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 19, 2020

BALTIMORE CITY COMMUNITY COLLEGE

TAB 1 | Approval of the February 19, 2020 Agenda

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Agenda | February 19, 2020

Administration Building, Room 140 | 2901 Liberty Heights Avenue | Baltimore, MD 21215

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I. **Call to Order**   Mr. Kurt L. Schmoke, *Chair*

   Adoption of Agenda   Mr. Kurt L. Schmoke, *Chair*
    a. Approval of the February 19, 2020 Agenda (Tab 1)

II. **Board Actions / Consent Agenda**   Mr. Kurt L. Schmoke, *Chair*
    a. Approval of the January 15, 2020 Minutes (Tab 2)
    b. Student Government Association Report (Tab 3)
    c. AFSCME Local #1870 at BCCC Repot (Tab 4)
    d. Faculty Senate Report (Tab 5)

III. **Items Removed from the Agenda (Tab 6)**   Mr. Kurt L. Schmoke, *Chair*
    a. ▪ AFSCME Local #1870 at BCCC Repot (Tab 4)

IV. **New Business (Tab 7)**   Dr. Debra McCurdy, *President*
   ▪ None

V. **College Policies (Tab 8)**   Mr. Kurt L. Schmoke, *Chair*
   ▪ None

VI. **Presentations (Tab 9)**   Dr. Debra McCurdy, *President*
   ▪ Enterprise Resource Planning (ERP)   Mr. Stephan Byam, *CIO*
                              Dr. Donnell Josiah, *Maryland Department of Information Technology*

VII. **President's Report (Tab 10)**
    a. Cabinet Division Reports (Information)   Dr. Debra McCurdy, *President*

    b. Realignment Tasks Update   Dr. Debra McCurdy, *President*

    c. Enrollment Report   Dr. Stanley Singleton, *VP Student Affairs*

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

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

BOARD ACTIONS / CONSENT AGENDA

TAB 2 | Approval of the January 15, 2020 Minutes

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | January 15, 2020

Administration Building, Room 140 | 2901 Liberty Heights Avenue | Baltimore, MD 21215

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Board Members Present: Chairman Kurt L. Schmoke, Esq., Ms. Lenor Tannhauser Blum, Mr. J.C. Weiss, II, Ms. Leila F. Parker, Mr. Jason Perkins- Cohen (by phone), Mr. Peter Nachtwey (by phone), Dr. Rachel Pfeifer (by phone), and Mr. John D. Lewis (by phone).

Board Members Absent: None

CALL TO ORDER
Chair Schmoke called the Open Session Board Meeting to order at 4:03 p.m.

ADOPTION OF THE AGENDA
A. Adoption of the January 15, 2020 Agenda

Chair Schmoke requested a motion to adopt the January 15, 2020 Meeting Agenda. Trustee J.C. Weiss motioned for the adoption of the January 15, 2020 Agenda and Trustee Leonor Tannhauser Blum seconded the motion.

BOARD ACTIONS/ CONSENT AGENDA
Chair Schmoke requested a motion to accept the following agenda items:

A. Approval of the December 18, 2019 Minutes
Minutes provided but not discussed.

B. Student Government Report
Report removed from agenda.

C. AFSCME Local #1872 at BCCC Report
Report provided but not discussed.

D. Faculty Senate Report
Report provided but not discussed.

ITEMS REMOVED FROM THE AGENDA
A. Report from the Student Government Association was removed from the agenda.

NEW BUSINESS
A. Digital Media Program

Dr. Liesl Jones (VP for Academic Affairs) presented an overview of the proposed Digital Marketing Program (Certificate), a partnership with Facebook. Dr. McCurdy added that this partnership has been in discussion for some time, and has finally gotten to the point where items regarding coursework are ready to be presented and voted on by the Board.

Thanks to the Mayor's Office, the College will offer a certificate program in digital marketing in partnership with Pathstream (a curriculum management system) and Facebook. This model implemented at a number of other community colleges (i.e. New Mexico Community College and Miami Dade College) will be the first in Maryland. The College would receive money for student scholarships, funds for operating the certificate program, and access to the curriculum for free. Participating colleges are eligible to receive $20,000 for learner enrollment fees and $1,000 (provided by Facebook) for marketing and advertising.

Chair Schmoke asked how the two corporate partners benefit from this partnership. Dr. Jones responded that the partners benefit from an increase in program enrollment and the successful transition of students into the workforce. This program will implement six new courses allowing students to earn a stackable certificate as they continue their studies toward the AAS degree. The courses were provided by Facebook and vetted through the College's Curriculum Committee and faculty.

New courses to be implemented are:
- DMKT 101 Foundations and Strategy of Marketing
- DMKT 102 Marketing Content Strategy and Branding
- DMKT 200 Marketing Analytics and Performance Optimization
- DMKT 201 Social Media Marketing
- DMKT 202 Search and Display
- DMKT 203 Email Marketing

These new courses would replace existing courses if a student decides to continue toward an AAS degree.

Dr. Jones shared statistics on the increase in job opportunities for individuals holding this type of certificate. She added that this program would be a great opportunity for businesses to send their employees to BCCC to obtain the training, as well as a great opportunity for our students to be equipped for better paying jobs once they graduate.

Trustee J.C. Weiss inquired whether any other colleges in the general area are participating in the program. Dr. Jones responded that BCCC would be the first in the area, which would allow the College to attract students in the city and the county.

Trustee Peter Nachtwey asked if the agreement with Facebook prohibits the College from partnering with any other marketing firms. Dr. Jones stated that she does not believe there to be any restrictions but will check the existing MOU.

J.C. Weiss motioned for the approval of the Proposed Digital Marketing Certificate program and Trustee Peter Nachtwey seconded the motion. The Board unanimously approved the motion.

COLLEGE POLICIES
N/A

PRESENTATIONS

A. Enterprise Resource Planning (ERP)

Dr. McCurdy shared that the College's Department of Information and Technology (DoIT) liaison, Dr. Donnell Josiah, was scheduled to be present but unfortunately had to cancel. She asked that Stephan Byam, Chief Information Officer, present the upcoming plans for ERP.

Mr. Byam stated that the ERP Project received a green approval status from DoIT in December 2019 and reviewed some of the key reasons an ERP is necessary-- to facilitate the flow of information among all business functions within the College, and to manage connection to external stakeholders and third-party systems.

Mr. Byam shared the following vision of the ERP Project:
- Improve customer service
- Strengthen compliance
- Increase operational efficiency

ERP Project Outcomes:
- Protecting Personally Identifiable Information
- Integrating Platforms
- Improving Workflows
- Eliminating extraneous databases

The ERP Project supports BCCC's Realignment Task #9 (Core Business Systems) and will provide a solution to one of the infrastructure needs of the College. Due to the age of the existing outdated technology, the College has been cited during numerous annual audits for being out of compliance. Mr. Byam added that focusing on these key components would help to support a positive student learning experience, aid leadership in capturing meaningful data, and allow the College to exert more efforts on recruiting, retaining, and graduating students.

Chair Schmoke asked if the audit findings were specifically related to the College's systems. Mr. Byam responded that with HPLAN the systems are too old, making it impossible to encrypt the database. Dr. McCurdy added that these particular audit findings have carried over for nine plus years.

Mr. Byam shared a clear timeline of the progress that has been made over a few short months with the ERP Project. He shared that meeting regularly with Dr. Josiah, Dr. McCurdy, and the executive leadership team is the reason for this positive progress. He admitted that there are some challenges but a college-wide network refresh helped to stabilize the infrastructure.

Mr. Byam stated the College must ensure that ERP remains a priority and continues to have direct presidential engagement and oversight, the executive leadership team remains vested and accountable, and the College continues to collaborate with the DoIT. Mr. Byam noted that a vendor selection for the ERP Project should take place in May/June.

Chair Schmoke asked who at the State level has been notified of this progress. Dr. McCurdy responded that Dr. Josiah is in direct communication with the Secretary.

PRESIDENT'S REPORT

B. Cabinet Division Reports

Dr. Debra McCurdy noted the quick reporting turnaround as the College was closed for the holiday break. She shared some highlights from the information provided in the cabinet reports.

The following highlights were mentioned:

- Staff are working hard preparing for the first day of class
- Work continues with Department of General Services (DGS) on the College's Facilities Master Plan.
- The TRIO and Student Support Services grants were resubmitted
- The ERP Proposal is under review
- Getting a handle on the oversight and monitoring of grants
- The BCCC Foundation exceeded the "Share Our Spirit" campaign goal
- Finalizing the Able Foundations' evaluation of the Mayor's Scholars Program (MSP) is in progress
- Facilities and Public Safety are operating more efficiently

Dr. McCurdy asked VP Michael Thomas to share an update on the Bard Building fire. VP Thomas explained that the fire occurred on January 12, 2020, at approximately 9:22 p.m. He shared through observations and regular walk-throughs they discovered how individuals were gaining access to the building, and mapped out a plan to keep the building secure. City inspectors and the fire department were impressed with how quickly the College responded to the incidents, and no citations were issued. The plan is to install interior metal bars on the first two floors and to board the entire building. The College is partnering with the Mayor's Office of Homeless Services to provide a resource for individuals who were using the building for shelter. Dr. McCurdy added that an insurance claim will be filed to cover expenses related to securing the building.

Chair Schmoke asked Dr. McCurdy about the direction of MSP, and if it is living up to expectations. Dr. McCurdy responded that she believes the program merits replication and a core team has been established in partnership with the Mayor's Office to realign the program and better integrate it into the infrastructure of the institution. Trustee Jason Perkins-Cohen added that the College is working with the Mayor's Office of Employment Development (MOED) to figure out some of the details and best practices. Things are looking hopeful but there is still much work to be done.

C. BCCC Legislative Priorities

Dr. McCurdy introduced Mr. Kevin Large, new Special Assistant to the President/Director of Government Relations. She mentioned that Mr. Large comes with a wealth of knowledge and an endorsement from former Governor Martin O'Malley. Dr. McCurdy shared that Mr. Large will be spending a great deal of time in Annapolis for legislative sessions. She added that the College has an additional relationship with Bryan Alston of State Circle Strategies to assist during the Maryland General Assembly 2020 Session.

Dr. McCurdy provided a handout to the Board that listed the following BCCC priorities for the 2020 Maryland General Assembly Legislative Session:

- BCCC Procurement Authority
- Capital Budget
- Operating Budget
- Building Relationships

D. Enrollment Update
 Report provided.

Chair Schmoke asked for an update on outreach activities that specifically target the Latino and Hispanic student population. Dr. Stanley Singleton explained that efforts toward this demographic are being targeted by two BCCC Latinx recruiters. A partnership with CASA is also helping to reach this population.

ACTIVE SEARCH LISTING
 Report provided.

MOTION FOR ADJOURNMENT

Chair Schmoke requested a motion, under the States' Open Meeting Law to adjourn the January 15, 2020 Open Session Meeting at 5:05 p.m., and to reconvene for the Closed Session. Trustee J.C. Weiss motioned for the adjournment of the January 15, 2020, Open Session Meeting and Trustee Leila F. Parker seconded the motion.

NEXT MEETING: February 19, 2020.

Attendance:
Dr. Debra L. McCurdy, President
Ms. Becky Burrell, VP of Institutional Effectiveness and Planning
Dr. Stanley Singleton, VP of Student Affairs
Dr. Liesl B. Jones, VP of Academic Affairs
Mr. Michael Thomas, VP of Workforce Development and Continuing Education
Ms. Dawn Kirstaetter, VP of Advancement and Strategic Partnerships
Mr. Stephan Byam, Chief Information Officer
Ms. Maria Rodriguez, Esq., General Counsel
Ms. Lyllis Green, Chief Internal Auditor
Ms. Michelle Williams, Director of Human Resources
Dr. Debora Johnson-Ross, Director of Mayor's Scholars Program

BCCC Staff Present:
Eileen Hawkins, Dr. Daphne Snowden, Charles Wilson, Kemberly Henderson, Eileen Waitsman, Terri Bell, Dr. Chima Ugah, Dr. Bob Iweha, Sylvia Rochester, Jeffrey White, Renata Allen, Melvin Brooks, Scott Saunders, Kevin Large, Renata Allen, Dr. Maria Cazabon, and Earl Melvin.

Others Present:
Omer Olloumou, SGA Vice President.

TAB 3 | Student Government Association Report

Student Government Association
January 31, 2019 - SGA Meeting – The SGA held a general information meeting welcoming students to the spring semester. The meeting was held at Noon in the Gaare Auditorium. Ms. Ardenia Holland, Recruiting Assistant for the U.S. Census Bureau attended the meeting. Ms. Holland spoke on the present job opportunities working with the 2020 census for both students and staff. The next meeting is scheduled on February 14, 2020 at Noon in the Gaare Auditorium.

Activities and Events

Welcome Week - January 21-24, 2020
The Student Government Association and the Office of Student Life and Engagement welcomed new and returning students for the spring semester. The students were greeted by staff, faculty, and student volunteers who provided campus information and assistance. These greeters volunteered throughout the four days of Welcome Week.

January 21, 2020 – Resource Fair – The Office of Student Life and Engagement and the SGA cosponsored a Welcome Week Campus Resource Fair. Representation at the fair included: Active Minds Club, BCCC BioPark Biotech Student Society (B2S2), Math, Engineering and Robotics Club, Environmental Science Club, International Students Club, LatinX Uni2 Club, Phi Theta Kappa, Panther's Inc., the Student Government Student, Teachers of Excellence, Women United, the Office of Student Support and Wellness, Park West Health System Hidden Garden HIV Program, and the League of Women Voters of Baltimore.

January 22, 2020 – Wednesday Lunch Break – The SGA provided the campus community with free hotdogs, chips, and drinks. This was a great complement to "Game Day" activities and the homemade waffles provided by Student Life and Engagement during the day.

January 24, 2020 – Dr. Martin Luther King, Jr. Day of Service - Each year, on the last Friday of Welcome Week, a service project is completed by BCCC students and staff in recognition of the federal holiday. This year there were two service projects. One project was reading to the students in the Clarence Blount Child Development Center in the morning and in the afternoon. Students and staff participated in this activity. Aubriana Strickland, from the Panthers Inc. Club, read to the children in the morning; and Malcolm Maurice, Digital Media Coordinator from Advancement & Strategic Partnerships, read stories in the afternoon. The second project was working the lunch shift at the "Our Daily Bread Hot Meal Program". Members of the SGA, Computer Aid Drafting and Design Club, International Students Club, Phi Theta Kappa and Ms. Grays, Student Life Advisor, participated in this service project. This was an eye-opening experience for many of the students and they want to volunteer at this organization again during this semester.

TAB 4 | AFSCME Local #1870 at BCCC Report

- No Report Submitted

TAB 5 | Faculty Senate Report

BCCC
BALTIMORE CITY
COMMUNITY COLLEGE

Faculty Senate Report to the Board of Trustees
February 19, 2020
Dr. Chima Ugah, Faculty Senate President

Faculty Senate is closely monitoring the cultural shift at the College. Faculty has expressed concerns during Senate Executive Committee (SEC) meeting in the following areas:

A. **Proposed City University of Baltimore:** The Senate Executive Committee would like to know the status of the proposal.
B. **College-wide Communication:** The faculty would like decisions to be articulated in writing through email and to be consistently disseminated across the College. Faculty expressed dissatisfaction on decisions that affected faculty and the academy without faculty engagement from the Deans and Associate Deans level. There are disparity in the areas of Teaching Assignment Units (TAUs), release time for faculty administrative activities as coordinators and as committee chairs.

Meeting with Dr. McCurdy, President on January 24, 2020:

A. **Grants:** Dr. McCurdy stated that the current grant structure had little oversight. Moving forward, all memorandum of understandings (MOUs) for grants will be handled at the administrative level. Vice President Becky Burrell's office will oversee the grant process and all the grant documents will be centralized. Faculty Senate Leadership asked if any procedure from the administration is to be disseminated, and faculty expects to be part of a committee to craft the grants operational procedure.
B. **Purchasing and Supplies:** Faculty Senate Leadership expressed concerns that some basic supplies for the academy such as white board markers, science laboratory supplies, etc. were not timely received. Dr. McCurdy stated that the administration is still trying to get the budget situation under control, however, the purchasing of supplies are centralized. Deans and Associate Deans were required to make their request known so that the supplies could be delivered to their areas in a timely manner. All academy instructional requests will take precedent over other purchasing requests.
C. **Budget Issues:** Dr. McCurdy explained that the Program Cost Accounts (PCAs) and other accounting codes will be aligned with institutional strategic priorities. Previous Chief Budget Officer left the College before he could complete the process. The College is looking forward to hiring the Vice President for Finance and Administration, and the job for the Chief Budget Officer has been announced and posted. The College is on track with the budget alignment as required as one of the 12 realignment tasks.
D. **BCCC Bookstore Issues:** Faculty Senate expressed concerns about lack of textbooks availability for some students because the bookstore ran out too early. Dr. McCurdy stated that some course books in the past were over ordered. The Bookstore tends to order less books than requested because of the cost associated with restocking and sending back unsold books; some vendors continually increase the restocking cost. The College will be considering outsourcing bookstore operations similar to other Colleges and Universities. All third party operations must go through a procurement process. The College will continue to explore other options such as the utilization of Open Education Resources (OER's). Any book-related issues at this moment should be forwarded to the Deans and Associate Deans and should be addressed at that level or escalated upward to the level of Vice President for Academic Affairs.
E. **Course Scheduling:** Faculty Senate Leadership expressed concerns on limited input from faculty. Dr. McCurdy mentioned that program coordinators should be working with Associate Deans to map out course offerings. Courses should be scheduled as student-focused so that they can graduate in a timely fashion. Courses should not be scheduled based on the availability of

faculty or when they prefer to teach. Summer and Fall 2020 scheduling should be in progress at this time with program coordinators involvement.

F. **Academic Calendar:** Faculty Senate Leadership reminded Dr. McCurdy that the existing academic calendar on BCCC Website will soon expire. Faculty would like to participate in the formulation of the new calendar. Dr. McCurdy informed the Faculty Senate Leadership that the academic calendar is a three-year plan. She will continue to work with the existing calendar until it expires. A committee will be set up that is inclusive of faculty to work on the future academic calendar.

G. **BioPark Administrative Coverage:** Dr. McCurdy promised to get an administrative assistant to BioPark. She explained that BioPark is underutilized with only 30% of space utilization. Dr. McCurdy pointed out that the College is paying over $1.20 million annually for BioPark space rental.

H. **Shared Governance:** Faculty Senate is asking for the committee on shared governance for commence as soon as possible. A committee that is inclusive of all stakeholders to provide governance and communication structure for the College. Dr. McCurdy explained that faculty will have a critical role to play, but the President's cabinet was missing the Vice President for Finance and Administration; the position has now been offered and so we will proceed.

I. **Update on Vice President for Business and Administration:** The Vice President will soon be at the College.

J. **Meeting with President's Cabinet:** Faculty Senate Leadership expressed the need to communicate directly with her cabinet to streamline the agenda items in our meetings. Dr. Ugah mentioned that this was the Faculty Senate Leadership's past practices. Dr. McCurdy mentioned that she has no objection with the Faculty Senate Leadership periodically communicating with her cabinet.

Humbly Submitted,

ChimaUgah

Dr. Chima Ugah, President
Faculty Senate

TAB 6 | Items Removed from the Agenda

- AFSCME Local #1870 at BCCC Report

TAB 7 | New Business

- None

TAB 9 | Presentations

A. Enterprise Resource Planning (ERP) – Maryland Department of Information Technology

BCCC
Enterprise Resource Planning (ERP)

Project Update #2

February 19, 2020

Stephan A. Byam (Chief Information Officer)
Dr. Donnell Josiah (DoIT)

Project Status

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

The Core ERP Project Team has been expanded to include the new VP for Finance and Administration:

Core Team:
Dr. Debra McCurdy (President)
Becky Burrell (V.P., Institutional Effectiveness, Research and Planning)
Stephan A. Byam (Chief Information Officer)
Sherida Studwood (Procurement Chief)
Maria Rodriguez (General Counsel)
Kemberly Henderson (Information Technology Project Manager)
Dr. Donnell Josiah (DoIT)
Donal Christian (V.P., Finance and Administration)

Prior Month Activities

Peer Institution Visits/Market Research

A delegation of 20 BCCC staff visited with the Community College of Baltimore County (CCBC) and is coordinating visits to the University of Baltimore and Howard Community College[1].

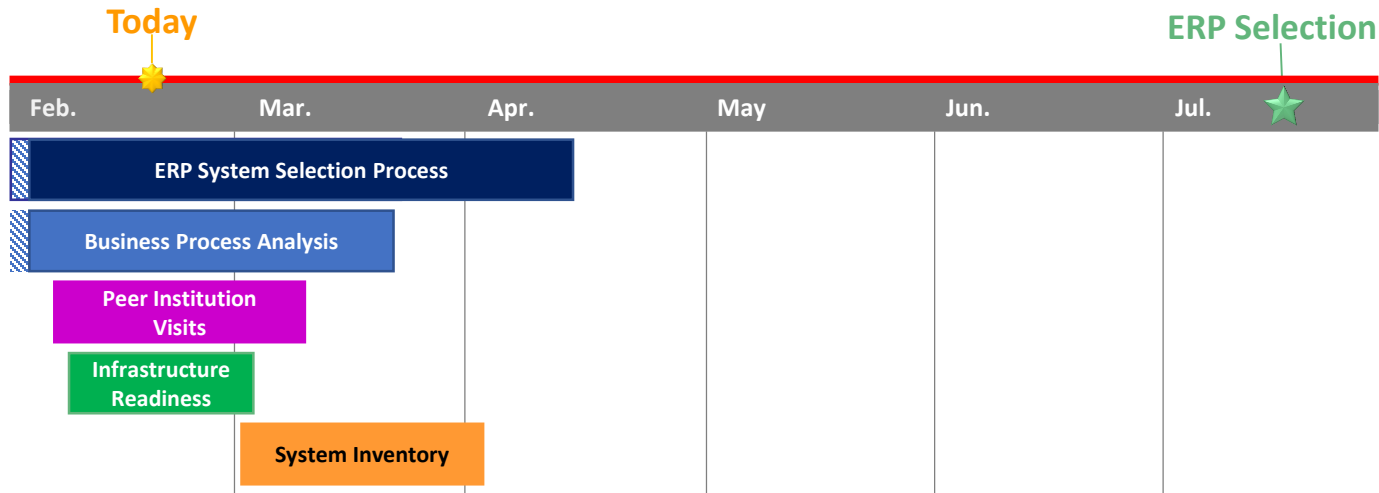This value of these visits include:
- Documenting lessons learned from prior implementations (e.g. Vendor utilization & management; internal organizational structure; project sponsorship etc.)
- Increasing awareness and enthusiasm around the prospect of the ERP Project
- Familiarization with a modern ERP solution
- Acceptance of the notion that the project is an institutional venture as opposed to an IT venture

In addition, the College, through the Maryland Community College Technology Officers (MCCTO), has polled the other 15 Maryland community colleges to determine current ERP applications

[1] Virtual Meeting

Current Month Activities

The project team is undertaking a significant amount of work in order to prepare for the ERP's implementation. Work includes ERP System Selection Process; conducting Business Process Analysis with various departments on campus; Peer Institution Visits and Infrastructure Readiness.

Today

ERP Selection

Feb.	Mar.	Apr.	May	Jun.	Jul.	

ERP System Selection Process

Business Process Analysis

Peer Institution Visits

Infrastructure Readiness

System Inventory

Business Process Analysis (BPA)

The ITS team engages the functional areas (e.g. Academic Affairs, Student Affairs and Finance) and documents, both graphically and through narrative, business processes pertinent to each department's functioning:

This process aids in:
- Capturing and documenting the "as-is" business processes; and
- Identifying process gaps in the new ERP or areas for process improvement.

Infrastructure Readiness Assessments

ITS is in the process of gathering information about our network, and its usage, to determine if any major changes need to be made either internally (Local Area Network (LAN)) or with the State's externally facing network that provides the College internet connectivity with NetworkMD.

Example areas of focus:
- Speed between buildings, server rooms, internet etc.
- Bandwidth utilization of the College during peak times
- Network redundancy and availability

DoIT Oversight Summary

DoIT is responsible to oversee the planning and implementation of all Major IT Development Projects, under State Finance and Procurement statute, article 3-301.

Oversight ensures that development, maintenance, IT policies, and procedures are adhered to and appropriate documentation prepared for the project's execution.

MITDPs are determined based on three assessment measures:
1. The estimated project cost exceeds $1M;
2. The project supports a critical business function in an executive State agency; and
3. The Secretary makes determination based on significance, benefits, risks, visibility.

OPMs therefore provide:
- Guidance regarding adherence to the State's System Development Life Cycle;
- Frequent monitoring of project milestones consistent with value driven execution;
- Guidance to promote lean principles and cost containment; and
- Stage-gate reviews that promote projects from planning to implementation.

Questions

TAB 10 | President's Report

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

Baltimore City Community College

CABINET UPDATE

Board of Trustees, February 19, 2020
Dr. Debra L. McCurdy, President

MEETINGS & ACTIVITIES
The following represents some of the meetings and activities of the President since the January 15, 2020 report to the BCCC Board of Trustees:

Business/ Corporate Stakeholders
- Howard Libit, Bob Manekin- Jewish Council re Bard Building – January 17, 2020
- Cassie Motz, College Bound Foundation re formalizing pathway to college for high school students- January 23, 2020
- Greater Baltimore Committee Legislative Breakfast- January 27, 2020
- Bernard Strawberry, Sr. Client Executive, Verizon re telecommunications system cost- February 7, 2020

State Elected & Appointed Officials
- Department of Information Technology re: ERP system – January 16, 23, 30 and February 6, 2020
- Senator Antonio Hayes- January 27, 2020
- Senator Paul Pinsky- January 27, 2020
- MACC Student Advocacy Day- BCCC students were introduced in the Senate by Senator Antonio Hayes- February 4, 2020
- Delegate Shane Pendergrass- February 4, 2020
- Testified on HB 207 and SB 159 before the House and Senate Subcommittees- February 4, 2020
- Testified before the Baltimore City House Delegation on HB 207- February 6, 2020
- Delegates Maggie McIntosh- February 6, 2020
- Delegate Frank Conaway- February 6, 2020
- Delegate Stephanie Smith – February 6, 2020
- Katie Levy, Lily Reynolds, Elena Langrill, Office of the Attorney General – February 7, 2020
- Delegate Maggie McIntosh- February 13, 2020
- Delegate Stephanie Smith- February 13, 2020
- Delegate Melissa Wells (conference call)- February 13, 2020

Mayor's Office
- On-going discussion with Mayor and Mayor's Office re: Mayor's Scholars Program.
- Mayor Young's Children's Cabinet- February 14, 2020

City Schools
- Sonja Santelises (City Schools), Ron Daniels (Hopkins), Grace Suh (IBM) re PTECH partnership- January 28, 2020
- Dr. Rachel Pfeifer, Mavis Jackson, City Schools re PTECH, dual enrollment, campus space availability– February 13, 2020

Higher Education Leaders and Associations
- Maryland Council of Community College Presidents- January 17 and February 14, 2020
- Maryland Association of Community Colleges Trustee Leadership Conference and Legislative Reception- January 27, 2020

- HopkinsLocal Celebration- January 28, 2020
- Association of Community College Trustees Legislative Conference- February 9-12, 2020
- Achieving the Dream (conference call)- February 12, 2020

College Leadership
- Faculty Senate Executive Committee- January 24, 2020
- Weekly Cabinet meetings- January 16, 22, 29, February 5, 13, 2020

Leadership Candidates (Interviews)
- Director of Facilities
- Director of Enterprise Applications (ERP)
- Director of Procurement

Campus Wide Meeting - <u>President's Forum- January 31, 2020</u> *(Dr. Debra McCurdy)*
- Call to action
- Sense of excitement/shared pride
- Still have a lot of work to do, but progress is being made
- We are all in this together – need everyone on board; everyone has a role
- FY21 Budgets
- Purchase Approval Protocol/Process – Delays/Bottleneck
- Corporate Cards
- Open POs
- Unpaid bills/invoices
- Layoffs
- Student Fees/Never Attended
- Reorganization – Personnel Shifts
- Textbooks
- Tobacco Free Campus
- Realignment Tasks
- President's/VPs/Deans/Assoc Deans Signature(s)
- Official BCCC Business (President & CFO Signatures)
- Legislative Update
  STUDENT AFFAIRS (Dr. Stanley Singleton)
- Purge Process (fall 2019, spring 2020)/$50 fee waiver
- Enrollment (recruitment, low enrolled programs, dual enrollment/BCPS)
- Financial Aid Issues
- Athletics
- Board of Estimates Funds
- Scholarships
- Grade Reporting
  ACADEMIC AFFAIRS (Dr. Liesl Jones)
- New Program Development (Digital Media Certificate)
- Re-introduce Courses (foreign languages)
- Faculty Load
- Overloads & Release/Reassigned Time
- Adjunct Hiring Process/Course Assignments
- Course Scheduling (Frederick Community College Support)
- Online Instruction Qualifications
- Credentialed Faculty Audit

- Tutoring & Embedded Tutoring
- Canvas Course Management
- Attendance Tracking - Late / Impact to Student Financial Aid
- Grades – Late/Paper
- Early Alert Utilization
  ### *INFORMATION TECHNOLOGY (Mr. Stephan Byam)*
- Enterprise Resource Planning (ERP) System
  - RFP to the State of Maryland
  - Weekly DoIT Meetings
  - Campus Visits w/ BCCC Module Leaders (IT, Registrars, IR, etc.)
  - Area-by-Area Process Mapping/Scheduled (i.e. faculty involvement)
- Phone
  - Dual Systems (Verizon and Skype for Business/Internet-based)
  - Deployment Status
- Computer Deployment
  - Deployment Plan & Status
- Classroom Technology
- Software
  - Inventory Status
  ### *INSTITUTIONAL EFFECTIVENESS, RESEARCH & PLANNING (Ms. Becky Burrell)*
- Office of Grant Development realigning grant activity
- Collaboration & Support
- Budget (Cabinet led)
- Timely Reporting (program/financial) – Missed Deadlines
- External Communication - Points of Contact
- Approved Extensions
- Survey Management & Fatigue
  ### *MAYOR'S SCHOLARS PROGRAM (Dr. Debora Johnson-Ross)*
- Baltimore City Public Schools / City of Baltimore (relationships)
- Faculty Feedback
- Summer Scheduling – Courses & Events
- Meeting with the Faculty to Prepare
- Staffing - Integration with Student Affairs
- Annual Report – Data Academic Programs - Brochures & Printed Documents
  ### *GENERAL COUNSEL (Ms. Maria Rodriguez)*
- Contractual Authority
- Policy Reviews
  ### *INTERNAL AUDITOR (Ms. Lyllis Green)*
- Legislative Audit Findings
  ### *WORKFORCE DEVELOPMENT & CONTINUING EDUCATION (Mr. Michael Thomas)*
- Public Safety/Security – Personnel Coverage
- Facilities (HVAC)
- Facility Master Planning (Library & Nursing Buildings)
- Loop Road Update
- Gap - Workforce & GED Programs / Academics
- New Grants

ADVANCEMENT & STRATEGIC PARTNERSHIPS (Ms. Dawn Kirstaetter)

- Logo & Seal Status
- Usage of Logo & Signature
- Website Edits Training
- Exterior Signage
- New Ways to Communicate to College Community

Baltimore City Community College

Board of Trustees, February 19, 2020

Mr. Kevin Large, Director, Government Relations

2020 MARYLAND GENERAL ASSEMBLY LEGISLATIVE SESSION

Senate Bill 159 / House Bill 207 – Baltimore City Community College Procurement Authority

BCCC's main legislative priority during the 2020 Legislative Session is SB159/HB207. The lead sponsor in the Senate is Senator Antonio Hayes and in the House it is Delegate Melissa Wells. The proposed legislation would increase BCCC procurement authority threshold from $50,000 to $300,000. The legislation is a result of the BCCC Realignment and is specifically related to task 11 which required BCCC to "Identify any barriers in State or local laws or regulations that impeded the College's ability to operate efficiently and effectively, including procurement and capital construction projects…" The legislation is modeled off similar expanded authority granted to Morgan State University and St. Mary's College of Maryland in 2004 and 2006 respectively. In addition to the spending authority increase, the legislation imposes important safeguards, approvals and oversight. The Board of Trustees would be tasked with developing policies and procedures to government procurement at BCCC. After this process, the policies and procedures will need to be approved by the General Assembly's Committee on Administrative, Executive and Legislative Review (AELR) and ultimately by the Board of Public Works.

Over the last month, Dr. McCurdy and the Cabinet have had the opportunity to engage with legislative leaders in multiple venues to advocate for this important legislation.

On January 27, Dr. McCurdy, Dawn Kirstaetter and Kevin Large attended the annual Greater Baltimore Committee (GBC) Legislative Forum where Senate President Ferguson, Minority Leader Jennings, House Majority Leader Leudtke and Baltimore City House Delegation Chair Smith spoke about the priorities of the legislative session. The Forum presented an opportunity to engage with the above-mentioned legislators as well as business leaders.

Also on January 27, Dr. McCurdy and several members of the Cabinet joined Chairman Schmoke and Trustee Lewis at the Maryland Association of Community Colleges (MACC) Trustee Conference and Reception. MACC provided a presentation on its legislative agenda as well as an update on some of the legal issues that are currently impacting higher education as well as what is on the horizon. The reception was attended by several legislators and the Cabinet engaged with them on what is happening at BCCC. During the reception, Dr. McCurdy and Kevin Large met with Senator's Hayes and Pinsky separately to discuss SB159 and strategize for how best to present the legislation during the hearings.

On February 4, both the Senate and House held hearings on SB159/HB207. BCCC provided written testimony and Dr. McCurdy presented oral testimony along with the lead sponsors of both chambers. The testimony was well received in both committees. Committee members were supportive of the direction that BCCC is headed. The only questions that were asked involved the prevailing wage which the original legislation sought to exempt BCCC from following.

On February 6, Dr. McCurdy testified before the Baltimore City Senate Delegation on SB159 and on February 7, Dr. McCurdy testified before the Baltimore City House Delegation on HB207. During each of these hearings, Dr. McCurdy and Kevin Large took the opportunity to build relationships with the members and they appreciated her commitment to come to Annapolis in support of BCCC and the legislation.

The next step in the legislative process will be for BCCC to work with the bill sponsors on the proposed amendments and then have the legislation considered by the relevant subcommittees.

BCCC Operating and Capital Budgets

- Proposed BCCC Total State General Funds: $40,087,604
- Proposed BCCC ERP System Funding: $2,685,228
    - The ERP System has received a total of $15,371,588 in prior years budgets
- Proposed BCCC Total Capital Budget: $4.6 million for the Loop Road Project
    - The Loop Road Project received $874,000 in FY20
- Proposed BCCC Community College Facilities Renewal Grant Program: $500,000
- BCCC has its **Operating Budget hearings** on February 20 in the Senate and February 26 in the House.
- BCCC has its **Capital Budget hearings** on February 25 in the Senate and February 26 in the House.

Baltimore City Community College
CABINET UPDATE
Board of Trustees, February 19, 2020
Dr. Liesl Jones, Vice President, Academic Affairs

ACADEMIC AFFAIRS

Spring registration for 16 week and A1 is currently closed. Registration for 12 week and A2 is currently open. Comparing spring 2019 to spring 2020 we can see that the changes to the schedule to tighten our offerings and schedule classes in a uniform way has helped to decrease the number of low enrolled sections and increased our seat fill rate as well as the number of credits.

Year	Number of Sections	Maximum possible enrollment	Current enrollment	Percent fill rate	Credit Hours
2019	740	18227	10648	58%	34506
2020	744	16428	12487	76%	37551

The fall and summer schedule are currently under review. The Division will be working collaboratively to build the fall schedule.

The Division is currently completing the program reviews to be submitted to PREC (Program Review and Evaluation committee).

The Division is reviewing all prerequisites for courses and updating the College Course Syllabi.

The Division worked collaboratively with Student Affairs to help reduce the purge list.

The Dr. Jones is working with P-Tech and with other programs to begin to build our Dual enrollment program.

SCHOOL OF ARTS & SOCIAL SCIENCES

English, Humanities, Visual and Performing Arts (EHVPA)
Professor Charles Arnette will present a Piano Recital in celebration of Black History Month on Thursday, 6 February 2020, at 2:00 P.M., Fine Arts Auditorium.

Professor Virgie Mason completed her PhD in fall 2019, conferred by North Central University.

Education, Social and Behavioral Sciences
Twenty-three (23) students in our Early Childhood Development program received the Maryland Department of Education--Child Care Career and Professional Development Fund (CCCPDF) to pay for tuition and books for spring 2020.

THE SCHOOL OF BSTEM

Business and Technology Department
The program review was submitted to the Program Review and Evaluation Committee (PREC) in partial fulfillment of the program evaluation of Accounting, Business Management and Business Administration, Construction Management, Computer Information System, Computer Aided Drafting and Design programs.

Biotechnology Program update
Corresponding Realignment Task # 2- Make workforce development and job placement top educational priorities of BCCC

- **Job placements**: 2 Biotech graduates were placed at the University of Maryland, School of Medicine research labs.
- **New Internship site:** Dr. Natalie M Leong's lab, Department of Orthopedics, University of Maryland School of Medicine.
- **Course Upgrade:** BTC 105 Lab curriculum to include industry standard of gowning and clean room basics.

On January 30th fifteen Biotechnology program students and faculty attended a symposium on cutting-edge technology in the field "Confronting CRISPR (Clustered Regularly Interspaced Short Palindromic Repeats): Scientific, Ethical, Legal and Social Issues on the path forward" at University of Maryland, School of Medicine.

STEM Scholars
On January 31st six new students were inducted in the newest class of STEM Scholars. This brings the current total to 16 students. Work is ongoing to ensure that their promised scholarships are fulfilled, and plans are also underway for them to attend the annual Black Engineer of the Year Award (BEYA) conference in Washington, DC. During the STEM scholar's induction ceremony, the following companies indicated interest in hiring our graduates

1) Phoenix International, located in Largo, MD. They design, build, operate, repair, and maintain Remote Operated Vehicles (ROV) to support the Navy's deep-water salvage program.

2) Chesapeake Optical Lab in Baltimore, MD. They manufacture eyeglasses and are looking to scale up their automated production this year.

SCHOOL OF ALLIED HEALTH AND NURSING

Emergency Medical Services
The Commission on Accreditation of Allied Health Education Programs (CAAHEP) voted on **January 16, 2020** to award **initial accreditation** to the Emergency Medical Services - Paramedic program at Baltimore City Community College, Baltimore, MD. The recent peer review conducted by the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoA EMSP) and CAAHEP's Board of Directors recognizes the program's substantial compliance with the nationally established accreditation Standards. The next evaluation of the program is scheduled to occur no later than **2025.**

The Physical Therapist Assistant
The PTA program in collaboration with the P-TECH Coordinator at BCCC have designed a 16 week bridge program to mentor and provide academic support to Dunbar High School students pursuing a career in PTA. Six PTECH students will be working with PTA faculty and tutors for the spring semester. Faculty will integrate pre-requisite courses into the health professions and gear the students for the fall semester.

ACADEMIC OPERATIONS AND SERVICES

Center for Academic Achievement
 The department is in the process of centralizing and reconstructing tutorial efforts to better serve students. Through this process all tutors have been assigned to specific course sections, where the tutors will offer an embedded support service model to support students and faculty. Tutors will participate in trainings and workshops throughout the semester to enhance tutoring delivery and structure. The department will continue its partnership with P-Tech, Year-up and Promise Academy to provide academic support through study skills workshops. Tutors will also implement class visits and tours of the tutoring center. We are in the process of hiring peer tutors to be part of the new tutoring model.

Near Completers
To date the program has registered 29 students for spring 2020. The program continues its outreach efforts: (1) 869 post cards were mailed out this month to Near Completers encouraging them to return to BCCC and (2) more than 150 phone calls have been placed to the Near Completers population.

Promise Academy
The program has registered 82 students: (1) 56 students in MAT 86, (2) 12 Students in RENG 91 and (3) 14 students registered for both MAT 86 and RENG 91.

Articulation and Transfer Services
BCCC and Morgan State University have a fully executed articulation agreement renewal for the Morgan State University ASCEND (A Student-Centered Entrepreneurial Development) Training Module. The purpose of the agreement is to increase diversity in the Biomedical Research Workforce by increasing the number of undergraduates who pursue careers in biomedical research, program funded by the National Institute of Health.

Baltimore City Community College

Board of Trustees, February 19, 2020

Dr. Stanley Singleton, Vice President, Student Affairs

- On February 4, 2020 eleven (11) students participated in Student Advocacy Day sponsored by the Maryland Association of Community Colleges (MACC). The group from BCCC joined students from community colleges from around the state to engage elected officials regarding important issues for these institutions. While in Annapolis for the day, students were able to meet with Senator Cory McCray, Senator Antonio Hayes, Senator Mary Washington, and Delegate Curt Anderson. The group was recognized by Senator Antonio Hayes during a senate session and introduced by President of the Maryland Senate, Bill Ferguson.

- During the month of January, the Office of Disability Support Services Center (DSSC) registered approximately fifty (50) students for Spring 2020 accommodations, conducted ten (10) new intake sessions, and proctored five (5) student examinations.

- The Office of Student Support and Wellness Services closed out the Truth Initiative grant with the revised tobacco-free campus policy that went into effect on January 1, 2020. The department is working with the Grants Development Office to submit a proposal to the Opioid Workforce Innovation Fund. The grant submission is due in March. The counselors also facilitated several mental health presentations to the campus on topics such as stress reduction, procrastination, and self-care. This past month, the department represented BCCC as an education stakeholder as part of Baltimore City's Youth Homelessness Demonstration Program (YHDP). One counselor participated in a two (2) day training with the American Association of Suicidology. Lastly, this office continues to see on-going and new students for individual counseling services.

- The Office of Judicial Affairs and Title IX conducted presentations to approximately fifty-six (56) students covering the Code of Conduct, Title IX, academic integrity, and civility. Every two (2) years, the Maryland Higher Education Commission (MHEC) requires all Maryland Colleges to survey their campus communities and submit a structured report by June 1. The Campus Climate Survey on Sexual Assault for BCCC has been deployed and will be available for students to take for three (3) weeks.

- During the month of January, more than 1,729 students checked in for academic advisement with the Student Success Center (SSC). The SSC team is continuing to advise students for the 12 week and Accelerated II sessions. The Mayor's Scholar's Program (MSP) has been restructured to ensure full integration with the existing infrastructure of the institution. While MSP maintains a core operational staff, academic advisement responsibilities have been leveraged with the team in the SSC.

- Student Life and Engagement (SLE) sponsored Welcome Week activities for the first week of classes. SLE staff met with student clubs and organization advisors to review annual requirements for their roles and the responsibilities for the student organizations.

- Registration and Records processed more than 919 transcripts in January 2020, generating $4,925 in revenue for the college. Electronic messages are deployed to students every Monday to remind students about registration for both the 12-week and Accelerated II sessions.

- The TRIO/SSS-STAIRS Program partnered with the Grants Development office and several other campus departments and divisions to submit the Student Support Services (SSS) grant proposal for fiscal year 2020. The application was submitted to the United States Department of Education on January 27, 2020. Upon renewal, the grant will last for five (5) years ($385,814 annually or 1.9 million dollars), to provide direct services to eligible students. Additionally, TRIO/SSS-STAIRS awarded book scholarships to twenty-two (22) participants totaling $7,408.

- The Upward Bound Math and Science (UBMS) program participants embarked on a field trip to the Black Engineer of the Year STEM Global Competitiveness Conference – Pre-College program on Friday, February 14th in Washington, D.C. On February 5, 2020, the UBMS program submitted the Annual Performance Review (APR) to the Department of Education. Participants are also preparing for 2020 spring campus tours. Program participants will visit the following: Hampton University, Norfolk State University, South Carolina University, Claflin University, Coastal Carolina University, Fayetteville State University, North Carolina A&T State University, International Civil Rights Center and Museum, North Carolina Central University and Virginia State University.

- The Office of Financial Aid received 10,928 2019/2020 applications. Approximately 2,251 students were awarded financial aid. Currently, there are 1,899 Pell Grant recipients enrolled for the Spring 2020 semester. Of this number 796 Pell Grant recipients are enrolled fulltime. In addition, 854 students enrolled for the Spring 2020 semester receive some type of financial aid (federal, state and institutional scholarship).

- The Office of Student Assessment (Testing) proctored tests for 430 students. Of these, 325 students were assessed for initial placement using the Accuplacer tool.

Exam Name	Attended	No-show	Registered	Walk-in
Accuplacer	325	1	326	326
Accuplacer Retest	25	0	25	25
BCCC Course Exams	2	0	2	0
Bio 101- BCCC Exemption Only	31	21	52	7
Bio 101 – BCCC Exemption Only Retest	10	3	13	2
CLEP	2	2	4	0
Computer Literacy	16	4	20	3
Computer Literacy Retest	6	3	9	0
ParaPro Assessment	13	1	14	0
TEAS (BCCC Students Only)	0	0	0	0
Totals	**430**	**35**	**465**	**340**

Baltimore City Community College

Board of Trustees, February 19, 2020

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

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION DIVISION

The WDCED provides ongoing enrollment in Adult Basic Education (ABE) and English Language Services (ELS) and Workforce Development (WD) classes. More than 808 students were registered for continuing education classes in the month of January. Also in this month, 37 workforce students completed training and were issued a certificate of completion.

ABE/ELS Program Improvement – Each Department participated in on-going technical assistance and grant monitoring with funders as well as working with partners and staff for program improvement.

- On January 29th, the Maryland Office of Refugee and Asylees (MORA) conducted a monitoring visit for programs serving older refugee students. This program provides Citizenship classes and case management support and referrals for students preparing for the Citizenship exam.

- The English Language Services (ELS) Department participated in several training sessions on providing translation and interpretation services for English Language Learners. The college has also renewed access to the state's Language Line system to provide telephonic support as needed.

- On January 4th, 25 Adult Basic Education (ABE) and English as a Second Language (ELS) instructors participated in a half-day professional development session. Instructors focused on two main topics, *ABE-ESL Instructional Competencies,* and *Contextualized Instruction.*

- To support expansion of community ABE classes, 5 community locations provided on-site testing and registration for classes staring in January. Based on success of the current partnership, Concerted Care Group has added another site where GED prep classes can be offered.

- Staff have been working with the Enoch Pratt Neighborhood Library Services Division to offer new GED prep classes at 4 neighborhood branches starting in May. The library system is also interested in providing Computer Literacy classes and a reading programs for adult students and their children.

Workforce Development Program Development and Expansion – The Workforce Development Department works closely with the Career Services Office (Panther Center) to support graduates transitioning to employment. The following activities increase program quality and support for students:

- WDCED received approval from the Department of Human Services (DHS) to provide workforce training programs for eligible clients of the Food Supplemental and Employment Training Program (FSET). This includes training funds in the amount of $424,580.

- In partnership with the International Rescue Committee (IRC), the college completed a specialized manufacturing and warehouse technician training for a third cohort of refugee and asylee students. These students are provided transition to employment with IRC employer partners such as Dietz and Watson.

- New workforce development contracts include training for Patient Care Technician (PCT) with the Baltimore Alliance for Careers in Healthcare (BACH) starting in January. This will be a continued partnership with multiple cohorts of students. Revenue generated for the college is $15,986.

- To increase student access to course materials, the Healthcare training program has developed an online Medical Terminology course to be delivered through BCCC Canvas. This is a core course in several healthcare programs (such as Certified Nursing Assistant or Phlebotomy). Additional instructional materials including class materials and quizzes will be added throughout the term.

- WDCED is developing a new continuing education course for American Sign Language. This course will be available in Fall 2020.

Partnering with Baltimore City Schools – Several initiatives led by WDCED support implementation of the college's Career Pathways and increase early college access. The largest of these is the Pathways in Technology Early College High Schools (P-TECH) program which has nearly 200 high students enrolled in college classes in the Spring 2020 term.

- In addition to monthly coordination meetings, the President and VP Thomas met with Baltimore P-TECH Business Partners, including Johns Hopkins Hospital and IBM, to strengthen program offerings and support student success. The first graduating class is scheduled to complete BCCC degrees in Computer Science and Information Systems this academic year.

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 partnership with City Schools and the Mayor's Office of Employment Development (MOED), BCCC hosted 3-day registration sessions for the Youth Works Summer Employment program and conducted the Federal Work-study Program Orientation.

- Storm drain cleanout process was completed in preparation for the Loop Road project.

- Contractor selection completed to secure the Bard building. This service will include installation of boarding on all exterior windows throughout the building. This is required to eliminate unauthorized access to the building.

- Contractor selection completed to repair and replace gas pressure valves in PE Building; specifically, Boiler Unit #2 and Hot Water Heater. Once the repairs have been completed the hot water can be restored to the building.

- Pest Control contractor selected and has begun treatment of cafeteria space. The contractor will be conducting integrated pest management services throughout the entire BCCC Liberty campus.

- Prior to the start of the new semester, EVS completed an aggressive and comprehensive cleaning of all classrooms, restrooms and corridors in Main, Nursing and Life Science buildings. Tasks consisted of detail cleaning, floor maintenance and furniture cleaning; all of which are essential to promote a healthier and more inviting environment to students.

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). In January, staff continued work with Stanley Security to upgrade campus security cameras and key access systems. Public Safety personnel are following college procedures for procuring and monitoring vendors.

Equipment maintenance and refresh is on-going, including replacement of 15 Motorola two-way radios originally purchased in 2007 for security officers and the shuttle bus drivers. Due to age, the batteries are being changed and charged multiple times during each shift. These radios are unable to be repaired because they are no longer in production nor supported for repairs.

Baltimore City Community College

Board of Trustees, February 19, 2020

Mr. Donal Christian, Vice President for Finance & Administration

BURSAR'S OFFICE
- Assisted students with prior semester balances so they can register for the current semester.
- Assisted students with their third party invoicing so they can register for the current semester.
- Worked with Student Affairs and Academic Affairs to reconcile and post Board of Estimates funding from the fall, 2019 semester so the students can register for the current semester.
- Assisted students in setting up payment plans for the current semester
- Set up bookstore accounts so the students will be able to use the 3rd party funds for their book purchases.
- Worked with Student Affairs and Academic Affairs on the Pre-Drop Listing to assist our students with a method of payment so classes won't be dropped
- Worked with Student Affairs and Academic Affairs on reconciling of various grant awards from the Fall, 2019 semester so students could register for the current semester.
- Submitted 1098T, Tuition Statement, for calendar year 2019, to the Internal Revenue Service and continue to assist students with 1098T questions.
- Assisted students during General Registration and Drop/Add Period.
- Assisted Admissions Office with the Tuition Assistance MOU with the Department of Defense (DOD)
- Assisted students make online payments for the current or previous semester.
- Served 1,968 students

PROCUREMENT
- A new Request for Proposal (RFP) for the Cafeteria and Dining have been completed and is currently being reviewed.
- Contracts that need renewal have been completed (Heartland, Class Act) and are currently being reviewed.
- Continuing to work with Accounts Payable in getting past due invoices paid.
- Continuing to work with various areas to train on the proper procedures on procuring goods and services.
- New travel forms and sole source forms have been created. Also created is an after-the-fact form that will require approval if goods or services are procured incorrectly. These are pending approval.
- Started a Contract Database on the Shared Drive and started tracking software and renewals.

CONTROLLER OFFICE, GENERAL ACCOUNTING, AND GRANTS
- Worked with the Bookstore to provide information was needed for a successful start of the semester.
- Prepared various monthly invoices for Grants and Contracts.
- Worked with Grants Development on Grants Processes and Reporting.
- Worked with Student Affairs and Academic Affairs on the Pre-Drop Listing to assist our students with a method of payment so classes won't be dropped
- Worked with Student Affairs and Academic Affairs to reconcile and post Board of Estimates funding from the fall, 2019 semester so the students can register for the current semester.
- Worked with Student Affairs to draft changes to various process subject to approval
- Processed 199 journal entries (2,128 lines).

BUDGET OFFICE
- Researched the daily fiscal notes proposed legislation for fiscal and/or operational impact
- Worked with the Controller on various financial analysis
- Worked with the payroll department to fund various PCA's for contracts
- Set up various restricted budgets
- Responded to various inquiries from the Department of Budget and Management (DBM) and the Department of Legislative Services (DLS)

ACCOUNTS PAYABLE
- Processed 266 invoices.
- Continued to work with Procurement and end users to resolve purchase orders issues so the outstanding bills can be paid.

HUMAN RESOURCES/PAYROLL
The department's primary function during the month include recruitment of key leadership and positions as well as other professional/skilled service positions. Complete payroll for PIN/Contractual employees, and the provision of many other vital services

*Highlights for January include the following***:**

- Served approximately 134 people HR/Payroll office
- HR currently has 13 active PIN positions open
- Completion of monthly ACA (Affordable Care Act) report
- Completion of 47 unemployment justification to Department of Labor
- Processed 2 Workers Compensation claims
- PIN Turnover for January is 1.37%; this is down compared to 2.20% for December and 0.81% for November
- Assisted MHEC report alongside IMAR Division
- Completed and processed 14 Contractual Hires
- Completed and processed 60 Tuition Remission forms Spring 2020
- Completed 4 Professional Development Workshops
- Completed 892 payroll entries to meet January payroll
- Facilitating transition of new leave system with expected roll-out of electronic leave entry-March 2020
- Completion of Parking Payroll deductions for Spring 2020
- Reviewed, processed oriented 6 Work-Study students

BOOKSTORE
- Assisted Students as they prepared for a new semester.
- Opened Financial Aid and Third Party for students to make purchases.
- Served 3,945 students/employees.

COMMUNICATIONS/ PUBLIC RELATIONS

Traditional Media

The following is a list of BCCC media mentions during the month of January:

- Afro American, Jan. 31 – "Manifest Destiny and the History of Baltimore" (special column by Peter Brooks, Cab Calloway's grandson. Mentions Holocaust Memorial downtown on land donated by BCCC)
- Afro American, Jan. 24 – "Wanted: 1,000 Young Men to Help Heal Baltimore" (editorial column on Race and Politics by editor Sean Yoes; commentary on needed investment in young black men mentions program should include free tuition at BCCC)
- Washington Afro American, Jan. 23 – "Manifest Destiny and the History of Baltimore" (special column by Peter Brooks, Cab Calloway's grandson. Mentions Holocaust Memorial downtown on BCCC land)
- Baltimore Sun, Jan. 17 – Obituary for Santo J. "Joe" Salvaggio (retired from BCCC in 1989 as director of student affairs after 20+ years)
- WBAL-TV, Jan. 17 – "Year Up Baltimore students graduate ready to take on job experience"
- Greater Baltimore Committee Member News, Jan. 16 – "BCCC & Center For Urban Families Awarded $495K From Kresge Foundation For Career-Training Partnership"
- Community College Daily, Jan. 16 – "Deeper supports help students, families" (Boost Initiative news release-based story)
- Technical.ly, Jan. 14 – "These 9 startups just finished Conscious Venture Lab. Here's how they want to create impact *and* value"(mentions 'based out of a space at BCCC')
- Baltimore Business Journal, Jan. 6 – "Fire in vacant Baltimore City Community College site highlights its troubles" (includes quotes from Dr. McCurdy; and David Cordish)
- Baltimore Sun, Jan. 6 – "Two alarm fire in downtown Baltimore damages vacant BCCC building; at least five people were inside"
- WJZ 13, Jan. 6 – "2-Alarm Fire Breaks Out At Vacant Building In Downtown Baltimore"
- WMAR TV, Jan. 5 – "Fire crews battled a 2-alarm fire in Downtown Baltimore"

Social Media

The following charts reflect that our Facebook, Twitter and Instagram followers and fans continue to grow slightly. During the month of February, the Communications team will be reviewing the effectiveness of posts and engagement.

Facebook

Metric	Jan. 31, 2020	Dec. 31, 2019	Difference
Published Posts	63	71	11% fewer
Fans	5,362	5,339	up .4%
Net Page Likes	25	31	down 19.4%
Impressions	75,454	70,644	up 6.8%
Engagements	2,836	3,560	down 20.3%
Post Click Links	33	67	down 50.7%

Twitter

Metric	Jan. 31, 2020	Dec. 31, 2019	Difference
Published Posts	60	72	16% fewer
Followers	1,556	1,534	up .4%
Net Follower Growth	22	7	up 214%
Impressions	25,667	32,803	down 22%
Engagements	513	924	down 44%
Post Click Links	39	66	down 41%

Instagram

Metric	Jan. 31, 2020	Dec. 31, 2019	Difference
Published Posts/Stories	92	76	21.1% fewer
Followers	765	730	up 4.8%
Net Follower Growth	35	4	up 775%
Impressions	20,435	20,575	down .7%
Engagements	1,220	1,113	up 9.6%
Engagement Rate/Impression	6%	5.4%	up 10.4%

EVENTS

The following events were held on Campus during the month of January:

- Full Time Faculty Academy – January 7-8, 2020
- Board of Trustees Meeting – January 15, 2020
- Organic Movement Atelier – January 18, 2020
- YMCA Admissions Visit – January 22, 2020
- Youthworks Verification Event – January 29-31, 2020
- Zumba Class (Alumni & EHVPA) – January 30-31, 2020
- President's Forum – January 31, 2020

Upcoming events include:

- Mayor Young's Children's Cabinet Meeting- February 19, 2020
- Thread Volunteer Leadership Retreat- February 22, 2020
- Alpha Kappa Alpha Sorority, Rho Xi Omega Chapter Meeting- February 24, 2020
- MOED's Youthworks Job Readiness Academy- February 29, 2020

MARKETING

Approximately 600 marketing materials and promotional items were distributed in January including BCCC branded bags, tshirts, wristbands, mints, lanyards, phone wallets, pop sockets, pens and Panther Cards.

The Marketing Department is reviewing ad buy proposals for the remainder of the calendar year for radio stations, buses and billboards and will be working across divisions to develop a radio and tv commercial for the Fall enrollment campaign.

The new Mayor's Scholars brochure, Panther Card and Viewbook are being finalized. The new logo has been narrowed down to two designs. The style guide and report by the Hatcher Group are being finalized.

The printing and installation of all external tobacco free signage has been completed. The RFP for major exterior signage has been submitted for review.

Website

- Website Analytics – December 22 – January 22 (Ongoing)

Source / Medium ?	Acquisition	
	Users ? ↓	
	46,870 % of Total: 100.00% (46,870)	
1. google / organic	**23,719** (43.11%)	
2. (direct) / (none)	**18,832** (34.23%)	
3. bccc.instructure.com / referral	**4,211** (7.65%)	
4. bccc.okta.com / referral	**2,930** (5.33%)	
5. bing / organic	**1,241** (2.26%)	
6. accounts.google.com / referral	**612** (1.11%)	
7. bccc.askadmissions.net / referral	**547** (0.99%)	
8. yahoo / organic	**517** (0.94%)	
9. bccc.catalog.acalog.com / referral	**479** (0.87%)	
10. bcccsnapprod.regenteducation.net / referral	**398** (0.72%)	

- 47 % of our users come from organic searches from GOOGLE, YAHOO and BING search engines.
- 16 % is referral traffic that comes in is from users being redirected from the OKTA server, Maryland.gov website, Regent education, and edu-apps.org.
- 35% is direct traffic, which is when users type the URL directly, use a bookmarked webpage or through an unrecognized source.
- 0.29% referrals from social media
- This period had an overall 5,505 decrease in the total number users to the website. This is attributed to the holiday period, since most of our users come from the myBCCC portal.
- During this period, Referral traffic also decreased. During the holidays and before the semester began smaller number of users logged onto the MYBCCC portal or visited the Academic Calendar webpage, which usually brings in the most traffic.

- Acquisition Overview of the "APPLY NOW" Page for December 22 – January 22
  - We are using APPLY NOW page as a measure to track and monitor prospective students as they engage with the College and track patterns associated with promotion pushes, both media and website/billboard, social media, and other avenues to garner brand interest.

    - Page Views: 4,737
    - New Users: 2,361
    - Repeat Users: 2,376
    - Over all bounce Rate: 51.64%
    - Average time spent: 2 minute 9 seconds

The increase in page views, new users and returning users is attributed to the Enrollment period.

DEVELOPMENT

There were 142 applicants for this Spring's scholarship awards of which 64 received awards totaling $29,625. The total corporate funds raised YTD is $24,633 ($0 raised during the month of January). The total amount raised YTD through individual donations is $25,425 ($1,956 raised in January).

Baltimore City Community College
Board of Trustees, February 19, 2020
Mr. Stephan Byam, Chief Information Officer

PERSONNEL

Director of Enterprise Applications
Information Technology Services (ITS) is still reviewing applications for candidates for the Director of Enterprise Applications.

Manager of Infrastructure
ITS is preparing an offer for a candidate for the finalist of the Manager of Infrastructure position. This candidate has over two decades of Information Technology experience with network, systems, and telecommunications. This position will assist with the implementation of the remaining phone systems across the campus as well as the systems infrastructure component of Realignment Task #9.

TECHNOLOGY

Enterprise Resource Planning (ERP) Project
Peer Visits: The Executive Leadership Team has visited with the Community College of Baltimore County (CCBC) and has scheduled visits with University of Baltimore (UB) and Howard Community College (HCCC). The purpose of these visits is to inform the BCCC team of the different ERPs that peer institutions are currently utilizing (Banner, PeopleSoft and Colleague respectively); as well as obtain perspectives from the different functional areas (e.g. H.R., Finance, Student Services, I.T.) on their implementation and post implementation experiences. These visits are invaluable to the College and the execution of the project as they provide insight into other areas of planning and consideration that is needed beyond the actual system implementation.

Infrastructure Readiness: ITS is preparing to undergo a "Infrastructure Readiness" assessment in order to gather specific metrics about the networking infrastructure and its ability to communicate to the internet under heavy usage periods. The infrastructure readiness also includes identifying options for redundancy to allow for uninterrupted access to the internet from the campus. This assessment is critically important in understanding if the College will have to incur additional costs to increase bandwidth since access to the ERP will be over the internet.

Business Process Analysis (BPA): In preparation for a new ERP system, ITS is aiding the functional areas (e.g. H.R., Finance, Student Services, Academic Services) in documenting current business processes. These BPAs are valuable, as they will allow the functional areas to assess the prospective ERPs' capabilities and alignment with BCCC's processes and procedures. The exercises also examine the current processes and their fit with best practices and identify areas for improvement.

PROCESS

Policies
The Office of the CIO is now working in collaboration with Maryland's Department of Information Technology's (DoIT) Chief Information Security Officer to broaden the scope of the Cyber Security and Data Classification policies to ensure that they are congruent with the existing State policies. As a result, the date for

the release of the policies for the Board of Trustees approval is now scheduled for the March 2020 Board Meeting.

Cyber Security Policy: The purpose of the Cyber Security Policy is to provide the construct for the maintenance, confidentiality, integrity, and availability of the College's system resources and data.

Data Classification Policy: The purpose of the Data Classification Policy is to provide a construct for the categorizing of data in a way that conveys the sensitivity of information, such as data that must be safeguarded for confidentiality, integrity, and availability.

INSTITUTIONAL INTEGRATION/ STAFF RESTRUCTURING

The Mayor's Scholars Program staff has been restructured to more fully integrate MSP with existing college resources and take advantage of economies of scale. The new structure includes a director, administrative coordinator, and academic advisor, working closely with the Student Success Center, Financial Aid, Student Life, Student Support and Wellness and Academic Affairs. Students will continue to receive the academic advising and holistic support through the office and the Student Success Center. The core staff will be augmented for Summer Bridge with supplemental staff to include an Academic Coordinator, an Activities Coordinator and peer mentors. The transition to date has been fairly seamless for students. More complete integration of MSP into the College's existing infrastructure should yield positive outcomes.

SUMMER BRIDGE 2020 PLANNING

Planning for Summer Bridge 2020 is underway with the participation of Student Affairs, Academic Affairs, Workforce Development and Institutional Research. The planning process is more intentional and collaborative than in past years with the goal of executing a high impact six-week experience to support student transition from high school to college. Students will have an opportunity to earn developmental and college-level credits, strengthen study skills and prepare for the academic year ahead.

RECRUITMENT

I participated in several events in late 2019 to provide information about MSP to high school counselors and principals. Similar outreach efforts will continue into the next four months as I work with Admissions to visit high schools and participate in special events to ensure that as many students as possible are aware of the opportunity offered by MSP. Approximately 1,600 Baltimore City Public School Systems students were contacted by MSP in the last week. It is too early to predict how many applications will be submitted for MSP, however, in 2019, 810 applications were submitted, and 381 students registered for Summer Bridge classes, a yield of 47%.

YOUTHWORKS PARTNERSHIP

MSP Cohort I and II students will have the opportunity to participate in YouthWorks' Private Sector program this Summer, enabling them to have internship-like experiences. YouthWorks will hold the required Job Readiness Academies on BCCC's campus on April 6th, 7th and 8th. Students will interview for positions in the following industries: Banking, Consulting, Employment Services, Finance, Hospitality, Real Estate, Childcare, Health Care, Cosmetology, Dentistry, Health & Fitness and other disciplines. MSP will work with YouthWorks to coordinate workshops to support successful internships for the students such as professional attire and workplace etiquette.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, February 19, 2020

Ms. Lyllis Green, Chief Internal Auditor

INTERNAL AUDITS, REVIEWS AND INVESTIGATIONS

Internal Audit activity involved audit tests and confidential investigations including:

- Whistleblower and fraud allegations
- Process and internal control reviews
- Routine testing and follow-up reviews of external audit findings

The Internal Audit activities required collaboration with the Assistant Attorney General assigned to the College along with the College's General Counsel, VP Student Affairs, Chief Information Officer and several staff members within the five major divisions of the College.

EXTERNAL AUDITS

The Investigative Auditor of the State's Criminal Investigation Division held a meeting to discuss the additional types of evidence he is seeking. All information requested was delivered. During the meeting it was disclosed that due to his retirement on November 27, the College's case has been forwarded to another investigator. The investigation is ongoing and College staff are cooperating with the Investigative Auditor. No additional communication occurred during the month of January

There is an impending Legislative Audit to occur any time after July 1, 2019 in compliance with their 3-year review procedure. The College's last Legislative Audit covered the period October 2013 – November 2016, which was included in the OLA report issued November 2017. Previous reports to the Board of Trustees included the findings and their status. This month's update reports only the detail for those findings that have not been implemented (or portions thereof) and represents four of the eight OLA audit findings:

Finding	Recommendation (Excerpts from November 2017 OLA Report)	Response	Status @ 1/31/2020
1. **facilities planning and operations**	a. use existing Statewide contracts…, when available; b. discontinue the practice of artificially dividing purchases to circumvent State procurement regulations…, 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… investigate and resolve any discrepancies, and recover any amounts that are determined to be improperly billed; and consult with the Office of the Attorney General – Criminal Division…, and refer any other questionable activity to the Office of the Attorney	Note: This column will be populated with the current status and developments at the entry date of the audit.	Partially implemented; completion pending hiring of Directors for Facilities, the complete implementation of procurement recommendations and consistent reviews of vendor invoices

Finding	Recommendation (Excerpts from November 2017 OLA Report)	Response	Status @ 1/31/2020
	General – Criminal Division and advise the Governor's Chief Legal Counsel.		
2. corporate purchase cards,			Implemented
3. payroll			Implemented
4. affiliated foundation,			Implemented
information systems (2), **5. Sensitive Personally identifiable information**	a. perform a complete inventory of its systems and identify all sensitive PII, b. determine if it is necessary to retain this PII and delete all unnecessary PII, c. determine if all necessary PII is properly protected by encryption or other substantial mitigating controls, d. update 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).		Partially implemented Partially implemented In progress In progress
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; b. limit the assignment of administrative rights on workstations to specific system/network administrators and those users specifically allowed such rights, …being justified, approved, documented, and regularly reviewed to determine whether they are still needed (repeat); … c. ensure that all workstations are kept up-to-date for critical security related updates for commonly vulnerable applications (repeat).		Partially implemented Ongoing reviews and began in October. In-progress. Expected completion before spring 2020 session.
7. cash receipts,			Implemented
8. equipment	a. ensure that the equipment records are complete and accurate; b. investigate the aforementioned missing equipment and 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.		Implemented Implemented Pending procurement of inventory service or tools to perform inhouse. Implemented

OFFICE CHANGES

As previously reported, the search for the Staff Auditor/EEO & ADA Coordinator has been reopened. There were 11/18 applications received and screened for minimum qualifications and forwarded to the search committee. The search committee has met and is in the process of scheduling the first-round interviews.
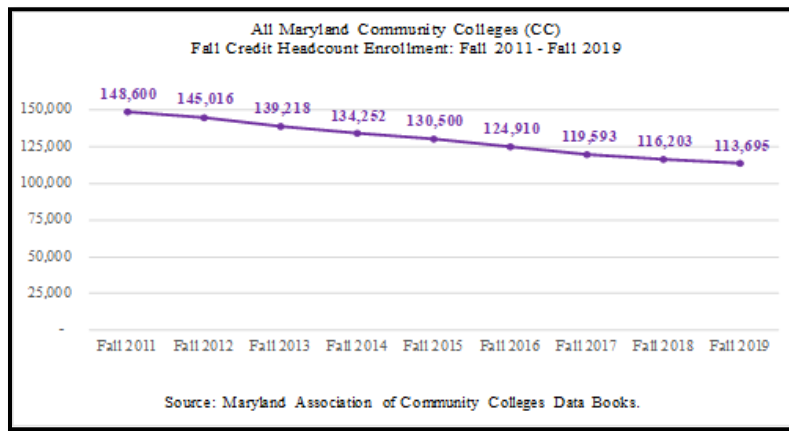
Baltimore City Community College

## Board of Trustees, February 19, 2020

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

ENROLLMENT

All Maryland community colleges updated the fall 2019 credit headcount enrollment for the MACC Data Book. In fall 2019, 12 of the 16 community colleges experienced declines; ***BCCC's credit headcount enrollment increased by 8.5% from fall 2018***. There was a 2.2% decline across the state from fall 2018 to fall 2019 and a 23.5% decline since fall 2011.

The Community College of Baltimore County has experienced the sharpest decline, 31.9% since fall 2011 and 6.0% since fall 2018. ***BCCC has increased its enrollment*** through such partnerships as the Mayor's Scholars Program and Year Up as well as through retaining more students. Programs showing increases enrollment from fall 2018 to fall 2019 include Business Management, Fashion Design, Cyber Security and Assurance, Arts & Sciences – Psychology, and General Studies. In addition, the Transportation and Supply Chain Management programs enrolled 20 students in fall 2019, when the programs were launched.
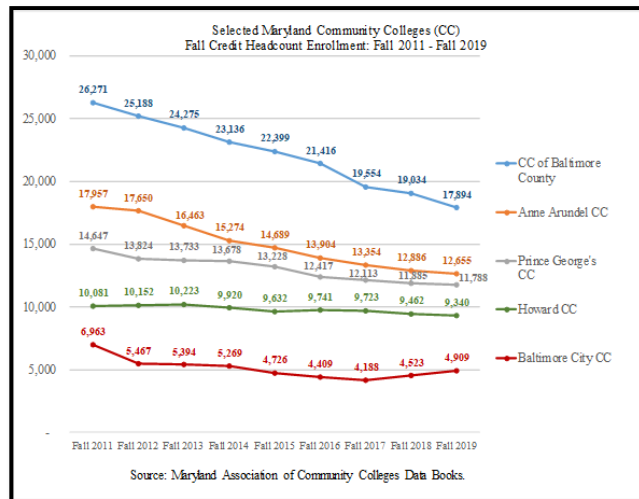
The Office of Institutional Research (OIR) oversaw the successful submission of the following State and federal reporting requirements.

- Enrollment and Outcomes sections of the 2020 Maryland Association of Community Colleges (MACC) Data Book.
- Maryland Community Colleges Institutional Aid Survey for MACC and the Department of Legislative Services.
- Distance Education Survey for the Maryland Higher Education Commission.
- Statement of Assurance and Compliance with 85-15 Enrollment Ratios for the Veterans Administration
- Math and English Exemption Analysis for the Maryland Community College Consortium of Chief Academic Officers.
- Key Performance Indicators for the Maryland Community College Association for Continuing Education and Training.
- OIR completed the four IPEDS (Integrated Postsecondary Education Data System) Surveys due on February 12.

GRADUATION

Integrated Postsecondary Education Data System (IPEDS) surveys indicate an ***increase in BCCC's 150% (3-year) graduation rate from prior year***.

Cohort Year 2015	# in Cohort	# Graduated	% Graduated	Cohort Year 2016	# in Cohort	# Graduated	% Graduated
150% of Normal Time	324	45	10%	150% of Normal Time	346	36	14%

GRANTS

OIR worked with the Grants Development Office to develop data and/or narrative to support the following grant applications/reports.

- TRIO/Student Support Services-Students Taking Action In Reaching Success (SSS-STAIRS) application and project narrative for the United State Department of Education (USDE).
- FY 2019 Enrollment of Pell Grant Recipients in Career & Technical Education Programs for the Perkins Grant to the Maryland State Department of Education (MSDE)
- Application for Waiver of Title III Eligibility Requirements.
- Maryland Open Source Textbook (MOST) Open Educational Resources (OER) Mini-Grant Report for MAT 128 and MAT 129.

Baltimore City Community College
REALIGNMENT TASKS UPDATE
Board of Trustees, February 19, 2020
Dr. Debra L. McCurdy, President

Realignment Task #1
"Review and strategically align core course offerings of BCCC, consistent with accreditation requirements, and focused on the needs of students at BCCC and the workforce of Baltimore City."
Dr Liesl Jones, Vice President for Academic Affairs

Scheduling of Courses
Academic Affairs has begun a strategic and intentional review of the course scheduling process and how we develop a semester schedule. This is being done to ensure that we offer courses in sequence and with enough flexibility to meet the needs of our students to better support student success.

Program Review
Academic Affairs is currently in the third cycle of program reviews. The reviews are being submitted from the academic departments to the Program Review and Evaluation Committee. We will be using these reviews along with labor statistics and enrollment trends in the program to determine if changes need to be made in the curriculum to update it or better align it with workforce needs. We will also review programs to make determinations of which may need to be phased out or merged with others to make them stronger. We are looking at the current curriculum to see where we may need to add programs that better fit the needs of the workforce and community.

Dual Enrollment
The Division is working to increase its Dual Enrollment offerings and programs. The VPAA now sits on the PTech Advisory Board and attends meetings for both the Nursing/Health and Computer Science/Technology programs.

Alignment with Workforce
Academic Affairs is working closely with Workforce Development to better algin our programs. We have identified Cybersecurity as a program that needs curriculum changes to align with workforce credentials so that students can easily move form workforce the associate degree program. We will schedule courses at times that meet the needs of our workforce students.

Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, February 19, 2020

Dr. Debra L. McCurdy, President

Realignment Task #2

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

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

Workforce Development Program Development and Expansion

The Workforce Development Department develops training programs aligned to the Mayor's Office of Employment Development (MOED) Workforce Investment Opportunities Act (WIOA) Plan. Programs are designed to meet industry requirements while advancing student opportunities for employment and career advancement. The Workforce Development Department also works closely with the Career Services Office (Panther Center) to support graduates transitioning to employment. The following activities increase program quality and support for students:

- WDCED is developing a Commercial Driving License (CDL A) course sequence to expand current Transportation-related programs. The new training program will launch in April 2020.

- In partnership with the Center for Urban Families (CFUF), the college will support workforce and continuing education students pursuing career pathways that lead to a college degree. Targeted Career Pathways include:
    - CNA/GNA Licensing to Nursing Degree;
    - Construction Pre Apprenticeship to Construction Management and Supervision Degree;
    - Healthcare Records Technician to Healthcare Information Technology Degree; and
    - Certified Community Health Worker to Allied Human Services Degree.

- New workforce development contracts include training for Patient Care Technician (PCT) with the Baltimore Alliance for Careers in Healthcare (BACH) starting in January. This will be a continued partnership with multiple cohorts of students. Revenue generated for the college is $15,986.

- WDCED received approval from the Department of Human Services (DHS) to provide workforce training programs for eligible clients of the Food Supplemental and Employment Training Program (FSET). This includes training funds in the amount of $424,580.

Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, February 19, 2020

Dr. Debra L. McCurdy, President

Realignment Task #3

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

Dr. Liesl Jones, Vice President for Academic Affairs

Developmental Math

Currently math has decreased the developmental sequence to a 2-course sequence. We are in the process of reviewing these courses to determine if we can shift to a single course sequence based on two tracks. The first track feeds to programs that need calculus and the second track feeds to programs that do not need calculus. The calculus track would have a more algebra heavy course which is what the second course in the developmental sequence is. For the non-calculus track we would develop a course that leads to statistics or a math survey course. We are looking to reinvent our gateway credit math courses to build them as a corequisite model to decrease the number of students that enter college and go into remedial math. Our current pass rates or completions rates for developmental math are low and the above changes should help to change that along with a strong tutoring component. These changes will help students stay on track in their program and complete their program sooner and decrease the financial aid used on developmental courses so that if they transfer to a 4 year institution they have money to help them complete their degree there as well.

Developmental English

Developmental English has been reduced from three levels to two levels. In the same way we are reviewing math we will review English to determine with we can have corequisites course models that pair a reading class with ENG 101 and pair a writing class with ENG 101. This would greatly reduce the number of students that begin their college career in remedial courses.

To better guide our changes and modifications to development, we will start to collect completion data by section and mode of course delivery to determine if the changes we are making are increasing student success.

Articulation and Transfer

BCCC and Morgan State University have renewed the articulation agreement for ASCEND (A Student-Centered Entrepreneurial Development) traingi module. This agreement is designed to aid in increasing diversity in the Biomedical research Workforce and is funded through NIH.

The VPAA is working with B-Power to support our dual enrollment programs with the development of co-requisite math courses.

Baltimore City Community College
REALIGNMENT TASKS UPDATE
Board of Trustees, February 19, 2020
Dr. Debra L. McCurdy, President

Realignment Task #4
"Enter into memoranda of understanding in order to establish student pathways to success with the Baltimore City Public Schools (BCPSS), institutions of higher education, and employers."
Dr. Liesl Jones, Vice President for Academic Affairs

Dual Enrollment
The Division is working to increase its Dual Enrollment offerings and programs. The VPAA now sits on the PTech Advisory Board and attends meetings for both the Nursing/Health and Computer Science/Technology programs.

The VPAA is working with B-Power to support our dual enrollment programs with the development of co-requisite math courses.

- Currently the College has an MOU with Baltimore City Public Schools and has a presence in 24 of the high schools. We are looking to increase our presence and have begun conversations to determine the needs of the public schools and how we can help by offering courses through dual enrollment.

Partnering with Baltimore City Schools
Several initiatives led by WDCED support implementation of the college's Career Pathways and increase early college access. The largest of these is the Pathways in Technology Early College High Schools (P-TECH) program which has nearly 200 high students enrolled in college classes in the Spring 2020 term.
- In addition to monthly coordination meetings, the President and VP Thomas met with Baltimore P-TECH Business Partners, including Johns Hopkins Hospital and IBM, to strengthen program offerings and support student success. The first graduating class is scheduled to complete BCCC degrees in Computer Science and Information Systems this academic year.

Baltimore City Community College
REALIGNMENT TASKS UPDATE
Board of Trustees, February 19, 2020
Dr. Debra L. McCurdy, President

Realignment Task #5
"Align the budget of BCCC with realistic enrollment projections."
Ms. Eileen Waitsman, Controller
Dr. Stanley Singleton, Vice President for Student Affairs
Ms. Becky Burrell, Vice President for Institutional Effectiveness, Research & Planning

This is a continuation of the Task. The President has assembled all of the College outreach areas to assess current recruitment efforts and to initiate a comprehensive Enrollment Management Plan. The Enrollment Management Plan will be led by Cabinet and include faculty representation.

Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, February 19, 2020

Dr. Debra L. McCurdy, President

Realignment Task #6

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

Ms. Michelle Williams, Executive Director for Human Resources

This is a continuation of the Task. The College has begun to take a comprehensive approach to the recommendations from the Edbridge June 2018 report to dramatically improve and realign the departments for efficiency and to meet the needs of the students. In the 1st phase of this process we reviewed our Contractual staff and determined to tightly coordinate departments with an abundance of duplicate positions, which resulted in 31 contractual positions ending June 28, 2019 not be renewed. The next phase of the realignment will look at composing an effective college team by ensuring vacant positions are justified and approved by Dr. McCurdy before replacing and reviewing the most critical institutional areas and the needs. Leadership at all levels will be reviewed to ensure team members have the appropriate skills, knowledge and abilities to perform their jobs.

Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, February 19, 2020

Dr. Debra L. McCurdy, President

Realignment Task #7

"Establish strong relationships with key stakeholders."

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

Over the past two years, the College has been focused on:

Strengthening and Expanding Existing Partnerships
- The College continues to work closely with key stakeholders including the Mayor's Office, City of Baltimore agencies and City Schools. *See details below.*
- College leadership continues to improve existing programs including Year Up, PTECH, Facebook, and CVS.

Establishing New Partnerships
- College leadership has held two meetings with College Bound to discuss working together to create training and outreach opportunities that will provide a seamless transition for seniors.
- College is meeting with Bard Early College High School to discuss pipeline for seniors.

Leadership Appointments in the Community
- President was appointed to the Board of Directors of Baltimore's Promise, Baltimore and the Mayor's Children's Cabinet.
- Additionally, the College is represented on the Board of Directors of Sinai Hospital, SEED School of Maryland, the Visit Baltimore Foundation and the Hopkins Local Advisory Council

Mayor's Office:

- Mayor's Scholars Program
    - Received financial support for two cohorts of scholars
    - Active participation from Mayor during summer kick offs
    - Joint promos including poster and PSA
- Recognized as largest summer Youth Works employment site
- Host site for annual verification and interviews
- Annual location for YO Center graduations
- Working closely with Youth Works to establish internship site
- Grant recipient of BCYF and various MOED pass through funds
- Established Workforce Development Taskforce chaired by MOED Director and BCCC Trustee Jason Perkins-Cohen.
- Hosted numerous events for Mayor's Office including Mayor's Call to Action and Consent Decree Monitor Forum in collaboration with Department of Justice
- Member of Mayor's Children's Cabinet
- Member of Mayor's Office of Human Services' Continuum of Care
- Served as member of City Charter Review Commission
- Invited by Mayor to work with Facebook through Mayor's Office and Council on Mayors 2018-19

Office of Council President:

- Served on Baltimore Children and Youth Fund advisory council.
- Invited as special guest at President's address.
- Routinely host town hall meetings.

City Agencies:

- Training site for BPD detectives, Mayor's Office of Employment Development.
- Established Apprenticeships with DPW and DOT.
- Reestablished partnership and preferred source for training and college credits Fire Department.
- Served as host for Police Department training.
- Hosted the Health Department's trauma informed care community workshops.
- Hosted two events for the Baltimore City States Attorney and served as annual event sponsor.

City Schools:

- Working closely with City Schools leadership on developing STEM programs.
- Actively promoting dual enrollment opportunities for high school students including Upward Bound and PTECH.
- Co- hosted and sponsored FAFSA fairs.
- Host annual workshop for City Schools' parents
- Host annual counselor training.
- Heart of the School principals recognition annual event sponsor and participant
- Served on Customer Service advisory group

Workforce Development and Continuing Education Partnership Expansion
The WDCED provides Adult Basic Education (ABE) and English and a Second Language (ESL) grant-funded classes through the city, in more than 20 community-based locations. Through these partnerships, students have greater access to ABE and ESL classes.

- To support expansion of community ABE classes, 5 community locations provided on-site testing and registration for classes staring in January. Based on success of the current partnership, Concerted Care Group has added another site where GED prep classes can be offered.

Staff have been working with the Enoch Pratt Neighborhood Library Services Division to offer new GED prep classes at 4 neighborhood branches starting in May. The library system is also interested in providing Computer Literacy classes and a reading programs for adult students and their children.

Baltimore City Community College
REALIGNMENT TASKS UPDATE
Board of Trustees, February 19, 2020
Dr. Debra L. McCurdy, President

Realignment Task #8
"Develop and market a brand for BCCC."
Ms. Dawn Kirstaetter, Vice President for Advancement & Strategic Partnerships

The Marketing and Communications teams have been working collaboratively across divisions to refine the text for the new Viewbook and promotional Panther Cards.

The new logo and seal are being finalized along with the new Style Guide. The team is in the exterior signage project planning phase and will soon be reviewing proposals. Once the logo and new brand is established, new signage will help to create a more cohesive look and feel for the Campus.

The Marketing team continues to refresh all program brochures and is reviewing new promotional items for recruitment events.

A marketing and public relations training for BCCC staff will be taking place within the coming weeks.

Baltimore City Community College
REALIGNMENT TASKS UPDATE
Board of Trustees, February 19, 2020
Dr. Debra L. McCurdy, President

Realignment Task #9
"Address the information technology (IT) and infrastructure needs of BCCC, including whether oversight by the Department of Information Technology is advisable."
Mr. Stephan Byam, Chief Information Officer

Core Business Systems:

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. To date, the College has 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).

Peer Visits: The Executive Leadership Team has visited with the Community College of Baltimore County (CCBC) and has scheduled visits with University of Baltimore (UB) and Howard Community College (HCCC). The purpose of these visits is to inform the BCCC team of the different ERPs that peer institutions are currently utilizing (Banner, PeopleSoft and Colleague respectively); as well as obtain perspectives from the different functional areas (e.g. H.R., Finance, Student Services, I.T.) on their implementation and post implementation experiences. These visits are invaluable to the College and the execution of the project as they provide insight into other areas of planning and consideration that is needed beyond the actual system implementation.

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Network:

ITS has successfully replaced the datacenter networking switches that provides connectivity to the campus' server and networking resources over the College's Winter Break period with minimal impact to the College's productivity. This project was the final task in Phase 1 of the Realignment task #9.

The Phase 2 Wi-Fi Augmentation and Hardware Infrastructure Replacement projects have been placed on hold to re-evaluate the current need and impact of cost to the College. In the interim, short term maintenance contracts have been put in place to ensure the College has support for the existing hardware infrastructure.

DoIT Oversight:

The President and the executive team members meet weekly with DoIT. Additionally, the Chief Information Officer (CIO) has established working relationships with many of his DoIT counterparts, including the Chief Information Security Officer, Chief of Infrastructure and Senior Portfolio Officer. The intent of establishing these relationships is to ensure that there is open dialogue between the College and the State to ensure the efforts of the College are congruent with the efforts of DoIT; and that the College has visibility into the changes that occur at the State level. As such, the College can maintain a level of autonomy, without DoIT oversight, while being transparent and continuing to leverage DoIT's purchasing power and be more aligned with State standards and best practices.

Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, February 19, 2020

Dr. Debra L. McCurdy, President

Realignment Task #10

"Develop or sell all unused or underutilized real estate, including the Inner Harbor site."
President McCurdy

Currently, the requirements for Realignment Task #10 are under discussion with the Department of General Services (DGS) and the Office of the Assistant Attorney General for the State of Maryland. Meetings are ongoing to review options and opportunities for the sale and lease of some properties. DGS will be available for further discussion during the December 18, 2019 meeting of the Board of Trustees.

BCCC engaged in a review of all of its real estate portfolio and re-assessed both the terms and use of all of its real estate holdings. Based on that assessment, BCCC is in the process of re-negotiating with its tenants the terms of some of some of its lease contracts.

The Board heard from representatives of the Department of General Services ("DGS") and the Attorney General's ("AG's") office regarding plans for the Inner Harbor site, otherwise known as the Bard building. BCCC, DGS and the Attorney General's office continue to actively collaborate and BCCC will be taking action with respect to the site within the next few weeks.

Realignment Task #11

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

Baltimore City Community College (BCCC) prepared State legislation to give the College independent procurement authority, similar to all other public colleges in Maryland. The legislation was introduced in January 2019 during the General Assembly session.   Although it did not pass the Senate Education, Health & Environmental Affairs Committee it led to discussions between the Department of General Services and BCCC that offer opportunities to give the College a higher level of procurement authority.

A follow up meeting was held in early April 2019 at which DGS offered to work with BCCC to delegate a higher level of procurement authority for a range of goods and service subject to training and adherence to new policies that DGS will be implementing as of October 1, 2019. This delegation of authority will allow BCCC greater flexibility and control over its procurements, especially for goods and services that it requires specifically as a higher education institution. DGS has also offered BCCC the option of requesting higher levels of delegated authority for specific procurements on a case-by-case basis.

The BCCC Procurement Authority legislation (SB159/HB207) was reintroduced at the start of the 2020 Maryland General Assembly legislative session. The Senate bill had its hearing in the Education, Health and Environmental Affairs Committee on February 4th. The House bill had its hearing in the Health and Government Operations Committee also on February 4th.

Work under Task #11 will continue with a reconstituted workgroup and a broader focus to examine other barriers to efficient and effective operations, including barriers that can be addressed through administrative action or collaboration with other agencies, as ultimately occurred on the question of procurement authority.

Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, February 19, 2020

Dr. Debra L. McCurdy, President

Realignment Task #12

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

President McCurdy & Cabinet

The comprehensive work for Realignment Task #12 will begin in January 2020 as the College now has a full complement of Cabinet onboard. Outreach to several facilitative firms will be conducted in January as we begin work on to realign the existing framework of the Strategic Plan.

Baltimore City Community College (DRAFT)

Enrollment Report

Board of Trustees, February 19, 2020

Dr. Stanley D. Singleton, Vice President, Student Affairs

Purge Process Update

As an alternative to purging students for not selecting a method of payment by the first day of classes, for the second semester, BCCC instituted a proactive student support strategy. The purge process was revisited to retain more students. The campaign, named *Save Our Students or S.O.S.*, was deployed to identify, inform, and assist students to determine a method of payment before the 16 week census date, February 14, 2020. Campaign efforts included:

- Identifying students who had not selected a method of payment;
- Directing faculty and staff to reach out to students via Canvas, email, telephone calls, classroom announcements, campus signage, classroom visitation, and on campus appointments;
- Engaging students, by the Financial Aid staff, to provide additional support to complete the FAFSA process, as well as other processes that could impede being awarded financial aid;
- Informing students of the various payment options and due dates;
- Having students contact Student Accounting to pay their balances or set up a deferred payment plan.

At the beginning of the Spring Semester, 1,583 returning students and 609 newly registered students were identified as not selecting a method of payment with BCCC (totaling 2,192). By deploying the outlined strategy above, to date, BCCC has been able to reduce this total to 234 students. Faculty and staff are continuing to work with these students to identify potential alternatives (such as leveraging Board of Estimates funds) to make payments so they can remain enrolled. The campaign that has been outlined is the result of many collaborative efforts across the college: Student Affairs, Academic Affairs, Business and Finance, Advancement and Marketing, Workforce Development, and Institutional Effectiveness, Research and Planning.

Additional Enrollment Activities and Updates

- The Admissions department has identified 1,304 BCCC applicants who may qualify for participation in the MSP program. BCCC has reached out to these Baltimore City High School seniors who have expressed interest in the Mayor's Scholars Program (MSP) to encourage them to apply. Additionally, these students have been assigned to the admissions recruiters for further individualized follow up. The Director of Admissions, along with the Director of the MSP program are also working together to set up MSP information sessions with College Bound counselors and other guidance counselors at various high schools over the next three months.

- BCCC is promoting the Maryland Promise Program by continuing to work with the Maryland Association of Community Colleges (MACC). As of February, the names and contact information of 554 prospective students who expressed interest in the Maryland promise campaign have been shared with BCCC. Initial contact with these students has been made. The admissions staff is now reaching out

to these prospective students again to encourage them to take advantage of this funding source as well as others, such as the Mayor's Scholar Program.

- During the month of January, 1,729 students checked in for service at the Office of the Student Success Center (SSC) for advising services while 822 students checked in for service in the General Registration advising area to be advised for the Spring 2020 semester.
- As this is a rebuilding year for the Department of Athletics, the Athletic Director, along with the Women's and Men's coaches are working together to finalize the full recruitment process for student athletes. Part of this strategy has included making the gym facility available to students for cardio equipment use, weight room use, and use of the basketball court. A part of this particular engagement has helped them to identify currently enrolled students who have expressed interest in joining the basketball teams next season.
- On February 5, 2020 the Office of Admissions, in collaboration with the Office of Financial Aid, sponsored a Maryland State Financial Aid Application (MSFAA) workshop on campus. This workshop was designed to assist students and prospective students with an alternative to federal funding that they may not be eligible for. The MSFAA allows qualified children of undocumented immigrants to qualify for in-state tuition. The MSFAA is a valuable resource that will be extremely helpful when engaging the community, particularly for LatinX outreach.
- Emails are scheduled and deployed to all enrolled students every Monday to remind them that registration for 12-week and Accelerated II is still open. The Student Success Center team and admissions recruiters are working with students who may have completed placement testing, but not enrolled for the 16 week session.

Admissions Applications Overview (as of February 5, 2020)

Spring 2020	Summer I 2019	Summer II 2020	Grand Total
2856	107	27	2990

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January 2020 Off-Campus Recruitment Activities:

Event	Sponsoring Organization	Location	Leads
Information Session	Muhammad's Mosque 6 Youth Conference	3901 Maine Avenue, Baltimore, MD	9
College Fair	Excel Academy HS	1001 W. Saratoga Street, Baltimore, MD	0
Campus Tour	Stawbridge School	BCCC	10
Dual Enrollment Orientation	BCCC	BCCC	35
Campus Tour	YMCA Next Generation Scholars	BCCC	20
Information Session	B'More Healthy Babies	MICA- 1300 W Mt Royal Ave, Baltimore, MD	1

Application Day	National Academy Foundation	540 N Caroline St, Baltimore, MD	10
Meet and Greet	Patterson High School	100 Kane Street, Baltimore, MD	0
Resource Fair	Thread	2401 Liberty Heights Ave, Baltimore, MD	0

Spring 2020 Session
Classes began: January 21, 2020 (16-week period)
Last day of classes: January May 10, 2020

Accelerated 1   (8 week):   January 21, 2020 -March 15, 2020
12-week: February 17, 2020 -May 10, 2020
Accelerated II   (8 week):   March 16, 2020-May 17, 2020

The below information reflects enrollment/registration activity for **Spring 2020** as of February 4, 2020.
- 4,215 credit students are currently enrolled compared to 3,877 (**+9%**) in Spring 2019 (Figure1).
- 1,122 credits FTEs are generated from eligible Maryland residents, compared to 1,049 (**+7%**) in Spring 2019 (Figure 2).
- 124 ineligible credit FTEs were noted in Spring 2020 compared to 132 in Spring 2019 (Figure 3).
- In Spring 2020, there have been no purge for no established payment arrangement. There was not a purge for the equivalent time in Spring 2019.
- For Spring 2019, BCCC reported 4,023 as the final headcount to the Maryland Higher Education Commission (MHEC) (via the Enrollment Information System file in April), 1,053.17 as the final eligible FTEs and 129.73 as the final ineligible FTEs to MHEC in August 2019 (via the CC-2 and CC-3 submissions).
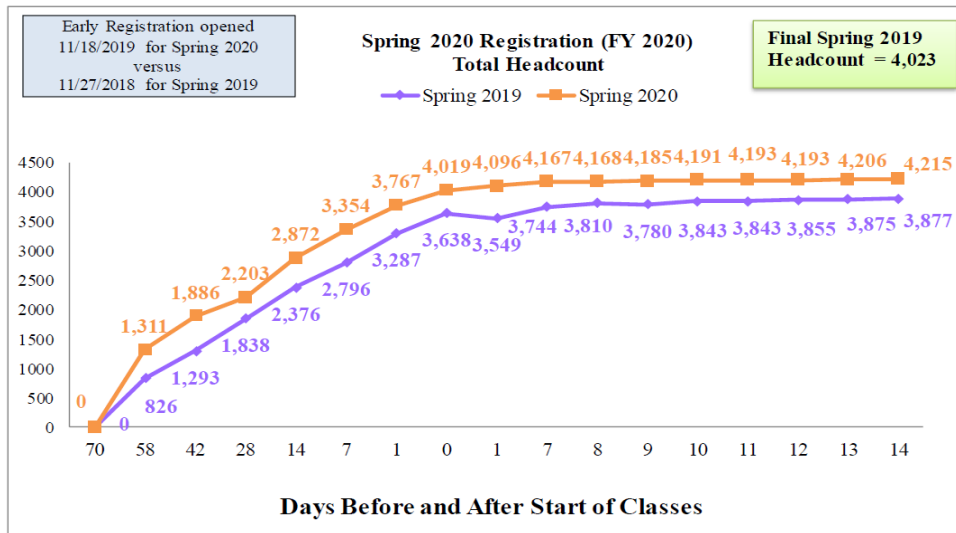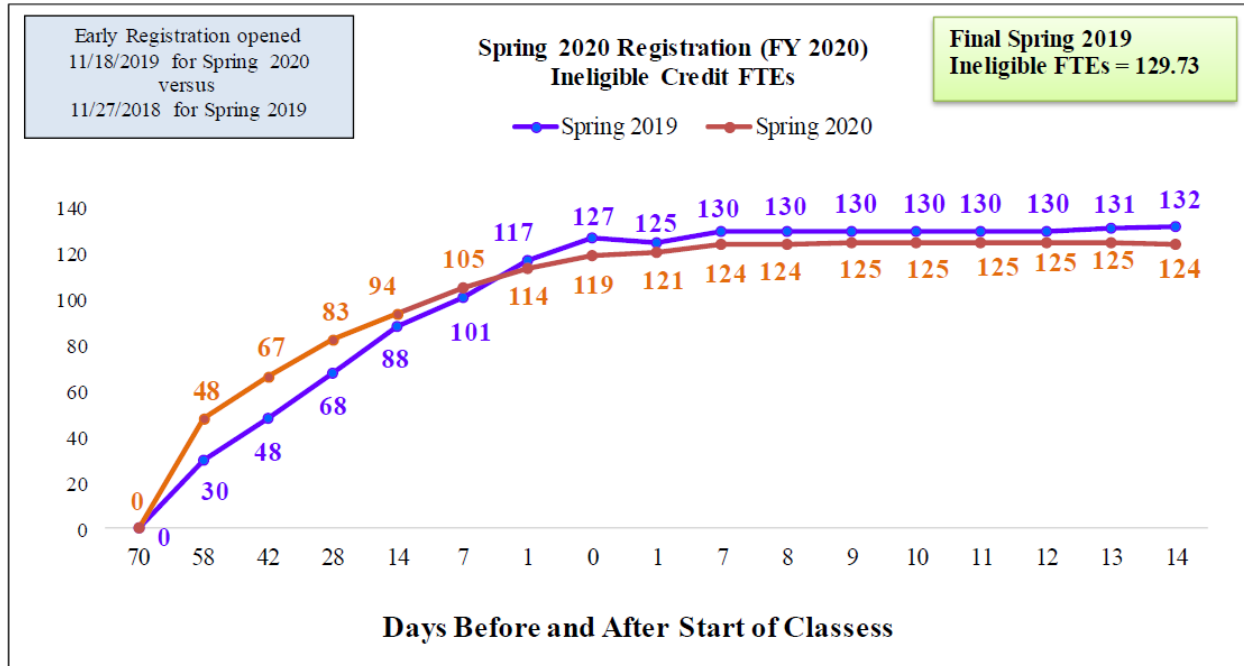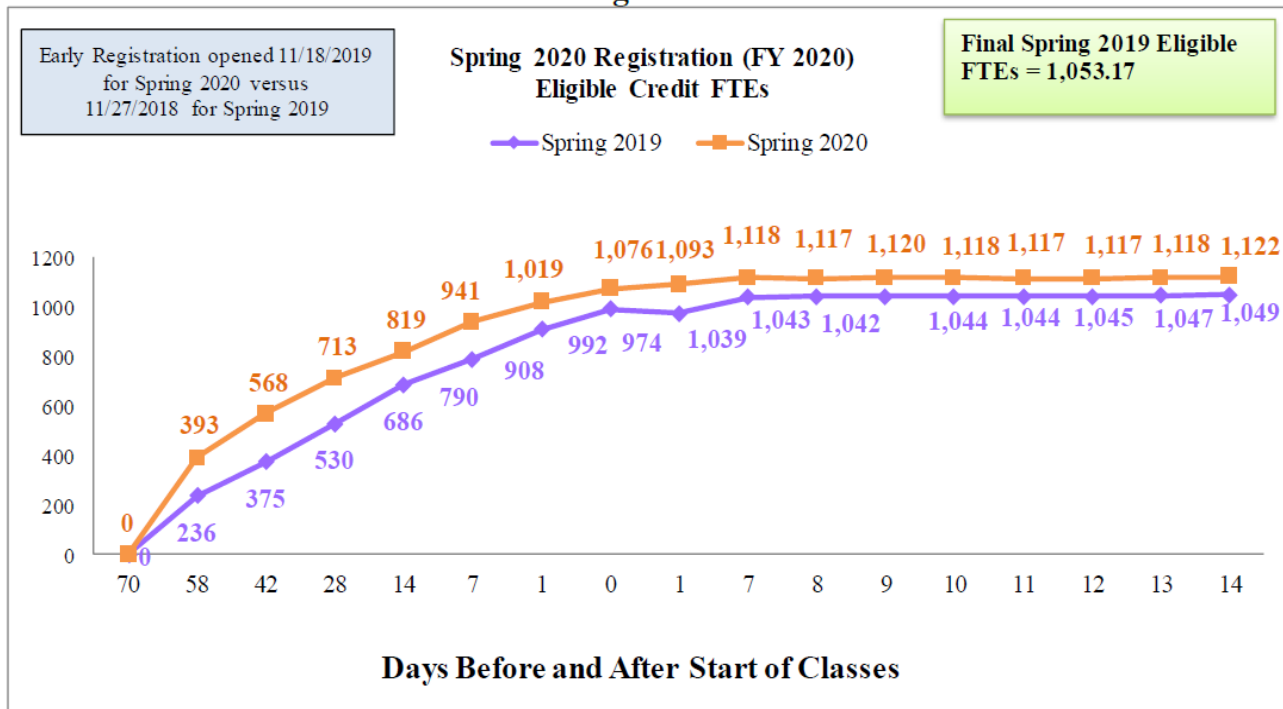
Figure 1.

Figure 3.

Figure 2.

	Div	PIN #	Position	Oversight	Date(s) posted	Status 1/6/20	Status 2/6/20
			HR Active Search List As of February 6th, 2020				
1	AA	81589	Assistant Professor/Coordinator of Criminal Justice	Melvin Brooks	8/13/2019	2nd Round of Interviews to be Scheduled	2nd Round of Interviews Complete; Awaiting Selection
2	SA	TBD	Registrar	Dr. Stanley Singleton	10/29/2019	Resumes forwarded to Vice President	Resumes forwarded to Vice President
3	SA	TBD	Director of Financial Aid	Dr. Stanley Singleton	11/22/2019	Resumes forwarded to Vice President	Resumes forwarded to Vice President
4	A&F	73966	Director of Procurement	Donal Christian	5/2/2019	Resumes forwarded to T. Carter	Resumes forwarded to T. Carter
5	A&F	62619	Director of Facilities	Michael Thomas	7/1/2019	Resumes forwarded to Vice President	Resumes forwarded to Vice President
6	A&F	86279	Police Officer II	Freddie DeGraffinried	11/26/2019	Resumes forwarded to Oversight	2nd Round of Interviews Being Scheduled
7	A&F	81699	Police Officer II	Freddie DeGraffinried	11/26/2019	Resumes forwarded to Oversight	2nd Round of Interviews Being Scheduled
8	A&F	66982	Director of Budgets	Donal Christian	1/23/2020	N/A	Resumes forwarded to President
9	WDCE	81695	Director of ABE	Shawnette Shearin	10/25/2019	Resumes forwarded to Oversight	Resumes forwarded to Oversight
10	PO	TBD	Executive Administrative Assistant	Dr. Debra McCurdy	4/26/2019	Resumes forwarded to President	Resumes forwarded to President
11	PO	66676	Staff Internal Auditor/EEO Compliance Coordinator	Lyllis Green	8/1/2019	Resumes forwarded to Oversight	1st Round of Interviews Being Scheduled
12	PO	TBD	Director of Enterprise Applications	Stephan Byam	9/20/2019	Resumes forwarded to the CIO	Resumes forwarded to the CIO
13	PO	73032	IT Infrastructure, Systems, & Telecommunications Manager	Stephan Byam	10/3/2019	Resumes forwarded to the CIO	Resumes forwarded to the CIO