiology Technician.

Library Services
The Library staff have been engaged in the design of the new Learning Commons expansion proposed in the Facility Master Plan. The faculty have met throughout the fall and continue to meet to discuss the building with AVP Dixon and members of the architecture firm. Currently, they are reviewing the floor plans. The Library Staff have been shifted to work with Student Affairs to help support students and get them registered for the spring semester.

Baltimore City Community College

Cabinet Report

Board of Trustees, February 17, 2021

Dr. Rose Reinhart, Vice President, Student Affairs

ENROLLMENT UPDATE

Fall 2020 Enrollment Trends

As the College works to realign its operations, strategic enrollment efforts are yielding positive results. The structured partnership with Baltimore City Public Schools System is beneficial to high school students from early college access through dual-enrollment. The College's dual-enrollment program is expanding to include charter, private and homeschool partnerships to grow this demographic which traditionally completes college courses at a higher rate than traditional college students.

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
Total Headcount	**6,963**	**5,467**	**5,394**	**5,269**	**4,726**	**4,409**	**4,188**	**4,523**	**4,909**	**4,181**
Dual Enrollment	**71**	**88**	**90**	**57**	**117**	**102**	**139**	**172**	**245**	**442**

Winter 2021 Enrollment Trends

The College historically offered classes during the winter term. The 10-year enrollment trend demonstrates a fluctuation in enrollment which declined significantly in 2017. The downward trend continued until winter 2020. Efforts to increase enrollment for the winter 2021 term included modifying the academic calendar so course began in December 2020.

	Winter 2016	Winter 2017	Winter 2018	Winter 2019	Winter 2020	Winter 2021
Headcount	**357**	**104**	**54**	**46**	**35**	**244**

Spring 2021 Enrollment Trends

Enrollment for the spring semester has been significantly impacted by a decline in new and continuing students. The College's Admissions processes are being redefined to streamline the application and placement processes. Registration and advising services have been expanded to allow for more personalized services through the Virtual Helpdesk. More than 20 individuals have been shifted to expedite enrollment.

	Spring 2016	Spring 2017	Spring 2018	Spring 2019	Spring 2020	Spring 2021
Headcount	**4,212**	**4,108**	**4,011**	**4,023**	**4,272**	3,313

Spring 2021 Enrollment Strategies

Enrollment strategies for Spring centered on new students and continuing students who had not yet registered. New student strategies were led by Admissions and continuing student strategies were led by Advising and Registrar. There was also an additional term (14 weeks) that was added to the Spring semester. These strategies have increased the number of enrollees by 12.2%.

New Students

Spring 2021 saw the number of applications to the College increase by 102 an increase of 9.2%. The CAPTCHA software has limited the number of spam applications received which gives a more accurate picture of the number of students applying to the College.

Working with Advising and Academic Affairs a tentative schedule of classes was developed and shared with new students through emails and text messages. New students were asked to reply to the email or the text with

the courses they wanted to take. Upon receipt of the message a BCCC staff member registered the new student for the courses. This strategy decreased the amount of time for a new student to get registered and allowed academic advisors to focus on working with assisting current students.

Current Students

Approximately 1700 students who were in attendance for Fall 2020 did not re-register for Spring 2021. Outreach to this population included phone calls, emails and text messages. Academic Affairs provided outreach to this group of students and 7 additional staff were transferred to Advising to assist these students with identifying courses and completing registrations. Review of pre-requisites and co-requests with Academic Affairs began with appropriate changes being updated in HPLan and education plans necessary.

14 Week Term

To assist students and to prevent cancellation of course sections, a 14-week term was added to the Spring 2021 schedule. This term began January 27 and ends May 12. Forty two sections were moved to the 14-week term and allowed new and continuing students another opportunity to register. This option is in addition to the 12-week, 10-week, and Second 8 week.

STUDENT ACTIVITIES AND ENGAGEMENT

The student activities and engagement office has been working closely with Advancement and Strategic Partnerships Office on Student Advocacy Day. BCCC students join students from across Maryland to advocate for strong state support of the community college mission, providing affordable access to quality higher education and preparing the workforce for the careers. The Student Advocacy Day Rally was held virtually on February 9th. BCCC students met face-to-face with elected officials and shared personal stories about ways community college empowered their futures.

STUDENT SUPPORT AND WELLNESS

Student Support and Wellness started the Spring semester with a number of workshops and activities including:

- How to Survive Online Learning
- Beginner's Virtual Yoga
- Stress Busters
- Take Control of Your Time to Take Control of Your Life
- Virtual Meditation

As a part of Valentine's Day – a week of celebrations surrounding all things of LOVE! Activities are planned to bring love to yourself, your relationships and your community

- One Love – Healthy and Unhealthy Relationships
- Loving and Caring for Yourself
- Love of Language
- Music Mixer

DISABILITY SERVICES

Disability Services presented a new and adjunct faculty orientation about the services it provides to students and how the office can partner with faculty in their classes. Information included the types of disabilities served, the accommodations available and how accommodations differ between high school and the College. The Office has continued to work in the Student Success Center with new and continuing students seeking assistance. Faculty and staff continue to use the interactive PowerPoint for faculty and staff that has been developed and placed in Canvas for easy use.

TRIO-SSS/STAIRS PROGRAM

The TRIO/SSS-STAIRS Program has been able to award 22 students textbooks for a total of $6,560.00 an average of $298.00 per student. Another 16 students have been recruited to the program for Spring

2021. Program staff have completed 8 hours of professional development for Blumen Online for TRIO. Blumen is a fully integrated Student Data Management Software designed specifically for tracking services and to provide control over the student database for Trio Projects. It also generates institution information for the Annual Performance Report required by the Department of Education. This includes student information specific to each fiscal year, contact between Students and Staff Members, Reports, Labels and Graphs of data.

REGISTRAR

The Registrar presented during the Institutional Professional Days on the major change process. The presentation was attended by a number of departments in the Health Programs and covered a number of new processes necessary to meet financial aid requirements. The Registrar also presented during the new and adjunct faculty orientation about the services it provides to faculty and described how FERPA legislation applies to faculty and the College. Information in the presentation included the importance of the never-attend process and the necessity of timely grade submission.

Baltimore City Community College

Cabinet Report

Board of Trustees, February 17, 2021

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. New classes are started each month, with a total of 286 students in December and 580 in January 2021.
ABE/ELS Program Improvement – Community ABE and ESL classes start each month. In December and January, new class sessions included a total of 19 ABE, 16 ESL, and 7 Citizenship classes.

- The ABE/ESL Department renewed community partnership agreements and expanded outreach with Maryland CASA to increase engagement of English Language Learners. In partnership with MD CASA, ESL students will be supported as they enroll in one of three (3) Integrated Education and Training (IET) programs including Nursing Assistant, Pharmacy Technician and Warehouse Logistics IET programs.

- In December, five (5) additional BCCC Loaner Laptops were distributed to students to support on-line access to classes and instructional materials. As the Continuing Education Division increases Computer Literacy classes to support on-line learning, new students are able to join in distance learning.

- In January, all ABE and ESL instructors participated in a range of workshops as part of the college-wide Institution Days (Jan. 4-7) and the WDCE Annual Winter Professional Development event (Jan. 8-9). Instructors and staff attended workshops on *Strategies for Distance Learning*, *Teaching in a Hy-Flex Model*, and other topics to support on-line learning and collaboration tools.

- In January, WDCE staff participated in planning and initial training for the implementation of the college's new ERP system (Banner). This included sessions on student communication tools, registration systems and financial tracking and reporting tools for credit and non-credit students.

- To increase outreach and engagement of English Language Learners, the ELS Department created a new 30-hour course, *Participating in American Life*. This course is designed for older refugees and family members to learn about the benefits of citizenship, cultural integration, and increased language proficiency. The course also supports increased computer literacy and continued enrollment in English and Citizenship classes offered at the college.

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:

- Through the first two quarters of GEER funding (from Sept. – Dec. 2020), the college has enrolled a total of 130 students in Healthcare-related workforce training programs. This funding will support up to 265 students impacted by the pandemic as they train for new careers in healthcare.

- Recent high school graduates participating in the Grads2Careers program are completing their training as Certified Nursing Assistants (CNA) or Pharmacy Technicians. In December, the CNA students completed their clinical experience. The Pharmacy students completed course work and started the required 4-week clinical (through January). All students are currently receiving stipends,

case management, success coaching and barrier removal and reduction from our partners at Bon Secours Community Works.

- The Workforce Development Department developed 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 December, this team assisted with in-demand Healthcare clinical placements for 51 students completing the Certified Nursing Assistant and Patient Care Technician programs. Employment placements included hospitals across Baltimore, including those with Medstar and Lifebridge.

- In January, the Career Services team hosted virtual hiring fairs in partnership with the University of Maryland Medical System. Students were hired by several departments, including in administrative positions and as hospitality and room attendants.

- The Workforce Development team continues to expand business and community partnerships to support access to training programs. In December, the team met with representatives from the Prison-to-Professions organization to establish support for returning citizens as they complete training and education leading to their chosen career. This cohort will start orientation in January and meet with the BCCC Admissions office in March 2021.

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

- Throughout December and January, the BCCC P-TECH College Liaison worked with BCPSS school leadership at New Era, Dunbar, and Carver High Schools to register students for the Spring term, distribute textbooks and update individual program schedules.

- 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.

- In partnership with City Schools and the Mayor's Office of Employment Development, the college has registered as a Youth Works site for Summer 2021. Several BCCC programs serving Baltimore City youth, such the MSP Summer Bridge and Refugee Youth Project, include this option for students.

ENVIRONMENT SERVICES AND FACILITIES

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

- In December, the college welcomed a new manager for the Environmental Services (EVS) team, Brandon Riley. Mr. Riley has more than 14 years of
experience in Operations and Environmental Services, most recently working on the Johns Hopkins University campus. Mr. Riley will lead the EVS team as they implement new procedures related to the Safe Return-To-Campus plan.

- The college continues progress on preparations for the eventual Safe Return-to-Campus under COVID-19 safety protocols. This includes campus-wide deep cleaning, air flow monitoring and duct work cleaning, and procurement of additional cleaning and safety supplies.

- In January, all Environmental Services staff completed training and industry certification (GBAC) for proper donning and doffing of PPE and adherence to COVID cleaning protocols.

- The Facilities team assisted in setting up the Baltimore City Health Department (BCHD) COVAX site in the Gym including replacing a floor system in one of the classrooms for clinic use.

- As part of implementation of the 10 Year Facilities Master Plan, draft plans for the Student Learning Commons and the Nursing Building were completed. Additional feedback from workgroups will be incorporated throughout the process. Additional plans for the updates to the Student Game Room and campus-wide upgrades for restrooms were also completed in January.

- In January, the college coordinated with BGE and Baltimore City to complete critical infrastructure work (moving gas lines) along Liberty Heights Ave. in preparation for the Loop Road project.

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 coordinated with the BCCC Facilities Department, Baltimore Police Department, Baltimore City Health Department (BCDH), Department of Transportation, Department of Emergency Management and Baltimore Fire Department for the opening of the BCHD, COVID Vaccination Site on January 25, 2021.
- Public Safety continues to support the CVS MinuteClinic Partnership for COVID testing at the South Pavilion, providing coordination of access and campus security.
- The Public Safety Office is aligning staffing, schedules and procedures in consultation with campus-wide planning committees in preparation for a safe return to campus.

BCCC Mission – Supporting Community Health and Wellness

In response to the pandemic, the college partnered with community groups, non-profit organizations, and City and State agencies to support the health and wellness of City residents. During the Summer, the college hosted multiple food distribution events and meal pick-up sites.
The college also partnered with CVS to host a community COVID-19 Testing Center operated by CVS MinuteClinic (at the South Pavilion). This testing center has operated 5-days a week since the Summer 2020.
In January, the college partnered with the Baltimore City Department of Health (BCDH) to host the Baltimore City COVID-19 Vaccination Site. The college has facilitated the space and operations coordination for BCDH to provide more than 500 vaccines per day.

Baltimore City Community College

Cabinet Report

Board of Trustees, February 17, 2021

Mr. Stephan Byam, Chief Information Officer

TECHNOLOGY

Enterprise Resource Planning (ERP) Project

Project Kick-Off

On January 11, 2021, the College held a two-day, College-wide, Enterprise Resource Planning (ERP) Project "kick-off."

The agenda for the kick-off included remarks from the President, the Chief Information Officer and the College's implementation partners, Ellucian. This was followed by demonstrations of the Banner Systems' Finance, Human Resources, Student Records & Registration, Accounts Receivables and Financial Aid modules for the functional teams. The second day of the kick-off, comprised of demonstrations of ancillary systems: CRM Recruit, Elevate, Mobile, Analytics, and Degree Works. The smaller, more focused demonstrations and functional groupings allowed for individuals ask questions and receive in-depth insight to their respective systems and modules.

Implementation Engagements

The ERP Project's Executive Steering Committee completed the process of identifying members from the College's functional areas to serve on various implementation teams. These teams are segmented into process/functional teams and work groups. (Table 1.)

Table 1. BCCC Implementation Teams

Process Teams
Admission and Recruiting
Student Records & Registration
Financial Aid
Advising & Retention
Institutional Research
Student Accounts Receivable
Finance
Academic Affairs
Workforce Dev. & Cont. Ed

Work Groups
Compliance and Information Security
Data Migration
Reporting & Analytics
Data Standards
Mobile App
Organization Readiness
Interface and Integration

The Finance teams and Student teams (Admission & Recruiting, Student Records & Registration and Student Accounts Receivable) had their first implementation engagements on February 8th and February 9th, respectively. Following their initial engagement, the teams have so far been scheduled for weekly engagements with the Ellucian consultants through March 18, 2021. Each week the teams will attend workshops lasting approximately 16 hours, divided into 4 daily workshops of 4 hours each. This approach allows the individuals on the teams to dedicate time to the project while still being able to attend to their primary work tasks.

The Finance teams are scheduled for the following engagements as follows:

Engagement	Dates
Chart of Accounts Workshop 1	2/15/2021 to 2/18/2021
Chart of Accounts Workshop 2	3/1/2021 to 3/4/2021
System Education: Management of Journal Entries	3/8/2021 to 3/11/2021
Configuration & System Education: Purchasing & Procurement Managing Purchasing and Procurement	3/15/2021 to 3/18/2021

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

The Student teams are scheduled for the following engagements as follows:

Engagement	Dates
General Person & Student Administration processing	2/16/2021 to 2/18/2021
Student Comprehensive Design - Person & Curriculum element	2/23/2021 to 2/25/2021
System Education & Process Simulation: Personal Records & Details Management - General Person Processing in Banner	3/2/2021 to 3/4/2021
General Person Technical Overview & Mapping	3/9/2021 to 3/12/2021
Catalog/Schedule/Academic History/Registration	3/16/2021 to 3/18/2021

The Student implementation team is targeting the Student module (Records, Registration and Academic History) for April of 2022.

Additionally, the Office of Information Technology Services (ITS) will have separate engagements with Ellucian to conduct work on the technical infrastructure.

Engagement	Dates
Identity Tactical Planning - Workshop 1	2/22-2021 to 2/26/2021
Identity Tactical Planning - Workshop 2	3/8/2021 to 3/12/2021
Identity Tactical Planning - Deliverable Presentation	3/29/2021 to 4/2/2021

Operations

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

The College continues to increase the adoption for the Multi-Factor Authentication (MFA) and Self-Service Password Reset and is still actively enrolling faculty and staff. These efforts provide additional security for the College.

Cyber Security Training:

The College has begun its Cyber Security Awareness Training program as of January 4th 2021. As of February 1 2021, the College has a completion rate of 45% and is working for 100% completion.

Admissions Application:

In response to the technical challenges of the legacy HPLAN student information system's electronic admissions application, the Information Technology Services (ITS) team has implemented a new admissions application. This new electronic application has been piloted for the Dual Enrollment applicants and will eventually serve as the general application until the new student system portion of the ERP is implemented. This application provides a more secure, user friendly interface for students to apply to the College.

Baltimore City Community College

Cabinet Report

Board of Trustees, February 17, 2021

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

BUDGET OFFICE

1. **Unrestricted Revenue:** Total Unrestricted Revenue through December FY21 is $4M (12%) less than revenue through the same period FY20. Despite increases in Summer and Winter Session tuition revenue ($377k), total tuition revenue through December FY21 lags FY20 due to decreased Fall revenue ($835k) and preliminary Spring revenue shortfall of $1.2M. *NOTE:* Spring registration period is still open.

   The rental revenue from the Lockwood property lease has not been received by BCCC resulting in a $1.6M reduction in leasing revenue year over year. Bookstore revenues in FY21 are $325k less than FY20 driven both by a reduction in the sale of books ($122k) and by lower supplies and sundries ($125k). Finally, despite flat balances in invested funds, decreases in interest rates drive a $192k reduction in investment income.

2. **Restricted Revenue:** Total Restricted Revenue through December FY21 is generally flat to revenue for the same period FY20. Net increases in revenue from WBJC ($146k) and Federal/State CARES grant support for students, programs and institutional expenses ($444k) year-over-year, are offset by a reduction in revenue received for Grants, Subsidies & Contributions ($633k).

3. **State/Federal Reports Submitted:**
   - **a.** Fiscal Notes: The college will continue to answer fiscal notes from DLS on fiscal and operational impact. We have provided 50 responses to date.
   - **b.** 2nd Quarter Vacancy Summary Report to DLS
   - **c.** Insurance claim documentation submitted to Maryland Treasurers Office, Insurance Division for reimbursement of expenses for Bard Building fire incident (January 5, 2020).
   - **d.** Reconciliation of DBM budget adjustments for proposed FY22 allowance.
4. **State/Federal Reporting Upcoming:**
   - a. FY21 and FY22 Covid-19 financial impact analysis to DLS and DBM.
   - b. CFR Expenditures Report of Covid-19 related expenses for reimbursement is forthcoming. Formal request for data not yet received.
5. **Operational Process Improvement:**
   - a. The budget office is in the process of drafting multiple operational reports. The following draft reports are under review:
     - i. Monthly YTD College-level financial variance analysis
     - ii. Monthly YTD report to each division
     - iii. Monthly projection to each division
     - iv. Finance & Administration Deliverables Calendar (inclusive of HR, Budget, Accounting, and Bursar divisions)
     - v. New internal budget development/resource allocation process

FOUNDATION

1. **Audit**
   a. The final Management Letter Response has been issued and approved by the College and acknowledged by the audit firm (CLA). The Foundation's Finance Committee will meet in March and discuss how the Board will help implement and oversee the procedural changes in Financial and Compliance activities.

2. **SOPs**
   a. To date six SOPs have been drafted covering the following processes: Accounts Payable, Interest and Fees, Investment Earnings, Cash Receipts, Hackerman Loan, and In-Kind Salaries. Upon completion of the final six, the Foundation Accountant, the College's Accounting Manager, and the Controller will give them a final review with the VP of Finance before approving and adopting the new procedures.

3. **YTD Gifts by Constituent Type**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Grand Total
Corporation	$2,500		$265		$19,434			$22,199
Foundation	$10,139	$13	$101		$17	$5,000		$15,270
Grant				$110,000				$110,000
Individual	$1,866	$615	$1,365	$1,755	$1,590	$16,602	$335	$24,128
Grand Total	**$14,505**	**$628**	**$1,731**	**$111,755**	**$21,041**	**$21,602**	**$335**	**$171,597**

***Dec. numbers have been updated for checks received after last report was issued*

4. Fund review (File audit) has begun. Thus far, 10 funds have been reviewed. We have been able to identify contact persons and MOUs. The Foundation has set the pace such that we will have reviewed all the funds before the end of the fiscal year. The goal is to verify that each fund has a complete digital and physical file that is accessible to Foundation staff at a moment's notice, no matter where the physical file is.
5. Scholarships were awarded in January. The Foundation awarded over 40 scholarships totaling more than $21,000 during the Spring 21 semester.

BURSAR'S OFFICE

1. **Registration**
   a. **Major Operational Findings:**

      Due to residency and billing code misalignment on student accounts, tuition has been posted inaccurately for various accounts. Admissions has been notified and is currently working with the Bursar's office to clean up the data and correct student accounts.

The online registration system is duplicating the Facility Capital Fee, and fees are 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.

Activity Codes are not always updated accurately or timely, especially if a student is transferring from one program to another, which impacts the purge listing each semester. Students could be purged for non-payment in error, or students could be sent to collections when a third-party was supposed to pay the student's tuition and fees. The Admissions and Registrar's offices have implemented a two-step validation process to mitigate students from being purged or sent to collections in error.

b. **Major Accomplishments:**

Successfully reissued CARES Act refunds. The total undeliverable checks have been reduced significantly.

Completed the reconciliation of PTEC students and funding for reporting submission to the State PTEC coordinator.

The CARES funds were disbursed for the Fall semester, and a process for correcting and updating student addresses has been implemented.

The Purge group has made several improvements on Purge remedies for the Fall 2020 semester and is currently working cross-functionally with Financial Aid on the validating the Winter 2020 session.

c. Operational Process Improvements:

Made improvements in the non-financial aid refund check process to ensure that refunds are posted correctly, and in the correct semester. The process was streamlined, as a result the reconciliation process improved the accuracy of tuition and fees posted to the students' accounts.

The new Director of Student Accounts & Bursar is assessing the departmental operations to identify areas that can be streamlined for efficiency and greater effectiveness in the following areas: customer service, billing and collections, departmental calendar.

2. Financial Aid

a. **Major Findings:**

Financial Aid is not being posted in a timely manner.

b. **Major Accomplishments:**

Worked with Student Affairs regarding dates to establish a timeline for when awards need to be posted to students' accounts. This will enable timely posting of awards.

Continuing to work with Financial Aid to ensure the remaining Fall 2020 and Winter session awards are posted.

c. **Operational Process Improvements:**

Improved the financial aid refund process to streamline the process, making continued improvements to the reconciliation process.

3. **Other Business Matters**
    a. Working with Financial Aid and the Bursar's office to prepare for early registration for the Winter session and the Spring 2020 semester by ensuring all Fall 2020 financial aid awards are cleaned up and posted accurately.
    b. Working with the MSP and PTEC teams to ensure students accounts have been coded correctly for billing.

PROCUREMENT

1. Bookstore

a. Procurement buyers have placed all orders for the bookstore for the Spring 2021 semester.
b. Procurement continues to work with the Bookstore and Accounting to clear past due invoices.

2. Grants

a. Procurement works with Academic Affairs and Institutional Effectiveness, Research & Planning to expedite expenditures, receive items and pay for the Care first Grant prior to the due date of 1/31/2021. The hospital beds and pumps have been ordered by Procurement. The estimate delivery is as follows: Due to a manufacturing delay, beds are due to deliver 3/1/2021 and the pumps arrived 1/8/2021.
b. Solicitated to DoIT Master Contractors in process to procure 65 laptops for the GEERS Funded Grant. Awarded to USC Canterbury Corp 1/25/2021 in the amount of $49,327.20.
c. Awarded (Care fund) contract in the amount of $55.479.65 for 185 laptops.

3. Procurement and FMIS Process Improvement

a. Drafted Procurement presentation and created handouts.
b. Presented a brief presentation on "How BCCCs Procurement Process Works" during Institutional Day.

4. Contract Approval requiring BPW Approval.

a. A bridge contract was executed for Regent Education LLC to extend contract to 1/6/2021. Regent Education contract option 1 in the amount of $217,625 ($170,000 Option 1 + $47,625 add funds) was approved by the BPW on 1/6/2021.

6. Contract Awarded

a. Working WBJC Mass Mailing contract awarded to Zip Mailing, Inc. For $19K. (An estimated cost savings of $11K than originally projected).
b. Procurement facilitated the procurement of the services with Bluefin to provide WBJC credit card processing.
c. Work with the Radio Station on how to procure goods and services such as the Radio Research Consortium agreements, parts, etc.

7. Other Business

- Continue working with vendors to remove automatic renewals from their Terms and Conditions, (especially software). This also includes terminating services that are no longer being utilized.
- Initiated $16K State of Maryland BPO Blanket Purchase Order (BPO) for Pitney Bowes.
- 45 Purchase Orders were ordered and placed by Procurement, totaling $231,355.24 in the last 30 days.
- A Request for Expressions of Interest (ROEI) for the Bard Building was published on 12/18/2020. A pre-response meeting was held 1/13/2021. Proposals are due from vendors no later than 3/5/2021.

CONTROLLER OFFICE AND GENERAL ACCOUNTING

Legislative Audit (OLA)

1. The College continues to engage in the FY20 Legislative audit with the Office of Legislative affairs. To date, all internal interviews have occurred between the auditors and the BCCC staff. Currently, the college is collecting information and documentation for the auditors as requested.

Accounts Payable

2. **A/P Over 30 Days**
   - Contributing Factors - For vendors who mail their invoices, getting these invoices timely is an issue. Departments not entering requisitions prior to purchases.
   - Corrective Action Plan - Bookstore received access to enter receiving in FMIS in December.
3. **A/P Over 30 Days to 90 Days**
   - A large amount of this category relates to new invoices received for the ERP system. No purchase order is available to process these amounts.

3. **A/P Over 90 Days**

   - Contributing Factors - For vendors who mail their invoices, getting these invoices timely is an issue. In some cases, contract renewals are needed.
   - Corrective Action - Accounts Payable is working with the departments to resolve any other disputed items and provide additional guidance to get these older invoices paid.
   - Several items over 90 days are in dispute or the dispute just was resolved, or they are pending Board of Public Works approval. Purchase Orders for the disputed items just resolved are expected to be created and these items paid in the upcoming weeks.

Summary	Amounts
<30	458,011.16
30-60	184,058.09
61-90	46,479.14
>90	234,131.84
Grand Total	**$922,680.23**

Baltimore City Community College

Cabinet Report

Board of Trustees, February 17, 2021

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

COMMUNITY COLLEGE ENROLLMENT ~ SPRING 2021

BCCC enrollment for the spring semester for 2021 has decreased to 17.3% (3,313 headcount). The College added a 14-week term to the spring semester as a strategy to bolster enrollment. Challenges facing student in one of the zip codes most effected by COVID. See the Enrollment Report and Realignment Task #5 summary for additional information regarding enrollment strategies.

Spring 2021 - First Day of Class Enrollment**

College	First Day Date	Headcount		Elig FTE		Total FTE	
		#	%	#	%	#	%
Allegany	1/21/2021	2,006	-9.9%	329.7	-21.7%	596.9	-12.7%
Anne Arundel	1/25/2021	10,151	-5.2%	2,489.1	-8.8%	2,573.4	-8.4%
Baltimore City	2/5/2021	3,313	-17.3%	813	-27.3%	908.6	-26.9%
Baltimore County	2/1/2021	14,406	-3.2%	NA	NA	3,867.7	-4.7%
Carroll	2/1/2021	2,523	-9.8%	NA	NA	728.0	-8.0%
Cecil	1/19/2021	1,730	-0.147	417.5	-0.166	481.8	-0.151
Chesapeake	1/27/2021	1,616	-0.157			423.5	-0.141
Frederick	1/23/2021	4,813	-0.1279			1292.43	-0.17277531
Garrett	44222	451	-0.2			156.38	-0.24
Hagerstown							
Harford	1/25/2021	4,541	-8.1%	NA	NA	1,261.8	-11.7%
Howard	1/30/2021	7,911	-15.4%	2,051.3	-14.9%	2,134.3	-14.5%
Montgomery							
Prince George's	1/19/2021	10,136	-7.9%	2,679.5	-9.1%	2,827.7	-8.3%
Southern Maryland	1/19/2021	5,354	-5.9%	NA	NA	1,465.2	-5.7%
Wor-Wic	1/22/2021	2,235	-7.6%	590.9	-7.1%	621.1	-6.2%

INSTITUTIONAL SURVEYS

BCCC administers as well as supports a host of external surveys to maintain federal and state compliance. The College planned three "Institutional Days" to kick-off the spring 2021 semester for faculty and staff. On January 5 – 7, 2021, various professional development sessions were conducted with presentations from external and internal speakers. In the spirit of continuous improvement, the Office of Institutional Effectiveness, Research & Planning developed a survey which was administered at the end of the three days. There were 42 respondents including 13 faculty and 26 staff (three chose not to identify their primary role at BCCC.).

Respondents were asked to indicate their level of agreement with statements related to each session. The table below shows a sample of the percentage respondents who indicated "strongly agree" or "agree". The "Sexual Harassment: Prevention in the Workplace" mandatory session had the most respondents (42) with favorable results which each item reflecting 92.9% or more indicating agreement with the statements. The "Overcoming Burnout" session had 90.0% or more (n=20) in agreement with all statement and 100% agreed that the information provided was beneficial. The Microsoft Training met with varying levels of agreement, but there was some indication that the time allotted may not have been sufficient. The "Turnitin more than the Similarity Score" session had 10 respondents who all indicated agreement with each item. While 94.4% of respondents (n=18) indicated that the information provided in the "BCCC's Operating Budget Presentation" session was beneficial, just 66.7% indicated that they were planning to apply what they learned to their position. The procurement and "Hyflex" related sessions were well-received with both sets of respondents indicating that the

time allotted may not have been sufficient. The "Change of Academic Majors" was targeted to those involved with the process, so it was anticipated that the respondents would find the information beneficial to them.

Respondents were provided the opportunity to provide comments on the sessions. Comments varied from recommendations that the sessions be recorded to allow for on-demand use, expressing the need for follow-up sessions (particularly related to technology), noting that the days were scheduled too close to the start of classes, and expressing appreciation for the respective sessions.

Baltimore City Community College Spring 2021 Institutional Days January 5 - 7, 2021 Professional Development Sessions Survey			
1. Please indicate your primary role at BCCC.			
Faculty	13	33.3%	
Staff	26	66.7%	
Total Responding to Question	39	100.0%	
2. For the "Sexual Harassment: Prevention in the Workplace (Mandatory)" session, facilitated by Mr. Robert Roop and Dr. Kara Hunt, please indicate your level of agreement with each statement.			
		% Strongly Agree/Agree	# of Respondents
The purpose of the presentation was clearly defined		95.2%	42
The information provided was beneficial.		95.2%	42
I am planning to apply what I learned to my position.		92.9%	42
The time allotted was sufficient.		92.9%	42
The technology needed to participate was sufficient.		92.9%	42

INSTITUTIONAL GRANTS

Grants Awarded

- US Department of Education CARES (Student) $1,438,078; CARES (Institutional) $5,138,057 – Total $6,576,135
- Maryland State Department of Education (MSDE) CCCPD $21,626 –21 Students Learning Tools
- Maryland Higher Education Commission (MHEC) GEERS $558,224 WDCE Supplemental Funds

Grants Under Development

- National Science Foundation Secure and Trustworthy Cyberspace - $400K Three-Year. Due 03/15/21

The grant seeks to explore innovative approaches for growing a capable, next-generation cyber workforce, and for accelerating the transition of successful cybersecurity research into practice and useful products and services.

Grant Submission

- Campus Compact Mid-Atlantic AmeriCorps VISTA - $180K Three-Year. Due 1/29/21

Baltimore City Community College VISTA Success Coach - The BCCC VISTA Success Coach Project provides guidance for identified students to begin achieving success at the earliest points in their academic careers with BCCC.

Baltimore City Community College

Cabinet Report

Board of Trustees, February 17, 2021

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

COMMUNICATIONS/ MEDIA RELATIONS

The Office of Communications solicited and secured appearances and interviews for the purpose of elevating the College's brand awareness, recognition and image. The opening of the City of Baltimore's new Covid-19 vaccine site at the College provided an opportunity to promote BCCC's presence in the community, strong partnership with the Mayor's Office as well as promote registration for Spring classes. Below are highlights.

Media Appearances and Interviews

- February 1 - Dr. McCurdy appeared on MAGIC 95.9 FM to discuss the City's new vaccination site at BCCC.
- January 29—Dr. McCurdy appeared on WBJC 91.5 PM
- January 28 – Dr. McCurdy appeared on 92Q to discuss the City's new vaccination site at BCCC.
- January 27 - Dr. McCurdy appeared on WBAL's C4 & Bryan Nehman Show to discuss the City's new vaccination site at BCCC.
- January 26 - Dr. McCurdy appeared on WOLB's Larry Young Show to discuss the City's new vaccination site at BCCC.

Media Mentions

- Jan. 30, Baltimore mass vaccination site overbooked by 'hundreds', Baltimore Sun
- Jan. 30, Campaign seeks to end distrust of vaccinations, Baltimore Sun
- Jan. 29, Minority groups urged to get their vaccinations, Baltimore Sun
- Jan. 29, Baltimore on pace to vaccinate 80% in year, hopes to speed up, Baltimore Sun
- Jan. 25, Vaccine clinics open as Maryland moves into Phase 1C, WMAR-TV
- Jan. 25, Minorities found to receive vaccine at lower rates, Maryland Reporter
- Jan. 21, City to open coronavirus vaccination site at Baltimore City Community College, Baltimore Sun
- Jan. 17, Woman educates Black Marylanders on Alzheimer's disease, Washington Times
- Jan. 15, Guy T. Hollyday, Baltimore Sun
- Jan. 12, Taylor offers African Americans info on Alzheimer's, Baltimore Sun
- Jan. 11, Baltimore woman helps educate African Americans about the increased threat of Alzheimer's disease they face, Baltimore Sun
- Dec. 31, Colleges and Universities Baltimore Business Journal
- Dec. 31, Latina teens create online space for young immigrants, Jeffersonian
- Dec. 30, Latina teens create online space for young immigrants, Catonsville Times
- Dec. 18, PRSA Maryland Announces 2021 Chapter Leadership, Capitol Communicator
- Dec. 17, Maryland Chapter of Public Relations Society of America Announces 2021 Board of Directors, Fox 21 Delmarva
- Dec. 17, Maryland Chapter of Public Relations Society of America Announces 2021 Board of Directors, Washington Afro-American
- Dec. 15, Scott selected as county school board chair, first Black woman to hold the position, Maryland Independent
- Dec. 9, Baltimore County school board votes first African-American woman as board chair, Fox 45 News

- Dec. 9, Baltimore County school board votes first African-American woman as board chair, WBAL-TV
- Dec. 7, Multiple Challenges Await as Scott Prepares to Assume 'Thankless Job', Maryland Matters
- Dec. 3, Revised citizenship test harder, more conservative, advocates say, Maryland Independent
- Dec. 3, Revised citizenship test is harder, more conservative and may worsen backlogs, experts say, Southern Maryland Online
- Dec. 2, Revised citizenship test is harder, more conservative and may worsen backlogs, Frederick News Post

Internal/Campus Communications

- Released BCCC Newsletter to disseminate timely information to employees.

Coronavirus Pandemic Employee Communications

- Worked with Office of the President to develop and write content for faculty and staff email communications and reviewed Coronavirus related content on website.

MARKETING

Digital Advertising & Website

The College continued to experience a significant uptick in digital advertising reach as measured from advertising platform results and website analytics. These results indicate that the spring advertising plan is creating significant interest in the BCCC brand. For example:

- Digital advertising collectively reached 686,193 people through impression serving. Of those served, 10,417 engage with the college and 9,745 clicked digital links.
- These results are further cemented as measured on the college website, where there was a continuing increase in unique visitors to the *College Apply*, *Register* and *Home* website pages in significant numbers (Unique – *Apply* increased 81.18% over the prior year, Unique – *Register* increased 183.37% over the prior year, and Unique – Main Page increased 18% over the prior year
- In real numbers, the increase in website traffic over the prior year for the Main Page is 8,063, *Apply Page* is 3,118, and *Register Page* is 4,863.

While the website continues to receive increased activity related to the College marketing campaigns, re-architecture and redesign of web pages is needed. The Marketing team is exploring options for enhancement with Blackboard and identifying possibilities for future.

Branding/ Collateral

The College developed a series of publications for internal and external marketing and enrollment growth, including print and electronic projects (viewbook, admissions postcards, holiday card) that target building enrollment growth and community and partnership engagement. All current marketing materials are currently on SharePoint and accessed via the BCCC website.

The Marketing team has been very focused on creative approach, specifically how the brand platform and communication pillars are shared creatively. Logo refinements, creative designs and website reorganization have been at the forefront of these efforts, thus ensuring that the brand is consistent in look and appeal and is able to properly amplify marketing and communication efforts. Additional creative efforts were developed into templates for PowerPoint use, letterhead, logo tweaking, strong type, cutouts and color overlays are part of reimagining the BCCC brand and bring that brand to life within our campaigns, print, website, and signage.

Traditional & Social Media

The College experienced significant engagement growth with Facebook having 12,636 post engagements, 2,498 page views, and 89 likes. Twitter saw an increase of 20.4% impressions, 742 profile visits, and 29 followers. The efforts aimed at providing student engagement answers and the placement of digital advertising are helping to drive volume to the page. This provides the College increased exposure in the sharing of its story while also helping it to achieve the position of #4 as a page to watch as compared to CCBC, Coppin and Anne Arundel Community College.

FOUNDATION/ EVENTS

Revenue

- Donations for December and January totaled $21,956.

Mailings

- Mailed Annual Statements and donor acknowledgement letters.
- Developed card with student photos for winter mailing.

Scholarships

- Supported the Scholarship Awards Committee and led the awards management process for Spring 2021 applications.
- Over 170 applications were submitted; 58 students received scholarship awards totaling $22,790.

Board of Directors meetings

- Quarterly Finance Committee and Board of Directors meetings were held on December 2, 2020 and December 16, 2020 respectively.
- The Foundation Board of Directors met with multiple investment firms to identify a new firm to manage the Foundations endowed funds and support board development.

WBJC

- Due to a very successful December campaign, the radio station is $150,000 ahead last year in total revenue. The next fundraising period is set for February 22-28, 2021.
- The Maryland State Arts Council mid-year grant was submitted.
- Library cataloguing initiative started.
- Interview with Dr. McCurdy regarding COVID vaccine program.
- Technology upgrade project continues with arrival of new computers for the studio; awaiting soundcards and CD/DVD players.
- Progress is being made with internet installation at the transmitter tower and the studio. Next steps include trenching at the transmitter and wire connection at the studio.
- The Business Manager position is posted.

Baltimore City Community College

Cabinet Report

Board of Trustees, February 17, 2021

Ms. Lyllis Green, Chief Internal Auditor

INTERNAL AUDITS, REVIEWS, and INVESTGATIONS

Internal Audit activity during the months of November, December and January focused on:

- internal audit investigations and reviews
- assisting the Legislative Auditors in their fiscal compliance review of BCCC
- reviews and follow-up of external audit findings,
- tests of internal controls related to Information Technology external audit findings, and
- support in the preparation of institutional reports required by various oversight agencies.

The internal audit activities required collaboration with the College's President, General Counsel, the Assistant Attorney General, and the President's Cabinet. Additionally, several staff members from the Administration & Finance Division, Information Technology Services, the Office of Public Safety, and the Office of Human Resources provided information and/or assistance.

HUMAN RESOURCE RELATED ACTIVITIES

Equal Employment Opportunities (EEO)

As a follow-up to our previous report, the EEO report was submitted to the Statewide EEO Office in October 2020. The College's information is included in the Statewide EEO Report that was released on January 13, 2021: **https://dbm.maryland.gov/eeo/Documents/Publications/AnnualEEOReportFY2020.pdf.**

The EEO report discloses specific data about state-wide workforce demographics, workforce utilization, and workforce salary and grade by race for all agencies and the University of Maryland System. The report (section 10) also includes EEO data for BCCC and the other two independent institutions of higher education (IHE), Morgan and St. Mary's College.

Sexual Harassment Training

During the Spring Institutional Days for staff development and training, a mandatory course offering for sexual harassment was presented by Dr. Kara Hunt, Director of Education and Outreach, Maryland Commission on Civil Rights (MCCR). The execution of the annual mandatory course offering places BCCC in compliance with the requirements of EEO and MCCR.

EXTERNAL AUDITS

Annual Financial BCCC Audit

This year, the College's annual financial audit was performed by Clifton, Larson, Allen LLP. Internal audit involvement included responses to the section on Internal Controls and input on issues related to the BCCC Foundation. However, the coordination of the audit was through the VP Finance and Administration.

Legislative Auditors (OLA)

The Legislative Auditors have arrived and began their fiscal compliance review for the period November 30, 2016 through November 30, 2020. Staff immediately began pulling information for the numerous requests that were made on December 10, 2020. An entrance meeting was held on January 7, 2021 followed by several meetings with staff from various critical processing areas of the College including:

- Cash Receipts
- Equipment
- Student Financial Aid
- Disbursements & Appropriations
- Human Resources & Payroll

- Corporate Purchase Card & Procurement

The College continues to address the findings and recommendations from the last Legislative Audit Report that was issued in November 2017. Of the eight findings noted, five have been implemented and the remaining three are partially implemented or in progress. It should be noted that Finding #4 regarding the BCCC Foundation agreement is not completely implemented due to the expired agreement. This report shows additional progress on Finding #6c – Malware, regarding evidence of users' inability to modify security related applications on workstations. The status of this portion of the finding has been upgraded from "partially implemented" to "implemented and ongoing."

Finding	*Recommendation (Excerpts from November 2017 OLA Report)*	*Observations*	*Status @ 01/31/2021*
1. **facilities planning and operations**	We recommend that BCCC: a. use existing Statewide contracts for the procurement of goods and services, when available; b. discontinue the practice of artificially dividing purchases to circumvent State procurement regulations and lessen its purchasing power; c. comply with State procurement regulations for competitive procurement, including the use of written contracts and the publication of solicitations and awards on *eMaryland Marketplace* and (repeat); d. ensure that vendor invoices contain sufficient details to determine the propriety and reasonableness of the services performed and amounts billed; e. conduct thorough reviews of vendor invoices, including those related to the aforementioned payments, investigate and resolve any discrepancies, and recover any amounts that are determined to be improperly billed; and f. consult with the Office of the Attorney General – Criminal Division	a. Existing statewide contracts are being used when available or practicable. b. It is expected that processes will improve upon the hiring of a Facilities Director including the complete implementation of procurement recommendations and consistent reviews of vendor invoices. c. One of the procurement office vacancies was filled to ensure compliance with procurement regulations. d. Reviews are being performed to determine the propriety and reasonableness of the services performed and discrepancies are investigated for resolution. e. Recovery attempts are made for improperly billed invoices.	a. Implemented b. Implemented c. Implemented d. Implemented e. Implemented f. Implemented

	before taking any actions related to the questionable payments noted, and refer any other questionable activity to the Office of the Attorney General – Criminal Division and advise the Governor's Chief Legal Counsel.	f. Both the College's General Counsel and the Office of the Attorney General are consulted regarding questionable activities.	
2. corporate purchase cards,	We recommend that BCCC a. prohibit cardholders from sharing their cards with other employees; and b. ensure that proper documentation, such as itemized vendor invoices, is obtained to support all CPC transactions (repeat).	a. The College implemented additional controls over corporate purchase cards including a reduction in the number of cards issued. b. Monthly receipts/invoices of CPC transactions are obtained and compared to the monthly statement of CPC activity. All discrepancies are investigated.	Implemented (includes repeat finding) b. Implemented

3. Payroll	We recommend that BCCC ensure that salary increases and incentives are appropriately justified, in accordance with the terms of employment contracts, and approved by the Board of Trustees, as required.	Salary increases and incentives are supported by Payroll Action Requests (PARs) that are signed and approved by the employee's supervisor, vice president, and the budget officer. Periods of non-compliance occurred during times when executive vacancies were experienced in the Office of Human Resources, Administration & Finance VP and Budget Officer and the President.	Implemented
4. affiliated foundation,	We recommend that BCCC establish a comprehensive agreement with its foundation that establishes formal goals and outcomes for the foundation and identifies the related BCCC funding to be provided. In addition, the foundation agreement should identify any planned steps or actions to enhance fundraising and/or reduce non-scholarship costs.	The agreement between the Foundation and BCCC expired in June 2020. The Foundation experienced a change in leadership and a new agreement needs to be executed.	Implemented with compensating controls through June 2020.
Information systems (2), 5. **Sensitive Personally identifiable information**	We recommend that BCCC: a. perform a complete inventory of its systems and identify all sensitive PII, b. determines if it is necessary to retain this PII and delete all unnecessary PII,	a. The college's ITS is in the process of resolving this finding with security software that can identify PII information on all servers in the network, and delete all unnecessary information stored on these servers. The Proofpoint dashboard was configured to trace PII information on all servers in the network. On 7/14/20, the Internal Audit team was briefed on PII tracing on the servers in the network. with the first PII inventory report generating 62,916 PII items. ITS staff have been fine tuning the search categories to determine the functional areas that should have access. The recent Internal Audit review was performed on the Proofpoint agent dashboard on 1/29/21, for the last 7 days	a. Partially implemented. b. Not implemented. c. Partially implemented.

	c. determines if all necessary PII is properly protected by encryption or other substantial mitigating controls, and d. updates its databases and systems with encryption capability and then encrypt all sensitive PII not otherwise properly protected or employ other substantial mitigating controls to protect this data (repeat).	and confirmed that the process is in place. b. All necessary PII will be properly protected. Currently, email PII protection is provided by Microsoft365. c. This exercise will not be completely performed or resolved until all the workstations are up and running. It will enable ITS implementation to establish data classification to identify any PII on these workstations, with a fully completed PII inventory report. d. The college has two implemented some information security measures to mitigate any threats against sensitive information such as PII including: • truncating student social security numbers (SSN) on the college's HP LAN printout and from online application users, • configuration to protect PII over email transmission, by detecting any email traffic with PII without proper encryption. • Procedures to detect and prevent inadequate data encryption before sending an email containing PII; and • monitoring and controlling user access to PII data for any incident.	d. Partially implemented.
6. **Malware protection for BCCC computers was not sufficient**	a. ensure, on an ongoing basis, that all active computers have current signature files, and up-to-date malware protection software installed, and operational;	a. ITS implemented a process to have all active computers up-to-date and operational and current with signature files and malware protection software consistently.	a. Implemented and ongoing.

	b. limit the assignment of administrative rights on workstations to specific system/network administrators and those users specifically allowed such rights, with any such assignments to non-information technology administrators being justified, approved, documented, and regularly reviewed to determine whether they are still needed (repeat); and c. ensure that all workstations are kept up-to-date for critical security related updates for commonly vulnerable applications (repeat).	b. The process was initiated in June 2020 with full implementation during August 2020. Procedures are being developed with cooperation from the Office of Human Resources to ensure timely notification of assignment and removal of administrative rights. c. The malware protection reporting is up to date for all workstations that are powered up on campus. The plan to update workstations that are not powered up will be completed as ITS staff return to campus and gain access to offices where the workstations reside. Additional documentation was provided as evidence of users' inability to modify security related applications. The malware protection software provides evidence confirming that internal controls over security applications are working as intended.	b. Implemented and ongoing. c. Implemented and ongoing.
7. cash receipts	We recommend that BCCC a. restrictively endorse checks immediately upon receipt, and b. ensure that receipts are deposited timely.	a. Checks are restrictively endorsed receipt. b. The location of the mail room and cashiers' office have been moved to ensure timely processing of checks.	a. Implemented b. Implemented
8. **equipment**	We recommend that BCCC a. ensure that the equipment records are complete and accurate; b. investigate the aforementioned missing equipment and	a. The College has had difficulty procuring a firm to perform the physical inventory. b. The equipment reported as missing has been identified and deployed.	a. Partially implemented. b. Implemented

	take appropriate corrective action; c. conduct documented physical inventories of sensitive and non-sensitive equipment, as required, and reconcile the results to the detail inventory records; and d. refrain from purchasing equipment that is not needed for immediate use.	c. Resolution is pending procurement of an inventory service or tools to perform an inhouse physical inventory. d. All equipment must have a justified need that is approved at the executive leadership level.	c. Not implemented. d. Implemented
Note: The complete OLA, November 2017 report can be viewed at: https://www.ola.state.md.us/Search/Report?keyword=&agencyId=5a8ac903cc9d721804e01114&dateFrom=&dateTo=&reportTypeId1=1			

OFFICE CHANGES

As previously reported, the Chief Internal Auditor has been involved in several EEO and ADA employee issues on behalf of the vacant EEO position. Additionally, there is involvement in the Office of Human Resources' reporting responsibilities for the Affirmative Action Plan (AAP), the Annual Equal Employment Opportunity Report as well as the development of procedures for the Title IX Sexual Misconduct Policy and the Secondary Employment Policy and procedures.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, February 17, 2021

Dr. Liesl Jones, Vice President, 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."

Program Development

The two faculty hires in EMS have begun to meet weekly with interim Dean Holley and me to realign the program in advance of the July 2021 site visit. The faculty have been going to campus to assess the equipment and needs of the program. With the current Perkins funding not being expended by Cyber Security we will be asking MSDE to allow us to reallocate monies to upgrade the equipment for the EMS/Paramedic program.

Alignment of Academic Affairs programs and Workforce

Ms. Mikos, I, and VP Thomas have met weekly throughout the fall semester with the representatives from the BPD and have reviewed the current degree requirements for the College's Criminal Justice degree and the Police Academy curriculum. Following the review of the Police Academy curriculum we believe that BCCC may award college credit through an evaluation of non-credit prior learning or work experience. Such that students may also earn credit at the college through the BPD Cadet Program and through enrollment in criminal justice and/or general education courses at BCCC.

The following shows the credits that may be awarded through an articulation for those students completing the Baltimore Police Academy.

- Cadet Program Classes/credits 6-24 (2 CRJ classes plus General Education Requirements)
- Academy Articulated Credits 36-45 (12 CRJ classes and 3 electives- PE, Soc. Sci. and Communication
- Full program transition – up to 45 credits articulated. An additional 15 credits required for degree completion.

Under this agreement, Police Academy graduates may earn up to 45 credits toward the Associate Degree in Criminal Justice.

Currently, VP Thomas and I are working on a faculty job description for Criminal Justice that would allow us to coordinate the Criminal Justice program as well as build a second program to be articulated as the corrections program.

The Realignment task workgroup has begun to identify other programs that we can build similar articulated agreements with. Following the LPN site visit we learned that there are State dollars potentially for CAN/GNA's to become LPN's. We will begin to work with faculty in SNHP and with Workforce to determine the best way to articulate the two programs starting with our February meeting.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, February 17, 2021

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

Realignment Task #2

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

Workforce Development Program Development and Expansion

The Workforce Development Department develops training programs are designed to meet industry requirements while advancing student opportunities for employment and career advancement.

- In December, the college received approval from the Mayor's Office of Employment Development (MOED) for the addition of two (2) Workforce Training programs to the WIOA Employment and Training Provider List. This allows eligible student access to training vouchers to cover the cost of enrollment in either the Construction Pre-Apprenticeship or the Warehouse Logistics program. Nine (9) out of the 14 training programs offered at BCCC will be available for students in the Spring 2021 term.

- Through the first two quarters of GEER funding (from Sept. – Dec. 2020), the college has enrolled a total of 130 students in Healthcare-related workforce training programs. This funding will support up to 265 students impacted by the pandemic as they train for new careers in healthcare.

- Recent high school graduates participating in the Grads2Careers program are completing their training programs in Certified Nursing Assistant (CNA) or Pharmacy Technician. In December, the Certified Nursing Assistant students completed their clinical experience. The Pharmacy students completed course work and started the required 4-week 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 December, the Workforce Development Department developed 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 December, this team assisted with in-demand Healthcare clinical placements for 51 students completing the Certified Nursing Assistant and Patient Care Technician programs. Employment placements included hospitals across Baltimore, including those with Medstar and Lifebridge.

- In January, the Career Services team hosted virtual hiring fairs in partnership with the University of Maryland Medical System. Students were hired by several departments, including in administrative positions and as hospitality and room attendants.

- The Workforce Development team continues to expand business and community partnerships to support access to training programs. In December, the team met with representatives from the Prison-to-Professions organization to establish support for returning citizens as they complete training and education leading to their chosen career. A new cohort of students began orientation in January and will meet with the BCCC Admissions office in March 2021.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, February 17, 2021

Dr. Liesl Jones, Vice President, 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."

College Catalog and Prerequisites

The move to remote due to the pandemic has revealed issues with the current catalog, education plans, prerequisites and what has been entered into HPLan. The issues became very apparent as students tried to register online for spring courses. As a first step to begin to bring all of the pieces into alignment the language for one prerequisite was updated to reflect what had previous been approved by the CIC and never changed in HPLan. We now have a committee to plan the process to do the catalog and prerequisite clean up and to develop a process to move forward with future catalogs. We expect to have a new catalog by then end of the spring term.

Multiple/Alternative Measures/Remedial Education

The use of Multiple Measures and the Alternate Placement Assessment is being formalized as part of the Admissions process. I am working with VP Burrell and Dr. Reinhart by providing the rubric for placement. The current rubric in place for Multiple Measures is:

HS Grade Point Average (GPA)	College English Placement	College Math Placement
2.5 or Better	ENG 101	MAT 107/128
2.0-2.49	RENG 92	MAT 92
1.9 or Below	RENG 91	MAT 86

HS Advance Placement and/or Honors Courses	
HS English	College English Placement
AP English Courses (C or better)	ENG 101
Honors English Courses (C or better)	ENG 101
Transitional Course (C or better)	ENG 101
College Transfer Writing Course (C or better)	ENG 101
If all four years of HS English courses are B or better:	ENG 101
HS Math	College Math Placement
AP Math Courses (B or better)	MAT 107
Honors Math Courses (B or better)	MAT 107
Transitional Course (B or better)	MAT 107

The current rubric for the Alternative Placement Assessment is:

A score of 60% or above on the writing sample placed in ENG 101.
A score of 59% or below on the writing sample placed in RENG 92
A score of 60% or higher on the MAT 86 exam places non STEM majors in MAT 107 and STEM majors in MAT 92.
A score of 70% or higher on the MAT 92 exam places students in MAT 125 or MAT 128.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, February 17, 2021

Dr. Liesl Jones, Vice President, Academic Affairs

Realignment Task #4

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

Dual Enrollment

Based on the feedback from the fall dual enrollment activities several changes are being implemented for the spring semester. The faculty orientation will provide:

I. Overview of Dual Enrollment & significance to the College
II. Expectations of faculty during the 12-week term
    a. Publish courses by noon on 2/9
    b. Weekly grading & attendance updates
        i. Daily attendance check-ins for first week
    c. Utilizing Roll Call for attendance
    d. Reporting Never Attends
III. Student Canvas familiarity Module
IV. Zoom
    a. Engagement examples
    b. Group Work
    c. Etiquette
V. Canvas Analytics & Roll Call overview
VI. Providing E-Learning with your Zoom Link

We believe the orientation is not a one and done meeting. We will bring the faulty together in advance of mid-terms and finals to see how we can better support them and the students. We are continuing with embedded tutoring and tutoring outside of the classroom to support student success. We will provide staff in Student Affairs access to the Canvas Courses to monitor student progress similarly to what is done for P-Tech. Faculty will be required during the first two weeks to provide daily attendance reports to the Deans, Principals and to designated staff in Student Affairs. After the first two weeks the faculty will move to provide weekly reports on student progress. The reports should help the high schools in supporting the students and making determinations regarding withdrawal of students from courses.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, February 17, 2021

Dr. Rose Reinhart, Vice President, Student Affairs
Ms. Channa Williams, Interim Vice President, Finance & Administration
Ms. Becky Burrell, Vice President, 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 continued to focus efforts on **Objective 2: Refine the Admissions, Financial Aid, Registration & Billing Processes to Eliminate Enrollment Barriers & Objective 5: Provide Data Resources & Conduct Analysis to Support Continuous Improvement.**

Realignment Task #5 Objectives for 2020-2021:

Objective1: 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

FINANCIAL AID - Student Affairs

Three processes in the Financial Aid Office have been revised to better serve the students. By streamlining and revising operations students will have the funds available to meet their financial obligations to the College and obtain the course materials they need to be successful.

First, to better meet student need the Financial Aid Office has moved to a case management system for student service. Students will now have one point of contact to communicate with in financial aid. They are assigned to financial aid specialists based on the first initial of their last name. The Financial Aid Specialists check and answer the financial aid department emails based on their alphabetical assignment and perform financial aid processing tasks, including verification and packaging. The financial aid website has been rewritten to inform students of this case management assignment.

Second, Financial Aid also revised and streamlined the bookstore process which allows students to use their excess financial aid to charge their textbooks. As a result, students were able to secure their books and materials earlier in the semester and without out-of-pocket expense.

Third, Financial Aid has revised the disbursement process to not only disburse aid to students accounts timely but more accurately. This change in process will apply financial aid to the student accounts earlier in the semester and will allow students to receive their refunds sooner.

PURGE & BILLING PROCESSES - Finance & Administration

For the Fall 2020 semester, the College approached the purge process with a two-prong strategy to better support students by, (1) assisting students with outstanding balances and (2) assisting students with establishing payment plans. An additional layer of financial support was provided for students with outstanding balances via the Board of Estimates (BOE) funding received from the Mayor's office, the Predominately Black Institution funds (PBI), and by redirecting the Federal Supplemental Educational Opportunity Grant (FSEOG) funds to clear students' outstanding balances.

To circumvent students from being "purged" for non-payment, the College applied local and federal funds to student accounts with outstanding balances, after meeting qualifying criteria. In June 2020, BCCC received $191,554 in Predominately Black Institution (PBI) funding. Of the received PBI funds, the College applied $166,831 to student accounts. The College also applied $217,165 of the Mayor's BOE funding and redirected $6,359 of FSEOG funding to clear student accounts with outstanding balances. As a result, the College was able to clear outstanding balances for 397 students providing approximately $384,000 in support.

DATA ACCESS - Institutional Effectiveness, Research & Planning

Consolidated Database Training

As the College transitions to the new ERP system (Banner), more efficient access to information is still needed in key offices especially as new employees join the institution. The Consolidated Database is the College's supplemental warehouse of student information that mirrors the HP-LAN system and provides an alternate and more efficient way for staff to access data independently.

The Vice Presidents for Information Technology, Finance and Administration and Institutional Effectiveness, Research and Planning are collaborating to develop training modules for current and new employees to learn how to utilize the Consolidate Database. The three phased training will provide 39 managers and staff in Admissions, Registration & Records, Financial Aid, Bursar's & Student Accounts, and Institutional Research with hands-on modules in Microsoft Excel, Structured Query Language (SQL) programming, and Consolidated Database. The Consolidated Database module is being developed internally by the Director of Institutional Research, Director of Enterprise Systems, Bursar/Director of Student Accounts and the Senior Analyst/Coordinator.

The progressive training schedule will occur over a three-week period and allow participants to have dedicated time for virtual instruction. Additional training resources will be available after the structured training to allow for additional professional development.

SharePoint/ Teams OneDrive (45 minutes)	Sorting & Filtering Data Excel Training (45 Minutes)	Working with Data in Pivot Tables Excel Training (30 Minutes)	Introduction to SQL (2 hours 53 Minutes)	T-SQL Querying (2 hours 9 Minutes)	Consolidate Database Training (2 hours)	Consolidate Database Training (2 hours)

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, February 17, 2021

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

Realignment Task #7

"Establish strong relationships with key stakeholders."

New Partnerships

The College's partnership with the Mayor's Office and the City of Baltimore expanded on January 25, 2021 by becoming the City's Covid-19 vaccination site. This initiative allows the Baltimore City Health Department to serve approximately 500 residents per day and amplifies BCCC's commitment to community engagement and the pandemic response.

Continuing Partnerships

BCCC continues to strengthen the existing partnership with the following stakeholders:

- City Schools dual enrollment classes and P-TECH.
- Business and community partnerships to support access to job training programs and ABE/ ESL programs.
- Coppin State University
- University of Baltimore
- CVS Health

Developing Partnerships

The College has engaged in preliminary partnership discussions with PCs for People for the purpose of establishing an apprenticeship and employment pipeline. Also under discussion is the possibility of BCCC providing expired electronic equipment to be recycled and provide instruction for a community digital literacy program.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, February 17, 2021

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

REALIGNMENT TASK # 8

"Develop and market a brand for BCCC."

Staffing

The new Senior Graphic Designer, Scott Mahr, was hired effective January 4, 2021. His extensive experience as a creative director, designer and professor of design (at MICA and the Parsons School of Design) is certain to advance the rebranding efforts of the College.

Brand Realignment

Progress with the building of the BCCC brand has continued and includes minor refinements to the BCCC logo to ensure it is unique and not easily duplicated. Additionally, a range of creative concepts have been developed to unify print, digital, signage, and other marketing efforts as well as establish a cohesive approach to design for current and future brand identification. These efforts allow the College to select top designs for amplification of the BCCC brand platform, communication pillars and enrollment goals, further establishing the building of a solid BCCC brand.

Additional creative efforts were developed into templates for PowerPoint use, letterhead, logo tweaking, strong type, cutouts, and color overlays, which are part of reimagining the BCCC brand and how we bring that brand to life through recruitment and marketing campaigns that integrate print, electronic, website, and signage.

Enrollment Campaigns

The College continued with marketing campaigns aimed at increasing interest in BCCC for the Spring 2021 semester. Specific audiences were targeted with direct mail and radio, mall, bus and digital ads.

These campaigns continue to experience very successful digital advertising reach as measured from advertising platform click results and website analytics. Digital advertising collectively reached 686,193 people through impression serving. Of those served, 10,417 engage with the College and 9,745 clicked digital links to the BCCC website.

Website

Strong results are further cemented as measured on the College website which continues to have an increase in unique visitors to the College *Apply, Register* and *Home* website pages in significant numbers (Unique – *Apply* increased 81.18% over the prior year, Unique – *Register* increased 183.37% over the prior year, and Unique – *Home Page* increased 18% over the prior year. In real numbers, the increase in website traffic over the prior year for the *Home Page* is 8,063, Apply Page is 3,118, and Register Page is 4,863.

The digital and social platform efforts that are tied to the web are working as related to how successful the marketing plans are built that support the BCCC brand. We have raised impressions and initiated targeted messaging to reach our enrollment demographic while elevating interest in the college via digital advertising linked to the website.

Social Media

The College experienced significant social media engagement growth. Facebook had 12,636 post engagements, 2,498 page views, and 89 likes. Twitter saw an increase of 20.4% impressions, 742 profile visits, and 29 followers. The efforts aimed at providing student engagement answers and the placement of digital advertising are helping to

drive volume to the page. This provided the College increased exposure and earned a Facebook designated "Page to Watch" landing in 4th place after CCBC, Coppin and Anne Arundel Community College.

These results provide a consistent measurement of the BCCC campaign success at generating interest in College enrollment and creating significant interest in the BCCC brand overall.

Public Relations and Community Engagement

Community engagement and resulting media coverage serve to rebrand the College into a household name with a positive reputation. After being selected Baltimore City's mass Covid-19 vaccination site in January, the College received significant media coverage including multiple radio interviews with President McCurdy and BCCC mentions on all local television stations as well as a front-page headline in the Baltimore Sun.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, February 17, 2021

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).

On January 11, 2021, the College held a two-day, College-wide, Enterprise Resource Planning (ERP) Project "kick-off."

The agenda for the kick-off included remarks from the President, the Chief Information Officer and the College's implementation partners, Ellucian. This was followed by demonstrations of the Banner Systems' Finance, Human Resources, Student Records & Registration, Accounts Receivables and Financial Aid modules for the functional teams. The second day of the kick-off, comprised of demonstrations of ancillary systems: CRM Recruit, Elevate, Mobile, Analytics, and Degree Works. The smaller, more focused demonstrations and functional groupings allowed for individuals ask questions and receive in-depth insight to their respective systems and modules.

Implementation Engagements

The ERP Project's Executive Steering Committee completed the process of identifying members from the College's functional areas to serve on various implementation teams. These teams are segmented into process/functional teams and work groups. (Table 1.)

Table 1. BCCC Implementation Teams

Process Teams
Admission and Recruiting
Student Records & Registration
Financial Aid
Advising & Retention
Institutional Research
Student Accounts Receivable
Finance
Academic Affairs
Workforce Dev. & Cont. Ed

Work Groups
Compliance and Information Security
Data Migration
Reporting & Analytics
Data Standards
Mobile App
Organization Readiness
Interface and Integration

The Finance teams and Student teams (Admission & Recruiting, Student Records & Registration and Student Accounts Receivable) had their first implementation engagements on February 8th and February 9th, respectively. Following their initial engagement, the teams have so far been scheduled for weekly engagements with the Ellucian consultants through March 18, 2021. Each week the teams will attend workshops lasting approximately 16 hours, divided into 4 daily workshops of 4 hours each. This approach allows the individuals on the teams to dedicate time to the project while still being able to attend to their primary work tasks.

The Finance teams are scheduled for the following engagements as follows:

Engagement	Dates
Chart of Accounts Workshop 1	2/15/2021 to 2/18/2021
Chart of Accounts Workshop 2	3/1/2021 to 3/4/2021
System Education: Management of Journal Entries	3/8/2021 to 3/11/2021
Configuration & System Education: Purchasing & Procurement Managing Purchasing and Procurement	3/15/2021 to 3/18/2021

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

The Student teams are scheduled for the following engagements as follows:

Engagement	Dates
General Person & Student Administration processing	2/16/2021 to 2/18/2021
Student Comprehensive Design - Person & Curriculum element	2/23/2021 to 2/25/2021
System Education & Process Simulation: Personal Records & Details Management - General Person Processing in Banner	3/2/2021 to 3/4/2021
General Person Technical Overview & Mapping	3/9/2021 to 3/12/2021
Catalog/Schedule/Academic History/Registration	3/16/2021 to 3/18/2021

The Student implementation team is targeting the Student module (Records, Registration and Academic History) for April of 2022.

Additionally, the Office of Information Technology Services (ITS) will have separate engagements with Ellucian to conduct work on the technical infrastructure.

Engagement	Dates
Identity Tactical Planning - Workshop 1	2/22-2021 to 2/26/2021
Identity Tactical Planning - Workshop 2	3/8/2021 to 3/12/2021
Identity Tactical Planning - Deliverable Presentation	3/29/2021 to 4/2/2021

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, February 17, 2021

Office of the President

REALIGNMENT TASK #10

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

Bard Building Project Update

BCCC engaged with the Maryland Department of General Services, the Attorney General's Office, and outside consultant CBRE to determine the best course of action for the downtown Bard property. It was determined that the College could avoid paying upfront for demolition of the Bard Building if it granted a parking concession to a team made up of a demolition company and parking lot operator, who would then demolish the building and operate a parking lot at least until they recovered the costs of demolition. After the parking lot concession was over (estimated to be between 5 and 10 years), the College would develop the property for another use. The College posted a Request for Expressions of Interest ("REOI") on Maryland's electronic marketplace (eMMA), posted information about the REOI in a local business publication, and (via CBRE) reached out to market the opportunity to potentially interested parties. The REOI will serve as the basis for establishing a Reduced Candidate List ("RCL") of qualified teams that may be invited to respond to a Request for Proposal ("RFP").

Estimated timeline for each activity to occur:

I. REOI (Request for Expressions of Interest)
   A. Published REOI on December 18, 2020.
   B. Pre-Response Conference held January 13, 2020, (in which 11 vendors were in attendance).
   C. Responses due March 5, 2021
   D. Responses evaluated and firms selected April 2021.

II. RFP (Request for Proposals)
   A. Issue Request for Proposal (RFP) April 2021
   B. Preproposal Conference May 2021
   C. Proposals due June 2021
   D. Proposals evaluated and firm selected August 2021

III. Negotiation of Legal Agreement(s)
   A. Completion October 2021

IV. BPW Approval
   A. Estimated approval late December 2021

V. Demolition
   A. Following BPW approval, the developer can begin the permitting and contracting process, January 2022
   B. Estimated demolition completed December 2022

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, February 17, 2021

Government Relations

REALIGNMENT TAKS #11-DECEMBER

"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, February 17, 2021

President McCurdy & Cabinet

REALIGNMENT TASK #12

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

President McCurdy and the Cabinet has continued the pre-planning efforts to expand the 2018-2022 Strategic Plan. Comprehensive planning activities for external facilitation 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.

A brief scope of facilitated planning activities may include:

- A Project Launch/Kick-Off
- SWOT Analysis w/ Executive Administration, Faculty, Staff & Students
- Strategic Planning Sessions w/ Key Leadership Across the College and at Various Levels
- Close Session/Roll-Out

Deliverables may include:

- SWOT Analysis Outcomes
- Faculty & Staff Interview Summary & Analysis
- Plan Drafts w/ Goals & Objectives
- Final Plan

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.

BALTIMORE CITY COMMUNITY COLLEGE

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 11 | Active Search Listing

BCCC Baltimore City Community College

HR Active Search List As of February 1st, 2021

	Div	PIN #	Position	Oversight	Date posted	Status 1/6/21	Status 2/1/21
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	TBD	Dean of Natural & Physical Sciences, Business, Technology, Engineering, & Math	Dr. Liesl Jones	1/19/2021	N/A	Resumes forwarded to Vice President
3	AA	TBD	Dean of Humanities & Social Sciences	Dr. Liesl Jones	1/20/2021	N/A	Resumes forwarded to Vice President
4	AA	67006	Assistant Vice President of Academic Affairs	Dr. Liesl Jones	7/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
5	AA	66725	Dean, School of Nursing & Health Professions	Dr. Liesl Jones	11/4/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
6	AA	66789	Assistant Professor of Nursing-Mental Health	Dr. Liesl Jones	11/10/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
7	AA	84360	Director of Assessment	Dr. Liesl Jones	12/8/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
8	SA	66948	Director of Testing & Accommodative Services	Dr. Rose Reinhart	5/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
9	SA	66908	Director of Student Life & Engagement	Dr. Rose Reinhart	9/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
10	ASP	66666	WBJC General Manager	Dawn Kirstaetter	7/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
11	ASP	TBD	WBJC Business Manager	Dawn Kirstaetter	1/26/2021	N/A	Resumes forwarded to Vice President
12	A&F	73966	Director of Procurement	Channa Williams	5/2/2019	Resumes forwarded to Vice President	Resumes forwarded to Vice President
13	A&F	82876	Bookstore Manager	Sylvia Rochester	5/27/2020	Resumes forwarded to Oversight	Resumes forwarded to Oversight
14	A&F	86279	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
15	A&F	86277	Police Supervisor	Michael Thomas	11/9/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
16	A&F	66984	Lead Payroll Specialist	Channa Williams	11/23/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
17	A&F	72349	Director of Human Resources	Channa Williams	1/29/2021	N/A	Resumes forwarded to Vice President
18	OP	TBD	Director of Special Programs/Associate Director of Admissions	Dr. Debra McCurdy	12/15/2020	Resumes forwarded to President	Resumes forwarded to President
19	OP	66855	Special Assistant to the President/Government Relations	Dr. Debra McCurdy	12/18/2020	Resumes forwarded to President	Resumes forwarded to President
20	OP	TBD	Network Engineer	Stephan Byam/Peter Morse	1/20/2021	N/A	Resumes forwarded to CIO