Baltimore City Community College

Dr. Debra L. McCurdy
President

Board of Trustees
Open Session

Mr. Kurt L. Schmoke
Chair

WEDNESDAY | MARCH 17, 2021

BALTIMORE CITY COMMUNITY COLLEGE

Open Session

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BOARD OF TRUSTEES

Kurt L. Schmoke, Esq.
Chair

Leonor Tannhauser Blum

John Brothers, LPD

Jason Perkins-Cohen

John D. Lewis

Lelia F. Parker, Esq.

Rachel Y. Pfeifer, PhD

John C. Weiss, III

Oluwafemi S. Toriola
Student Trustee

PRESIDENT

Debra L. McCurdy, PhD

TAB 1 | Approval of the March 17, 2021 Agenda

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Agenda | March 17, 2021 (Virtual Zoom Meeting)
https://us02web.zoom.us/j/83094968613

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I. **Call to Order**	Mr. Kurt L. Schmoke, *Chair*
Adoption of Agenda (Vote) a. Approval of the March 17, 2021 Agenda (Tab 1)	Mr. Kurt L. Schmoke, *Chair*

II. **Board Actions / Consent Agenda (Vote)**
  a. Approval of the February 17, 2020 Minutes (Tab 2)
  b. Student Government Association Report (Tab 3)
  c. Faculty Senate Report (Tab 5)
	Mr. Kurt L. Schmoke, *Chair*

III. **Items Removed from the Agenda (Tab 6)** a. AFSCME Local #1870 at BCCC Report (Tab 4)	Mr. Kurt L. Schmoke, *Chair*
IV. **New Business (Tab 7)** ▪ None	Mr. Kurt L. Schmoke, *Chair*

V. **College Policies (Tab 8) (Vote)**
  ▪ Academic Standing Policy
	Mr. Kurt L. Schmoke, *Chair*
	Dr. Debra McCurdy, *President*
	Dr. Rose Reinhart,
	  VP Student Affairs
	Dr. Liesl Jones,
	  VP Academic Affairs
	Ms. Becky Burrell,
	  VP Institutional Effectiveness

VI. **Presentations (Tab 9)**
  ▪ Enrollment Report
	Mr. Kurt L. Schmoke, *Chair*
	Dr. Debra McCurdy, *President*
	Dr. Rose Reinhart,
	  VP Student Affairs
	Ms. Becky Burrell,
	  VP Institutional Effectiveness

▪ Enterprise Resource Planning (ERP) Update	Dr. Debra McCurdy, *President* Mr. Stephan Byam, *Chief Information Officer*
VII. **President's Report (Tab 10)**	Dr. Debra McCurdy, *President*
VIII. **Active Search Listing (Tab 11)**	Mr. Kurt L. Schmoke, *Chair*
IX. **Motion for Adjournment (Vote)**	Mr. Kurt L. Schmoke, *Chair*

BALTIMORE CITY COMMUNITY COLLEGE

BOARD ACTIONS / CONSENT AGENDA

TAB 2 | Approval of the February 17, 2021 Minutes

TAB 3 | Student Government Association

TAB 4 | AFSCME Local #1870 at BCCC

TAB 5 | Faculty Senate Report

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TAB 2 | Approval of the February 17, 2021 Minutes

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

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

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

Also Present: Dr. Debra L. McCurdy, President

CALL TO ORDER
> Chairman Schmoke called the Open Session Board Meeting to order at 4:07 p.m.

ADOPTION OF THE AGENDA
> A. Adoption of the February 17, 2021 Agenda

ACTION: Chairman Schmoke requested a motion to adopt the February 17, 2021 Meeting Agenda. Trustee J.C. Weiss motioned for the adoption of the February 17, 2021 Agenda and Trustee John Brothers seconded the motion. The Board unanimously approved the motion.

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

> A. Approval of the December 16, 2020 Minutes
> B. Student Government Association Report
> C. Faculty Senate Report

ACTION: Chairman Schmoke requested a motion to approve the Board Actions / Consent Agenda. Trustee Jason Perkins-Cohen motioned for approval of the Board Actions / Consent Agenda, and it was seconded by Trustee Weiss. The Board unanimously approved the motion.

ITEMS REMOVED FROM THE AGENDA
> A. AFSCME Local #1870 at BCCC Report

NEW BUSINESS
> None.

COLLEGE POLICIES
> None.

PRESENTATIONS

    A. Enterprise Resource Planning (ERP) System Update

In the February 2021 Board Meeting, the Chief Information Officer (CIO) provided the Board of Trustees an update on the status of the Enterprise Resource Planning (ERP) project. A summary of the presentation follows:

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

The CIO noted that the implementation is a compilation of 12 Banner systems. These systems are namely: General; Finance; Human Resources; CRM Recruit & Admissions; Records, Registration & Academic History; Accounts Receivables; Financial Aid; Degree Works; Elevate (Workforce Development & Continuing Education); Mobile; Experience (Portal); and Applications Manager (Automation). The first systems to be implemented are General and Finance in July 2021, and the Financial Aid and Human Resources systems, October and December, respectively.

While the General, Finance, Financial Aid and Human Resources systems are slated for a 2021 production "go-live" date, the design and configuration work for many of the other systems that have a 2021 production "go-live' is currently underway.

The CIO described the makeup of the implementation teams, which consists of functional teams (e.g., Admissions, Finance, Payroll) representing functional areas of the College; and, in addition, cross-collaborative teams that engage on topics that have wider implications to the system. These teams meet with consultants from Ellucian based on the implementation schedule's calendar. These meetings are conducted on Zoom and are typically scheduled in 4-hour blocks of time. The consultants utilize a document called the "Implementation Guide" which will serve as the central point for all the engagement agendas. Attendees have takeaways and "homework" in most cases for the engagements.

    B. College Enrollment Report

Ms. Becky Burrell, Vice President of Institutional Effectiveness and Planning, provided the FY 2018 Graduates Employed Full-time Location of Employment data as requested by Trustee Jason Perkins-Cohen during the December 16, 2020 meeting. She indicated that nearly 80% of the class of 2018 graduates are employed in Baltimore City (58.7%) and Baltimore County (21.7%). Trustee Perkins-Cohen asked if Ms. Burrell could share disaggregated employment data to learn more about the graduate employment characteristics. Ms. Burrell indicated that she would provide the presentation for President McCurdy to share with the Board of Trustees along with employment characteristics data regarding BCCC graduates. She also indicated that the grant which would provide technology to access additional employment data was not awarded to the College.

Ms. Burrell share enrollment trend data for fall 2020, winter 2021 and spring 2021. She indicated that structured partnerships with the Baltimore City Public Schools System, charter schools, private schools and home school organizations is a strategic initiative toward increasing enrollment. In fall 2011 1% of total enrollment were dual-enrolled and in fall 2020 10.6% of students were enrolled in college courses at BCCC while attending high school. The upward trend of dually enrolled students continued in the spring term, increasing from 0.9% spring 2016 to 9.7% in spring 2021. Efforts to increase enrollment for the winter 2021 term included modifying the academic calendar and expanding course offerings for BCCC and transient students. The selection of winter courses was expanded outside of the School of Nursing & Health Professions, to include General Education courses like English, Psychology, Sociology, Math and Speech. The population of new and continuing students declined in the 2021 spring semester. In

an effort to remove barriers, the admissions processes and course placement processes (e.g. multiple measures) are being assessed and amended to meet new and continuing student needs. Registration and advising services have been expanded to allow for more personalized services through the Virtual Helpdesk, a central point of contact for student services for prospective and current students. Ms. Burrell concluded with a snapshot of the enrollment as of February 17, 2021. The spring 2021 total headcount change (as of 35 days after the start of the semester) compared to the same time in 2020 was down 12.2% headcount and 22.4% in total FTE. Ms. Burrell indicated that Dr. Reinhart would provide insight into enrollment initiatives lead by Student Affairs during the spring semester to remediate the decline.

Dr. Reinhart, Vice President for Student Affairs, discussed the enrollment strategies that have been implemented for the Spring and centered on new and continuing students who had not registered.

She indicated new student strategies were led by Admissions and continuing student strategies were led by Advising and the Registrar. For new students, spring 2021 saw the number of applications for the College increase by 102 (9.2%). The College introduced new CAPTCHA software to limit the number of spam applications and give staff a more accurate number of students applying. Advising and Academic Affairs worked collaboratively to develop a tentative schedule of classes which were communicated through emails and text messages. This strategy decreased the amount of time for a new student to get registered and allowed academic advisors to focus on working with assisting current students.

For current students, approximately 1,700 students who were in attendance for Fall 2020 did not re-register for Spring 2021. Outreach to this population included phone calls, emails and text messages and seven additional staff were transferred to Advising to assist these students with identifying courses and completing registrations. A review of pre-requisites and co-requisites with Academic Affairs was initiated to update changes in HP-LAN and education plans.

Dr. Reinhart indicated a 14-week term for the spring semester was introduced to assist students and prevent the cancellation of courses. Forty-two sections were moved to the 14-week term and allowed new and continuing students another opportunity to register and ensured some faculty met their teaching loads.

Chairman Schmoke asked, how much of enrollment decline is due to COVID? Dr. McCurdy commented that some of the enrollment decline can be attributed to COVID as some students are finding it challenging to manage college, family and work in a remote/virtual environment. Often, college becomes secondary and is set aside. Trustee Toriola asked, what has been done and is planning to be done to keep the students who have stopped out engaged with the College? Dr. Reinhart indicated that staff are reaching out with phone calls, emails and texts to maintain connection with the students. Relationship building is key to encouraging the student to return to BCCC. Trustee Brothers inquired about the types of support services that are currently provided to students? Dr. Reinhart responded that services are still available to students in a remote format. These services include counseling, disability services, student life and engagement. Students in need are also provided with laptops and internet access. As the College begins planning for the return to campus, most services will continue to have remote access.

PRESIDENT'S REPORT

Dr. McCurdy provided an update on the President's Report. The College opened the new year remotely on January 4, 2021, and faculty and staff were assembled during the President's Forum, where President McCurdy addressed employees. She spoke about the Maryland Commission on Civil Rights presenting a mandatory session on Sexual Harassment: Prevention in the Workplace. Also of primary focus was Microsoft Training for all personnel and a two day kick off for the new ERP system. A schedule of professional development activities was included.

President McCurdy provided an overview of Baltimore City Community College at the 2021 Legislative Session beginning January 13, 2021 through April 12, 2021. She discussed the testimony presented before the State of Maryland Senate and House of Representatives standing committees. Ms. Channa Williams, Interim Vice President of Finance & Administration, accompanied President McCurdy to address the fiscal position of the College. Ms. Williams worked with President McCurdy to lead the management of more than 90 fiscal note requests submitted to legislative analysts from the Maryland Department of Legislative Services on behalf of BCCC; the BCCC Legislative Hearing Schedule was included.

BCCC Legislative Hearings Schedule

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

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

1. Restoring the Operating Budget and Facilities Renewal Grant
2. Capital Budget Requests
3. Legislation to Increase the College's Procurement Authority
4. Status of the BCCC Realignment Tasks
5. Collective Bargaining Legislation
6. Evaluating the Reporting Requirements by the State
7. Status of the Bard Building Project
8. Partnership and Support / Investment by City of Baltimore

President McCurdy summarized the information that was presented during the Legislative Hearings regarding Procurement Bill 0326 to increase the spending threshold for the College and the Operating (**Deferred Maintenance**) and Capital Budget (**Learning Commons and Nursing Building**) requests:

Capital Budget Request

FY22 Capital Budget Request:

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- Learning Commons Renovation and Addition: $1,560,000 (Planning)
- Nursing Building Renovation and Addition: $2,270,000 (Planning)
- Deferred Systems Maintenance: <u>$4,247,000</u>

$8,077,000 – Total FY22 Requested

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

- FY22 Deferred Maintenance $1,250,000
- FY23 Deferred Maintenance $1,250,000
- FY24 Deferred Maintenance $2,500,000
- FY24 Learning Commons $1,645,000
- FY25 Deferred Maintenance $4,000,000
- FY26 Deferred Maintenance $4,000,000
- FY26 Learning Commons $11,872,000
- FY26 Nursing Renovation   <u>$2,219,000</u>

$28,736,000 – Recommended Budget

Learning Commons Renovation and Addition

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

Deferred Maintenance

- Deferred Maintenance remains a top priority for BCCC.
- If the College does not move forward with the Learning Commons and Nursing Renovation and Addition, those buildings would also require additional capital maintenance projects.
  - Those system replacements were excluded from the Priority 1 deferred maintenance projects list in anticipation of both capital projects.
- Deferred maintenance projects have been accumulating for the last 15-20 years and there now needs to be an annual investment to improve the condition of facilities for students and faculty/staff.
- In July of 2019, a facilities assessment was conducted by Sightlines which assessed the College's facilities and systems finding significant deficiencies.
  - The study identified the scope for deferred maintenance including modernization of facilities totaling over $55 million of which $31 million are critical needs.
  - The systems most critical in need of replacement included in order of importance plumbing, electrical, mechanical, and grounds, interior shell, and exterior shell as well as safety and code related items.

Nursing Building Renovation and Addition

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

Legislation to Increase Procurement Authority ("Senate Bill 0326")

- Senate Bill 0326 has been heard in the Education, Health & Environmental Affairs Committee during the 2021 Session.
- Related to BCCC's Realignment – Task 11
  Identify any barriers in State or local laws or regulations that impede the ability of the College to operate efficiently and effectively, including procurement and capital construction projects.
- As a State agency, BCCC must currently submit any contract with a value of more than fifty thousand dollars ($50,000) for oversight by control agencies and approval by the Board of Public Works. Modest solicitations in terms of scope and dollar value can take as much as a year to complete at BCCC. All other state-funded public colleges in Maryland, and all other community colleges in the state, have independent procurement authority which allows them to act for the benefit of their students much more efficiently. Senate Bill 0326 would increase BCCC's procurement threshold to three hundred thousand dollars ($300,000).
- USM schools have a threshold of $1M.
- All other Maryland community colleges utilize internal and Board of Trustee's (BOT) approval for procurements. Examples:
  - Anne Arundel Community College: BOT approval required at $100,000 and above
  - Community College of Baltimore County: BOT approval required at $75,000 and above
  - Howard Community College: BOT approval required for all RFP's and anything else over $100,000
  - Montgomery College: BOT approval required for all bids and RFPs over $250,000
  - Prince George's Community College: BOT approval required at $250,000 and above

Bard Building Project Update

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

  Dr. McCurdy provided an estimated timeline for each activity to occur regarding the Bard Building.

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As well, an overview was shared highlighting other community engagement meetings where Dr. McCurdy engaged throughout January and February:

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

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

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

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

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

Monthly meetings with Baltimore City Public Schools (BCPSS) resumed in the month of February.

Chairman Schmoke asked Dr. McCurdy to respond to some of the particulars that were presented in the Faculty Senate President's February 2021 Report. Dr. McCurdy provided a perspective on the following: the availability of textbooks and indicated some of the vendors had not released all of the texts ordered due to the state holding payments to vendors; the reference to unpaid faculty professional dues had been resolved; the issue with incorrect prerequisites will be fully resolved once a curriculum review is completed, the matter of prerequisites has been longstanding at the College for years; the addition of a 14-week term for the Spring semester was discussed with the President of the Senate before implementation, who agreed it was a positive move for the faculty to ensure they had teaching loads; the comment about a new catalog was previously discussed with Faculty Senate Executive Committee (SEC) and President McCurdy noted there would be minor changes for a 20-21 catalog and more substantive changes for the 21-22 catalog – this received the SEC's positive response as well; and position vacancies for both faculty and administrators had been discussed with SEC to give updates – previous commitments to post additional faculty positions is being honored and they have been told such on numerous occasions. Dr. McCurdy closed stating too

much of the operations at the College were left unattended and the changes that were now being made were transparent and offered as expeditiously as possible. The College continues to be in transition addressing the mandated Realignment Tasks. She indicated open communications, the need for less criticism of administration who were working diligently and noted the continuity of the monthly meetings with SEC.

MOTION FOR ADJOURNMENT

ACTION: Chairman Schmoke requested a motion, under the State's Open Meeting Law to adjourn the February 17, 2021 Open Session Meeting at 5:35 p.m., and to reconvene for the Closed Session. Trustee Weiss motioned for the adjournment of the February 17, Open Session Meeting and Trustee John Brothers seconded the motion. The vote was unanimous.

NEXT MEETING: March 17, 2021 at 4:00pm

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

BCCC Staff Present:
Edward Ennels, William Fleming, Valerie Grays, Eileen Hawkins, Sylvia Rochester

Others Present:
Kristin McFarlane, Assistant Attorney General, Office of the Attorney General

TAB 3 | Student Government Association Report

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

Student Government Association

February 12, 2021 - SGA Meeting - The Student Government Association held its first scheduled February Meeting. This was a virtual meeting via Zoom. There was representation from the following clubs and organizations: Anthropology and Sociology Club, History Club, International Students Club, CADD Club, LatinX Uni2 Student Club, and Phi Theta Kappa. In this meeting, a recap of Student Advocacy Day was given and special guests from Marketing (Michael Berends and Scott Mahr) attended. Marketing staff introduced and discussed the college's brand and received feedback from students and staff. They also, asked for volunteers to participate in upcoming media campaigns.

February 26, 2021 - SGA Meeting - The Student Government Association held its second scheduled meeting of the month. Members from the following clubs and organizations were present: Anthropology and Sociology Club, History Club, International Students Club, and Phi Theta Kappa. Main topics of discussion for this meeting was the upcoming virtual International Students Leadership Conference. The conference is sponsored by James Madison University and is scheduled to be held March 25 – 27, 2021. Will Hug, Coordinator of International Student Services and International Students Club Advisor presented information on the conference and the past selection processes. The cost has been reduced this year due to the virtual platform which will allow many more student to attend. The meeting was held via Zoom.

Activities and Events

February 1 - 28, 2021 - Monticello Black History Month Events - During the month of February, the members of the History club and SGA attended various asynchronous virtual events at their convenience sponsored by Thomas Jefferson's Monticello (Monticello.org). Monticello is a historical landmark in Albemarle County that was the plantation of Thomas Jefferson, third president of the United States.

February 5th - BCCC's Virtual Cookbook Team - The Office of Student Life and Engagement and Student Government Association held a second BCCC Virtual Cookbook Team session this month. The Virtual Cookbook is a monthly program where students, faculty and staff are free to make their favorite dish on a Live Zoom session. The segment this month was presented by Student Life and Engagement team member, Michele Spears. The dish made was a meat Shepherd's Pie. The event was held at 6 p.m.

February 8 – 12th - "Bring Back the Love Week" - During this weeklong celebration of love, programs were sponsored by the Office of Student Life and Engagement, Student Government Association, Judicial Affairs/Title IX and Student Support and Wellness. The programs were specifically selected to focus on loving relationships, loving yourself, community and the love of language.

February 9th - MACC Student Advocacy Day - A select group of student leaders attended the annual Maryland Association of Community Colleges Student Advocacy Day. This year, due to Covid-19, the program was virtual. The Kick-Off morning session was one hour (9 - 10 a.m.) with the traditional roll call of college presidents and their students along with student speakers. BCCC was well represented with the following students: Favour Okonkwo - SGA President, Victoria Akingbehin - SGA Vice President, Florence Akingbehin - SGA, Kerstyn Myers - SGA, Chris Mukendi - SGA, Temiolaoluwa Amusan - SGA, Victor Omoniyodo - SGA, Ifeoluwa Olasehinde - SGA and Oluwafemi Toriola - Student Representative to the Board of Trustees. BCCC was fortunate to have a separate afternoon virtual session with Maryland State Senator Antonio Hayes. Students got an opportunity to talk with him and other elected officials about pressing issues concerning BCCC and community colleges as a whole. In addition to Dr. McCurdy and the students attending the afternoon event were VP Rose Reinhart, VP Dawn Kirstaetter, Valerie Grays and other members of the president's cabinet.

February 10th - "Love of Language" - Then Office of Student Life and Engagement and the Student Government Association sponsored this program to show an appreciation and love of language. Students, staff and special guests introduced the audience to short conversational lessons in French, Spanish, Russian and Sign Language. The student clubs and SGA member presenters were Frecia Salgado (Spanish), and Chris Mukendi (French). Will Hug, Coordinator of International Student Services and International Students Club Advisor presented Russian and special guest Shante Wright introduced everyone to Sign Language. Each presenter had a unique style in getting everyone to participate and the event was fun and informative. The event was held via Zoom from 2 - 3 p.m. and a Music Mixer from 3 - 4 p.m. followed.

February 19th - "Ma Rainey's Black Bottom" Video Discussion - The Office of Student Life and Engagement and the Student Government Association presented the pre-recorded video conversation with the director, screenwriter and cast of Ma Rainey's Black Bottom originally presented by the National Museum of African American History and Culture. The event time was 2 - 3 p.m. Also, SGA Parliamentarian, Kertsyn Myers who goes by the name of "Killa K", created a jazz playlist to play for the 30 minutes Jazz Music Mixer following the video discussion at 3pm.

February 22nd - Video Discussion of the movie "The United States vs Billie Holiday" - The Office of Student Life and Engagement and the Student Government Association watched the pre-recorded video discussion of the movie "The United States vs Billie Holiday" presented by the National Museum of African American History and Culture. Dr. Dwandalyn Reece (Curator at NMAAHC) moderated the discussion on the film with the director, Lee Daniels and screenplay writer, Pulitzer Prize-winning playwright Suzan Lori Parks. The event was held from 7 – 8 p.m.

February 23rd - Black History Moments - The History of the Black National Anthem - The Student Government Association and the Office of Student Life and Engagement held a short Pop-up event called Black History Moments. This event was held to discuss the origin and history of the song "Lift Every Voice and Sing". The event was held via Zoom from 4 – 4:30 p.m.

February 24th - Black History Kahoot Game -The Student Government Association and the Office of Student Life and Engagement sponsored a fun yet informative trivia game on Black history facts in recognition of Black History Month. The program was held virtually from 12 - 1 p.m. and prizes were given to the top three winners.

February 25th - Covid Vaccine Awareness: The Impact on the African American Community Program - The Student Government Association and the Office of Student Life and Engagement held a discussion on the Greater Baltimore Urban League's video presentation on the facts about the Covid-19 vaccine with Dr. Cathy Hardwick, Dr. Nicolette Louissant and Dr. Jedan Phillips. The event was held virtually in Zoom from 6 -7 p.m.

February 26th - Black Sororities and Fraternities Meet and Greek - The Student Government Association and the Office of Student Life and Engagement held a virtual event where BCCC faculty and staff members from the Divine Nine (Black sororities and fraternities) got an opportunity to talk to students and other members of the BCCC community about their personal stories and experiences as members of these wonderful organizations. The event was well attended and went beyond the scheduled one hour time frame due to such engaging conversations. Those faculty and staff members that participated were as follows: Dawn Kirstaetter - Alpha Kappa Alpha Sorority, Inc. (Vice President Advancement and Strategic Partnerships Division), Laura Pope - Delta Sigma Theta Sorority, Inc. (Associate Professor English), Renata Allen – Delta Sigma Theta Sorority, Inc. (Director of Scheduling and Events), Valerie Grays - Delta Sigma Theta Sorority, Inc. (Student Life Advisor), Dr. Katana Hall – Zeta Phi Beta Sorority, Inc. (Professor English/Theatre), Natalie Comas - Zeta Phi Beta Sorority, Inc. (Administrative Assistant III TRIO/SSS-STAIRS Program), Jeffrey Sams - Phi Beta Sigma Fraternity, Inc. (Student Success Advisor) and Peggy-ita Obeng-Nyarkoh Sigma Gamma Rho Sorority, Inc. (special undergraduate guest from Johns Hopkins University). The event was held from 10:30 a.m. - 12 p.m.

TAB 4 | AFSCME Local #1870 at BCCC Report

- None

TAB 5 | Faculty Senate Report

BALTIMORE CITY COMMUNITY COLLEGE
Faculty Senate President's Report to Board of Trustees
Prepared by Prof. Edward Ennels, President
March 17, 2021

The Faculty Senate leadership and the administration have increased its communication since my last Board report to address outstanding issues of concern to the academy. I am pleased to report that we are making progress in several key areas; however, faculty still have concerns regarding accurate information in the collage catalog, student registration and advising, new program development and support for existing programs; vacant faculty and academic administrative positions; and delays in graduation for students enrolled in nursing and allied health programs who are unable to complete required hands-on clinical work either on campus or off campus.

I met with VPAA Dr. Jones twice over the last month and had one phone conversation. She has been very open and willing to meet to discuss the issues and appears to be doing all she can. The Senate feels that not having a permanent Dean for the School of Nursing and Allied Health Program and Dean for Humanities and Social Science is severely handicapping the Academic Affairs Division and hopes these positions will be filled along with the Director of Assessment, Coordinator of E-Learning, and Director of Testing and Accommodative Services before the end of the spring semester. In my follow up conversations with President Dr. McCurdy via emails and in a face-to-face Zoom meeting since my last report, among other issues, BCCC's partnership with area high schools including public, private, and home schooling were discussed. Issues of marketing and recruitment were addressed along with training of faculty to work with high school students to help mitigate behavioral issues, tardiness, and incomplete/no work as a result of lack of motivation and/or learning difficulties. The Faculty Senate realizes that in order to achieve BCCC's projected enrollment goals we must do all we can to strengthen this key pipeline for the College. We thank Dr. McCurdy for improving not only our relationship with the school system but also making vital connections to ensure the continued success of our Dual Enrollment Program, P-tech Program, and our Mayor's Scholars Program.

We thank Dr. McCurdy and Dr. Jones for their candor on questions related to the College's fiscal budget, BCCC's sports programs, technology and the new ERP system, building maintenance, and keeping faculty up-to-date on plans for re-opening the college for face-to-face learning. The Senate hopes to continue these productive discussions, which have helped to lessen concerns and calm anxiety. I would also like to note that faculty are very much involved in the preliminary work for the ERP, the College's re-opening plans, and filling vacant positions through service on a variety of collegewide committees. This collaboration with the administration on these and other initiatives are essential to the growth of the institution, and the faculty hope to continue this level of engagement as we begin to reform program review and evaluation, student learning outcomes assessment, curriculum and instruction, faculty evaluations, and faculty promotions.

I am pleased to share with the Board that the Faculty Affairs Committee will be hosting several engaging activities with the faculty and the administration to foster a better sense of community and promote wellness. These activities include the following:

- Old School New School Baby Match: A game where participants have to match baby pictures with adult pictures for special prizes.
- Parent Child Look-Alike Picture Contest: Match children with parents for special prizes.

- Faculty Friday's "Name/Sang That Tune.": This exciting zoom challenge wants participants to not only name that tune but to sang that tune for the top prize.
- Faculty Recipe Challenge: Faculty are submitting their favorite recipes for a cookbook that will be made available to faculty, staff, and administrators.
- Virtual Departmental Faculty Feud: Different departments will compete against other departments in a "Family Feud" like virtual atmosphere.
- The Faculty End of the Year Celebration/Retirement/Award Ceremony: This event will take place during the week of May 15 and will be both live and virtual at the beautiful Sizzles restaurant in White Marsh, Maryland.

I would also like to share that the faculty promotions process is underway with about 12 faculty applying for promotion from assistant professor to associate professor or associate professor to full professor. The deadline for applications and portfolios was Monday, March 15th. The Faculty Promotion Committee will be reviewing packets over the next several weeks and will be making recommendations to the VPAA once their work is complete. The faculty are very grateful that there will be promotions this academic year given we did not have any promotions for the 2019-2020 academic year.

The Program Review and Evaluation Committee (PREC) continue to actively work with the administration to strengthen its processes to ensure complete, accurate data collection and program compliance with MHEC standards. PREC Chair Dr. Katana Hall has had regular meetings with Vice President Burrell, Vice President Jones, Director Hawkins, and Program Coordinators and appears to be on schedule for completing this year's cycle of academic programs reviews, which will include an executive summary and action plan for each program. The committee's final report will be submitted to the Faculty Senate Executive Committee and the administration in early May.

Lastly, the issues Dr. Jones and Dr. McCurdy raised regarding our Faculty Contract System, prompted the Faculty Senate Executive Committee, working within departments and the Faculty Evaluation Committee chaired by Prof. Tracy Leshan, to draft a proposal for changes to the Faculty Contract System that all parties can live with. This work was ongoing since September 2020 leading to four drafts, with the final draft being approved by the SEC on Friday, February 19, 2021 and forwarded to the administration on Friday, February 26, 2021. A lot of time and hard work went into the final proposal, and the Faculty Senate hopes the administration will give it serious consideration. I request that it be reviewed with General Counsel and we schedule a meeting for further discussion before a final decision is rendered.

Thank you Trustees for your time in reading my report. The Faculty Senate appreciates your support and leadership. Stay safe and be well!

Respectfully Submitted,

Prof. Edward Ennels

President of the Faculty Senate

BALTIMORE CITY COMMUNITY COLLEGE

TAB 6 | Items Removed from the Agenda

- AFSCME Local #1870 at BCCC Report

TAB 7 | New Business

- None

BALTIMORE CITY COMMUNITY COLLEGE

TAB 8 | College Policies

_____

- ▪ Academic Standing Policy

![BCCC - Baltimore City Community College]

Academic Standing Policy Summary

The following outlines the changes to the existing "Academic Standing Policy" to increase student success and retention.

Under the current and revised policy, a student is considered to be in good academic standing if their cumulative GPA is a 2.00 or above. If a student's cumulative GPA is below a 2.00, they are no longer in good standing and need to raise their cumulative GPA to 2.0 or higher.

Under the current policy a student whose cumulative GPA falls below a 2.0 is placed on Academic Warning and has one semester to raise their cumulative GPA to a 2.0 or higher. If a student cannot raise their cumulative GPA to a 2.0 or higher, they are dismissed from the College and required to sit out a semester before they can be reviewed for reinstatement.

The policy is revised to include "Probation" as a "retention" step prior to a student being dismissed from the College. Additionally, the requirement of bringing the **cumulative** GPA to a 2.0 after being placed on warning was changed to requiring the **term** GPA to be a 2.0. Both changes allow students an opportunity to receive support to remain in college and graduate. As well, the move to include a "probation category" will positively impact retention.

The revised policy further outlines the requirements for students who have been academically dismissed and wish to be reinstated immediately to the College. The new procedure requires a petition to the Vice President for Academic Affairs and review of the petition by the Academic Standing Review Committee. This committee will determine if the student can return to the College and what requirements are necessary for the return.

Academic Status by Term

Academic Status at End of Semester	Good Standing	Academic Warning	Academic Dismissal	Total
Fall 2017	3,575	572	119	4266
Spring 2018	3,426	454	140	4020
Fall 2018	3,653	854	132	4639
Spring 2019	3,398	546	227	4171
Fall 2019	3,979	749	133	4861
Spring 2020	3,467	593	212	4272
Fall 2020	3,340	577	177	4094

Source: BCCC Student Information Management System. Excludes "FX" (never-attends). OIR - March 2021

March 13, 2021

Policy No: ___

Title of Policy: Academic Standing Policy

Policy (check one): New _____ **Revised** _X__ **Reformatted** _____

Applies to (check all that apply):

Faculty__X__ **Staff__X__** **Students_X___**

Division/Department__Student Affairs___ **College X**

Topic/Issue:

Academic Standing

This policy applies to all students full and part time.

Background to Issue/Rationale for Policy:

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review of the petition by the Academic Standing Review Committee. This committee will determine if the student can return to the College and what requirements are necessary for the return.

State/Federal Regulatory Requirements:

None

Policy Language:

Academic Standing is computed using a student's cumulative GPA Divisor Hours and Cumulative Grade Point Average based on grade processing at the end of the semester. A student is considered to be in good standing if his/her cumulative grade point average is 2.0 or higher. A student is placed on academic warning or probation based upon the following credit and grade point average (GPA) ranges:

Cumulative GPA Divisor Hours	Warning GPA	Probation GPA
1 to 15	0.0 to 1.99	- - -
16 to 30	1.4 to 1.99	0.00 to 1.39
31 to 45	1.6 to 1.99	0.00 to 1.59
46 to 59	1.8 to 1.99	0.00 to 1.79
60+	1.9 to 1.99	0.00 to 1.89

Students on warning are no longer in good academic standing. Students may remain on warning in succeeding semesters and are alerted that they must improve their GPA to meet graduation requirements.

Students are placed on probation if their term GPA and cumulative GPA are both below a 2.0. Students may remain on probation provided they earn a minimum of 2.0 Term GPA each succeeding term of attendance until a status of warning or good standing is achieved.

Dismissal occurs when a student who is on probation fails to earn a 2.0 Term GPA or higher in his/her next semester of attendance.

The Academic Standing Review Committee reviews students' progress on warning and probation and recommends retention activities that will assist them in achieving academic success. The Academic Standing Review Committee is a 3-person committee made up of one Dean representative, one academic advisor representative, and the VPAA or designee, who will chair the Committee.

Students on either warning or probation should contact the Office of Financial Aid to determine the impact to their financial aid status.

Students who are on warning or probation and in selective admissions programs should contact the Dean of their program to determine their status in the program.

Reinstatement to the College Following Academic Dismissal
Students who have been academically dismissed from the College and want to immediately appeal their dismissal may submit their appeal request to the Academic Standing Review Committee. The Committee will review the appeal and provide a decision within 3 business days.

After one semester of separation, students can petition the Academic Standing Review Committee for reinstatement. Petitions must be received in the Office of the Vice President for Academic Affairs at least two weeks prior to the start of the expected semester of return. Decisions on reinstatement will be made by the committee and students will be notified of the decision within 3 business days.

Once a student is reinstated, they must meet with an academic advisor in the Student Success Center to determine their semester schedule and retention activities. Students reinstated following academic dismissal will be placed on academic probation and will need to earn a 2.0 Term GPA or higher in their next semester or risk being academically dismissed again.

Students who are denied reinstatement may reapply to the College prior to the start of the following semester.

Implementation Date: April 1, 2021

Proposed by: Student Affairs and Academic Affairs

Approved by the Board of Trustees:

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

TAB 9 | Presentations

- Enterprise Resource Planning (ERP) Update
- Enrollment Update

BCCC
Enterprise Resource Planning (ERP)

Project Update

March 17, 2020

Stephan A. Byam (Chief Information Officer)

Project Status

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

The Project Team continues to meet weekly with the DoIT's Oversight Project Manager for the College to provide project updates; as well as exchange ideas with the Oversight Project Manager on implementation strategies.

The College also continues to provide official monthly 'Health Assessment' reports to the State which provides details on monthly project activities, including milestones, deliverables and spending.

2021 Implementation Timeline

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

Period	System	Implementation Phase
July 2021	General	Go-Live
July 2021	Finance	Go-Live
October 2021	Financial Aid	Go-Live
December 2021	Human Resources	Go-Live
March 2022	Records, Registration & Academic History	Design and Configuration
March 2022	Mobile	Design and Configuration
April 2022	Elevate	Design and Configuration
April 2022	Experience	Design and Configuration
May 2022	Applications Manager (System)	Design and Configuration
July 2022	Student Accounts Receivable	Design and Configuration
August 2022	CRM Recruit and Admissions	Design and Configuration
August 2022	Degree Works	Design and Configuration

General Module Implementation

The cross-functional teams that are party to the General Module implementation participated in 3 implementation sessions for the month of February. This cross-functional team included members from Finance, HR, Academic Affairs, Student Affairs, Workforce Development and Information Technology.

Accomplished Activities:
- Reviewed General Person Validation tables and concepts
  - Names and IDs
  - Biographical data
  - Medical Information
  - Holds

Finance Module Implementation

The Finance Team participated in 9 implementation sessions for February.

Accomplished Activities:
- Review, Design and Configuration of Chart of Accounts
    - Fund Types
    - Funds
    - Account Types
    - Accounts
    - Organizations
    - Programs
    - Activity
    - Locations

Peer Institution – Morgan State University

A caucus was held of Morgan State University and BCCC Information Technology leaders to discuss State system integrations (Financial Management Information System – FMIS) as well as their current Banner processes.

Student Module Implementation

The Student team participated in 6 implementation sessions for February.

Accomplished Activities:
- Review Curriculum
    - Programs
    - Levels
    - Degrees
    - Majors
    - College
    - Curriculum Rules
    - Curriculum Controls

Ellucian National Conference

The College is preparing to send a number of staff members to the Ellucian Live 2021 National Conference. The conference is an opportunity for customers of the Ellucian products to hear from their peers, and from the company, about solutions that are germane to their areas.

The conference tracks include:

Recruiting and Admission
Insights, Reporting and Analytics
Human Capital Management
Institutional Transformation
Student Financial
Student Experience
Degree Works

Questions

TAB 10 | President's Report

Baltimore City Community College

President's Report

Board of Trustees, March 17, 2021

Dr. Debra L. McCurdy, President

The 2021 Legislative Session of the 442nd General Assembly has absorbed a great deal of time and resources at the College since mid-January. The College has a tremendous amount to gain from recommendations relating to the capital and operating Budgets. With several buildings in serious disrepair and needing major renovations or deferred maintenance, we have provided substantive rationale to the legislative committees to justify increases in appropriations for both operating and capital projects. The facility planning process and documents that we have submitted to the State have assisted our efforts to reestablish working relationships with DGS and DBM, and both agencies carry significant weight in the assessment of our needs and capacity to jointly manage the projects.

Planning

The College **Return to Campus Plan** subcommittees are expanding the framework for the seven (7) strategies to best prepare for a safe and strategic occupancy for faculty and staff:

     i.   Strategy 1 Communication (Burrell, Kirstaetter)
     ii.   Strategy 2 Campus & Site Occupancy (Thomas)
     iii.   Strategy 3 Health & Safety (Jones, Thomas, Kirstaetter)
     iv.   Strategy 4 Classroom Instruction (Jones)
     v.   Strategy 5 Student Support Services (Reinhart)
     vi.   Strategy 6 Technology (Byam, Jones, Reinhart)
     vii.   Strategy 7 Finance & Operations (Williams)

It is anticipated that we will begin to transition back to the campus with a phased approach beginning in the summer of 2021.

The **Enterprise Resource Planning (ERP)** Implementation Teams have met with their respective Ellucian counterparts to discuss the implementation strategy for each of the BANNER modules.

     i.   Finance
     ii.   Student
     iii.   Financial Aid
     iv.   Information Technology

To ensure consistency and cross-collaboration, key representatives from other teams that interface with each module, are included in the engagements.

The revision of the **Strategic Plan** will require the collection of observations, ideas, and suggestions from the College's important constituencies, including faculty, administrators, students, board members, and community leaders. In addition to establishing clear priorities and aspirations for the College going forward, a successful strategic planning process will produce positive meta-outcomes, from strengthening the sense of community on campus to improvements in organizational effectiveness, engagement, and shared accountability.

The collaboration with the vendor is on target to **begin planning activities in April 2021**.

Facility Renewal Grant

Through the Community College Facilities Renewal Grant Program, $500,000 was restored from the FY21 budget to support facilities renewal projects for BCCC. The Grant is administered by MHEC and will be used for projects critical to improving the accessibility and safety of the campus. This came as a result of the Governor's FY22 capital budget recommendation for Baltimore City Community College.

FY21 $500,000 Facility Renewal Grant			
FACILITY	**PROJECT TITLE**		**ESTIMATE**
Fine Arts	Restroom Renovation for Accessibility	$	112,000
Physical Education	Restroom Renovation for Accessibility	$	50,000
Life Science	Fire Alarm Panel Replacement	$	150,000
Physical Education	Replace Hot Water Heater	$	125,000
Campus Wide	ADA Water Fountain Replacement	$	63,000
Subtotal		$	**500,000**

Deferred Maintenance

While it is anticipated that the recommended $1.2M for deferred maintenance will be increased as a result of further legislative discussions, the fact remains that BCCC has not previously received little capital or critical maintenance funding from the state. This current recommended amount will not lessen the burden on buildings that have systems that have outlived the ability to efficiently operate.

$1.25M FY22 Deferred Maintenance			
FACILITY	**PROJECT TITLE**		**ESTIMATE**
Campus wide	Security Cameras	$	500,000
Life Science	Replace Domestic HW Boiler	$	170,000
Life Science	BAS System Upgrade	$	150,000
Life Science	Controls: Dampers and Valves	$	50,000
Life Science	Replace Two (2) Heating Boilers	$	240,000
Life Science	Replace Exterior Doors	$	140,000
Subtotal		$	**1,250,000**

Expanded Deferred Maintenance List

From a Facilities Assessment completed by a consulting firm (Sightlines) some $41.3 million was identified in backlog for deferred maintenance of which $31 million was classified as immediate needs requiring attention within 1-3 years. BCCC requested $4.2M in FY22 for deferred maintenance and a significant total over the five (5) year CIP for deferred maintenance projects. The Capital Improvement Program (CIP) being recommended includes $1.25M in FY22 and a total of $13M over the next five years, which will only make a small dent in the backlog. Major system upgrades are required for each building due to the years of neglect without any deferred maintenance projects. With just the $1.25M, the College will focus mainly one building, the Life Science Building to replace hot water boilers, exterior doors, building automation systems and HVAC controls. From the Assessment, $3.67M needs to be invested annually to reduce the backlog and keep up with the life cycle needs.

$4.2M Original List Requested for FY22 Deferred Maintenance		
FACILITY	**PROJECT TITLE**	**ESTIMATE**
Fine Arts Building	HVAC: Replace Chiller - Centrifugal for Fine Arts Wing	$ 825,000
Fine Arts Building	HVAC: Install Chiller - DX or Split System in Two (2) IT rooms	$ 100,000
Life Science Building	HVAC: Controls - upgrade pneumatic controls to digital controls	$ 50,000
Life Science Building	Plumbing: Replace Domestic Hot Water Boiler	$ 180,000
Physical Education	HVAC: Replace Package Unit Chillers	$ 88,000
Physical Education	Plumbing: Replace Domestic Hot Water Boiler	$ 94,000
Physical Education	Plumbing: Replace Domestic Hot Water Storage	$ 40,000
South Pavilion	roofing	$ 250,000
South Pavilion	Life Safety: Replace Fire Alarm Panel	$ 85,000
Infrastructure	Campus-wide: Replace Electrical Distribution Wiring	$ 100,000
Infrastructure	Campus-wide: Replace Central Boilers	$ 1,500,000
Infrastructure	Campus-wide: Replace Water Supply Lines	$ 200,000
Infrastructure	Campus-wide: Replace Sanitary Waste Lines	$ 100,000
Life Science Building	Replace two (2) Elevators	$ 250,000
Life Science Building	HVAC: Replace two (2) Heating Boilers	$ 250,000
Grounds	Campus-wide: Repairs Stormwater draining	$ 25,000
Library/grounds	Replace hot water lines to Main	$ 100,000
Subtotal		$ 4,237,000

Administrative Wing Renovation

The College did not concur with the deauthorization of funding under the Administrative Wing Renovation project and requested that all funding allocated to the project remain intact until the engineering assessment is complete. BCCC received a program modification approval during the Fall 2020 from DBM and DGS to include work that was left out of the original project. The chillers were replaced as part of the project, but the cooling towers were not upgraded to meet the demand, and the building automation system installed with the renovation was not integrated with the rest of the main building. The chiller and the building automation system need to be upgraded and integrated for the entire building in order for the project to be complete. The below provides a frame of reference for the additional upgrades and the carryover funds.

> Administration Wing Renovation – Additional items
> a. Scope: Evaluate ice storage, upgrade building automation system, and replace cooling towers and associated structure
> b. Engineering assessment kick off 1/27/21
> c. Original amount approved $775,000
> d. Extended to full amount remaining $1,006,380
> e. Engineering assessment completion scheduled for May 2021
> f. Funding available through FY24 for construction of additional items

Loop Road Improvements

The final $4.62M for construction bond funding is supported to complete the construction of the Loop Road improvements at BCCC's Liberty campus. The project has started with the relocation of the BGE gas line for the new exit, and the College has received approval from the Maryland Department of the Environment to bid the project out for construction.

Loop Road Improvements	($6,110,000 in capital funding)	
a.	Resubmitted to MDE	1/22/21
b.	Gas line work started	1/25/21
c.	Plans approved by MDE	2/16/21
d.	Gas line connection scheduled	3/16/21
e.	Construction Bidding Schedule:	
	i. Advertise on eMMA	4/07/21
	ii. Pre-Bid Conference	4/21/21
	iii. Bids Due	5/19/21
	iv. Construction Award (BPW)	7/07/21

Procurement Authority (Senate Bill 0326)

During the 2021 Maryland General Assembly Legislative Session, BCCC again brought forward legislation that seeks to increase the procurement threshold of the College from $50,000 to $300,000. Increasing the threshold would allow for the College to procure needed goods and services more expeditiously to the benefit of the College community. This increased threshold would also bring BCCC more in line with peer institutions who are able to utilize their institution's Board of Trustees for approvals ranging from $75,000-$250,000+. This legislation and the strategy to have it pass has been discussed during February and March 2021 meetings that Dr. McCurdy has convened with members of the Maryland General Assembly. Senator Antonio Hayes is sponsoring the Bill to increase the BCCC Procurement Authority.

The legislation would require that BCCC adopt procurement policies and procedures that must be approved by three (3) separate oversight bodies: the College's Board of Trustees, the General Assembly's Committee on Administrative, Executive and Legislative Review (AELR) and the Board of Public Works.

Bard Building Project Update

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

An estimated timeline is below for the initial activity to occur regarding the Bard Building.

    I. REOI (Request for Expressions of Interest):

        A. Published REOI on December 18, 2020.

B. Pre-Response Conference held January 13, 2020, (in which 11 vendors were in attendance)
C. Responses due March 5, 2021
D. Responses evaluated and firms selected April 2021

A Request for Expressions of Interest (REOI) for the Bard Building was advertised on 12/18/2020. A classified ad was published on 2/26/21 regarding business opportunity in the Baltimore Business Journal. Responses from vendors were received on 3/5/2021.

An evaluation team will review the REOI's submitted to determine those advanced to the RFP stage.

Finally, due to the poor condition of the building and the demonstrated need for demolition, the Department of Legislative Services (DLS) recommended that if BCCC does not proceed with plans to demolish the Bard Building, funds from the Department of Housing and Community Development Strategic Demolitions Fund should be utilized for this purpose. The College is exploring this option and while committed to the current plan for redevelopment of the site, will evaluate the feasibility of utilizing the DHCD Strategic Demolition Fund.

The Senate Budget and Taxation Committee also requested that 30 days prior to the final execution of any memorandum of understanding to privately finance the redevelopment of the Bard Building Site in downtown Baltimore, that BCCC submit a report to the committee that outlines the key MOU terms and provides a summary of the financial plan.

BCCC & Coppin State University Partnership Discussion

One meeting particularly was very eventful as the President of Coppin State and the President of BCCC jointly met with their leadership teams to discuss further discuss ways in which the institutions could collaborate on initiatives and explore opportunities where resources could be shared. In the past, BCCC held long standing articulation agreements with Coppin, some of which had expired without exercising options for renewal. With new leaderships in place, there are commitments to reestablish points of contact and advance the joint agenda as follows:

- Finish4Free MOU & Criteria;
- Physical Space to Support Advising, Seamless Transfer into Academic Programs;
- Dual Admissions & Dual Enrollment;
- Articulation & Transfer Framework;
- Pending BCCC Articulation Agreements for Approval;
  - Business Management & Marketing (Attached and dated 12/2/2020)
  - Applied Science Nursing (Attached and dated 2/22/2021)
- Additional Priorities;
  - Housing
  - Dining
  - ROTC
  - Athletics/Intramural Sports; and
  - Book Store.

Community Engagement

The following are community engagement meetings held through late February and March:

February – March Meetings

- February 18 - Education, Business and Administration Subcommittee, Capital Budget Hearing
- February 19 - Status meetings with the Office of Legislative Affairs (OLA)
- February 23 – Senate Budget & Taxation Committee, Capital Budget Hearing
- February 23 - Meeting with Baltimore City Public Schools, Regarding Dual Enrollment
- February 26 - Partnership discussion with Dr. Anthony Jenkins, President of Coppin State University and members of BCCC and Coppin Cabinet
- March 9 - Senator Antonio Hayes, BCCC, Coppin & Library President's Meeting
- March 10 - Shelonda Stokes, President of Downtown Partnership, Discussion on the Bard Building site
- March 10 – President Walter Bumphus, American Association of Community Colleges, BCCC Update
- March 11 - Senator Antonio Hayes, Capital Appropriations
- March 11 - Delegate Maggie McIntosh, Procurement Authority
- March 12 - DIGARC Acalog Catalog, Discussion on current and future catalog planning
- March 15 - Meeting with Colin Tarbert, President/CEO of the Baltimore Development Corporation (BDC), Regarding the Bard Building

Standing Meetings
- Bard Building, Department of General Services (DGS) & Office of the Attorney General (weekly)
- Enterprise Resource Planning (ERP) System, Department of Information Technology (DoIT) (weekly)
- Faculty Senate Executive Committee (SEC) (monthly)
- BCCC Cabinet Meetings (daily)
- Maryland Association of Community Colleges (MACC)
  - President's Meeting (monthly)
  - Legislative Committee (weekly)

Several topics were discussed during the monthly meeting with the Faculty Senate Executive Committee (FEC): Faculty contract language; FY22 budgets; BCCC sports program; FEC budget; College Re-opening Plans; Air quality in buildings; and Vacant faculty and administrative positions.

Baltimore City Community College

Cabinet Report

Board of Trustees, March 17, 2021

Dr. Liesl Jones, Vice President, Academic Affairs

ACADEMIC AFFAIRS UPDATE

Academic Affairs in conjunction with Student Affairs and Institutional Research have begun to develop the catalog to replace the current 2019/2020 College catalog. The catalog was delayed in production with the move to remote and the onboarding of new leadership and staff. The goal is to have the 2020/2021 catalog in place in the next few months and then begin to work on the 2021/2022 College catalog. The catalog needs to be revised and updated as much of the content contains errors or does not match information in HPLan (the current ERP).

In preparation for the 2021/2022 academic year, the academic calendar is under review. The development of the calendar is a collaborative effort between Academic Affairs, Student Affairs, and Business and Finance to ensure input from all areas. The course schedules for summer are developed to include opportunities for dual enrollment.

Last summer, students were placed into Math and English courses using multiple measures. The table below shows the completion rates for the summer courses over the last three years. The table shows that for summer 2020 the completion rates were similar to the previous two years or better for MAT 107 and ENG 101. The data from the fall semester is going to be reviewed to analyze the continued use and expansion of multiple measures as a placement tool.

Course	Completion % 2018 Summer 2	Number of Grades	Completion % 2019 Summer 2	Number of Grades	Completion % 2020 Summer 1	Number of Grades	Completion % 2020 Summer 2	Number of Grades
ENG 101	75.2%	105	64.8%	91	80%	75	67.7%	130
MAT 107	46.2%	26	47.5%	59	78.1%	73	62.3%	151

E-LEARNING

Tutoring

For the tutoring courses, there were 45,728 page views and 681 actions for the semester as of the 22nd of February. February alone saw 18,464 page views, a decrease of 8800 page views from January, and 221 actions taken, a decrease of 233 actions from January. The majority of courses started in January and there was an initial influx of visits to tutoring to get assistance at the beginning of the semester.

Total Usage		
Latest Date:	2/22/2021	
Subject	Page Views	Actions Taken
ACCT 221	1227	10
ACCT 222	252	3
BUAD 112	2845	26
CLT 100	5913	67
ENG 101	12135	203
RENG 91	5,328	107
RENG 92	4,335	65
MAT 86	877	37
MAT 92	481	24
MAT 107	5799	65
BIO 202	1848	16
BIO 203	956	7
BIO 212	1024	17
CHE 101	2198	27
CHE 102	155	1
CHE 213	226	4
CHE 214	129	2
Overall	45728	681

For spring, the dual enrollment students were placed in tutoring shells dedicated for dual enrollment to better capture the usage by high school students. In February, there were 818 page views in the Dual Enrollment tutoring shells, and 32 actions taken.

Latest Date:	2/21/2021	
Subject	Page Views	Actions Taken
DE ENG 101	327	11
DE AH 130	0	0
DE H 152	266	5
DE SP 101	147	11
DE SOC 101	75	5
Overall	815	32

Grant Activity and Professional Development
The College was awarded the VISTA grant to hire Success Coaches to help increase retention and student success. The College will begin the onboarding process and onboard the Success Coaches in July 2021. Professional development for faculty was conducted in January and is being planned for March and April. The professional development for March and April will focus on new analytic features in Canvas, the use of Respondus Lockdown Browser, and the process for course revision to teach in HyFlex.

SCHOOL OF ARTS & SOCIAL SCIENCES (SASS)
The Interim Associate Dean of SASS held professional development sessions for the faculty to strengthen their instructional skills. For Black History month the Interim Associate Dean organized the following faculty Presentations listed:

Dr. Katana Hall – **The History of Black Theatre**
Professor Charles Arnette, Dr. Katana Hall, Dr. Charice Hayes, Dr. Denise Holland, and Chief Edward C. Jackson- **The Beauty of Current Black History**.

For Women's History Month the Interim Associate Dean has organized a panel presentation "**Dynamic Women in Business**". The panel discussion will be held March 16th.

SCHOOL OF NURSING & HEALTH PROFESSIONS (SNHP)

The Nursing faculty and staff participated in the Year of Discovery Event for the P-TECH 9th graders at Dunbar High School on February 18, 2021. The Year of Discovery event was a presentation that introduced the 9th graders to the discipline of Nursing. BCCC nursing faculty and staff discussed the nursing profession in terms of avenues of employment, the variety of work locations when one becomes a nurse, and the challenging academic rigor of the nursing program.

The EMS program faculty are working with CoAEMSP discussing the progress the program has made to eliminating the previously identified programmatic deficiencies in preparation for the upcoming site visit.

SCHOOL OF BUSINESS, SCIENCE, TECHNOLOGY, ENGINEERING & MATH (BSTEM)

On February 25th, Dr. Denise Holland attended the DoD CEDI Webinar Creating and Sustaining Cybersecurity Clubs on College Campuses. The DoD funded Cyber Education Diversity Initiative (CEDI) Coalition Program was created with the purpose of developing lasting support systems for students in Minority Serving institutions (MSI)s and Historically Black Colleges and Universities (HBCU)s.

![Baltimore City Community College logo]

Baltimore City Community College
Cabinet Report
Board of Trustees, March 17, 2021
Dr. Rose Reinhart, Vice President, Student Affairs

STUDENT LIFE AND ENGAGEMENT

Student Life and Engagement continues to offer events for the students and the campus community. For February the events included:

February 19th - "Ma Rainey's Black Bottom" Video Discussion - The Office of Student Life and Engagement and the Student Government Association presented the pre-recorded video conversation with the director, screenwriter and cast of Ma Rainey's Black Bottom originally presented by the National Museum of African American History and Culture. The event time was 2 - 3 p.m. Also, SGA Parliamentarian, Kertsyn Myers who goes by the name of "Killa K", created a jazz playlist to play for the 30 minutes Jazz Music Mixer following the video discussion at 3pm.

February 22nd - Video Discussion of the movie "The United States vs Billie Holiday" - The Office of Student Life and Engagement and the Student Government Association watched the pre-recorded video discussion of the movie "The United States vs Billie Holiday" presented by the National Museum of African American History and Culture. Dr. Dwandalyn Reece (Curator at NMAAHC) moderated the discussion on the film with the director, Lee Daniels and screenplay writer, Pulitzer Prize-winning playwright Suzan Lori Parks. The event was held from 7 – 8 p.m.

February 23rd - Black History Moments - The History of the Black National Anthem - The Student Government Association and the Office of Student Life and Engagement held a short Pop-up event called Black History Moments. This event was held to discuss the origin and history of the song "Lift Every Voice and Sing". The event was held via Zoom from 4 – 4:30 p.m.

February 24th - Black History Kahoot Game -The Student Government Association and the Office of Student Life and Engagement sponsored a fun yet informative trivia game on Black history facts in recognition of Black History Month. The program was held virtually from 12 - 1 p.m. and prizes were given to the top three winners.

February 25th - Covid Vaccine Awareness: The Impact on the African American Community Program - The Student Government Association and the Office of Student Life and Engagement held a discussion on the Greater Baltimore Urban League's video presentation on the facts about the Covid-19 vaccine with Dr. Cathy Hardwick, Dr. Nicolette Louissant and Dr. Jedan Phillips. The event was held virtually in Zoom from 6 -7 p.m.

February 26th - Black Sororities and Fraternities Meet and Greek - The Student Government Association and the Office of Student Life and Engagement held a virtual event where BCCC faculty and staff members from the Divine Nine (Black sororities and fraternities) got an opportunity to talk to students and other members of the BCCC community about their personal stories and experiences as members of these wonderful organizations. The event was well attended and went beyond the scheduled one hour time frame due to such engaging conversations. Those faculty and staff members that participated were as follows: Dawn Kirstaetter - Alpha Kappa Alpha Sorority, Inc. (Vice President Advancement and Strategic Partnerships Division), Laura Pope - Delta Sigma Theta Sorority, Inc. (Associate Professor English), Renata Allen – Delta Sigma Theta Sorority, Inc. (Director of Scheduling and Events), Valerie Grays - Delta Sigma Theta Sorority, Inc. (Student Life Advisor), Dr. Katana Hall – Zeta Phi Beta Sorority, Inc. (Professor English/Theatre), Natalie Comas - Zeta Phi Beta Sorority, Inc. (Administrative Assistant III TRIO/SSS-STAIRS Program), Jeffrey Sams - Phi Beta Sigma Fraternity, Inc. (Student Success Advisor) and Peggy-ita Obeng-Nyarkoh Sigma Gamma Rho Sorority, Inc. (special undergraduate guest from Johns Hopkins University). The event was held from 10:30 a.m. - 12 p.m.

February 26ᵗʰ - Keeping It Real Lecture "The FBI's Secret War Against Black Struggle" From 1917 to 1972 - The first session of the Spring "Keeping it Real" Lecture Series was held this month. The topic was "The FBI's Secret War Against Black Struggle" From 1917 to 1972. The presenter was Baba Zak A. Kondo, BCCC History Professor, author, scholar, lecturer, and activist. The committee decided to have this event in the evening since it was virtual. The program took place via zoom from 6 - 8 p.m. This was a co-sponsored event with the History Club, Anthropology and Sociology Club, Dept. of Education, Social and Behavior Sciences and the Office of Student Life and Engagement.

STUDENT SUPPORT AND WELLNESS

March activities for Student Support and Wellness include:

Mentoring Circles: An intentional community for everyone to BE your authentic self & connect, thrive, and grow. We will focus on: Getting unstuck (overwhelm, underwhelm, complacency), Self-awareness, reflection & curiosity, Anxiety, depression, fatigue, shutdown, and stress management of life transitions. Sponsored by Student Support and Wellness Services and Fostering Change Network Foundation.

One Love - Healthy Relationship Workshop- Learn about healthy and unhealthy relationships, empowering you to identify and avoid abuse, and learn to love better!

Social Anxiety Self-Improvement Group- Social anxiety is becoming more common and affects how we socialize, relate to others, and affects our quality of life. Participate in this group of self-exploration where we work on building our socializing skills, learn about how to recognize social anxiety and begin to overcome it!

Beginner's Virtual Yoga - Join in for some important self care. Yoga builds strength, improves focus, and reduces stress!

Weed and Me- There are positive and negative aspects surrounding marijuana use. Get involved in a discussion about the changing attitudes about marijuana.

ATHLETICS
Former Men's Basketball Student Athlete Eric Okenchi signed a professional contract to play basketball in Argentina. He graduated from BCCC in 2018 and later attended and graduated from University of Virginia-Wise.

JUDICIAL AFFAIRS, TITLE IX AND THE TESTING CENTER
Judicial Affairs is working with other department in Student Affairs to begin discussion on restarting the Diversity, Equity and Inclusion committee. This committee will begin planning diversity initiatives and efforts during the upcoming academic year.

The Diversity, Equity, and Inclusion Committee (DEI) encourages diversity, achieves equity, and fosters inclusion for all community members regardless of their identity (e.g. race, color, sex, sexual orientation, gender identity and expression, marital status, pregnancy, religion, ability, age, genetic information, veteran status, ancestry, national or ethnic origin, employment status, immigration status, or socioeconomic status. The DEI committee coordinates and documents events and initiatives experienced by the BCCC community which relate to diversity, equity, and inclusion.

COMMENCEMENT
Planning for the 2021 Commencement ceremony has begun. The virtual ceremony is scheduled for May 16, 2021, starting at 2:00 pm. There are currently 524 potential graduates between Summer 2020, Fall 2020 and Spring 2021.

Commencement boxes will be sent to graduates again this year. The boxes will include a cap and gown, a letter from President McCurdy, BCCC branded memorabilia and complimentary invitations. Graduates will be asked to submit photos in their academic regalia and a video with them moving their tassel from left to right which will be included in the official graduation video.

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION (WDCE) DIVISION

WDCE classes are delivered fully on-line, with additional resources for academic support and remote testing. New classes are started each month, with a total of 440 students in February. A total of 33 students completed Workforce Training in February and received certificates in the following programs; Healthcare (21), Customer Service (5), Cybersecurity (4), and Child Care (3).

ABE/ELS Program Improvement – Community ABE and ESL classes start each month. In February, new class sessions included a total of 14 ABE and 9 ESL classes.

- In February, the college continued to provide Computer Literacy classes and one-on-one technical assistance to support distance learning. All BCCC students continue to have access to BCCC Loaner Laptops while enrolled in class.

- Some 227 students registered for Adult Basic Education classes and 130 registered for English as a Second Language classes in February. This is an increase of 14% from the previous class cycle.

- The ABE/ESL Department continues to develop new community and business partnerships to increase enrollment. For example, a new partnership with Holly Poultry in Southwest Baltimore will allow ESL students to participate in classes one day per week as part of their workday.

- In February, the ABE/ESL Department hosted the quarterly BCCC Partners meeting to increase collaboration and communication about accessing classes and supporting student success. Community partners shared information about resources for students as well as challenges faced due to the pandemic.

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

- The college submitted a GEER II Program to MHEC for the second round of the Governor's Emergency Education Relief Fund. This expands the training program options offered under the first round of GEER funding (initiated in Sept. 2020). The GEER II Fund increases access to training in non-healthcare programs, such as Diesel Technology, Commercial Driver's Licensing, Transportation Logistics, and Construction Pre-Apprenticeship. This funding supports 220 students, in addition to the 265 students in Healthcare-related workforce training programs.

- In partnership with the Center for Urban Families (CFUF), the first two (2) cohorts of BOOST students enrolled in workforce training (in Nursing and Diesel Technology). These students are part of a two-year program supporting a Career Pathways approach from workforce training to an Associate Degree.

- Recent high school graduates participating in the Grads2Careers program are completing their training as Certified Nursing Assistants (CNA) or Pharmacy Technicians. In February, Pharmacy students completed a 4-week clinical and were placed in employment. All students are currently

receiving stipends, case management and coaching from our partners at Bon Secours Community Works.

- The Career Services team continues to work with hiring partners to place current students and graduates in employment. In February, this team assisted with in-demand Healthcare clinical placements, virtual job fairs, and interview prep.

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

- In February, the BCCC P-TECH College Liaison worked with BCPSS school leadership at New Era, Dunbar, and Carver High Schools to register additional students for the 12-week Spring term, distribute textbooks and update individual program schedules.

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

- The WDCED is developing a new partnership with iMentor, a non-profit organization working in four (4) cities in the United States. iMentor partners with high schools to support their graduate's transition to college. iMentor builds mentoring relationships that empower first-generation students from low-income communities to graduate high school, succeed in college, and achieve their ambitions.

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.

- Throughout February, the College continued preparations for the Safe Return-to-Campus under COVID-19 safety protocols. This included installation of upgraded filters and air flow monitoring for classrooms, labs, and offices, as well as ongoing of cleaning and safety training.

- In February, the Facilities team and the Environmental Services staff continued to support the daily operation of the Baltimore City Health Department (BCHD) COVAX site on the main campus and the CVS COVID Testing site in South Pavilion.

PUBLIC SAFETY AND SECURITY

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

- Public Safety continues to coordinate public access to the Baltimore City Health Department (BCDH), COVID Vaccination Site on the main campus and the CVS MinuteClinic Partnership for COVID testing at the South Pavilion.

- In February, the Public Safety Office initiated a partnership with the Baltimore Police Department's S.W.A.T unit which will be conducting weekly tactical response training at the North Pavilion.

Baltimore City Community College

Board of Trustees, March 17, 2021

Mr. Stephan Byam, Chief Information Officer

TECHNOLOGY

Enterprise Resource Planning (ERP) Project

Implementation Engagements

The Office of Information Technology Services (ITS) continues to lead in the coordination of the implementation work, for the College, of the Enterprise Resource Planning (ERP) system. The IT project management team continues to develop the schedules for the Implementation Team engagements, as well as continue to engage with the State on the project's status.

To date, as per the schedule, most of the Implementation Teams have met with their respective Ellucian counterparts to discuss the implementation strategy for each module.

State Interfaces (FMIS, Workday etc.)

The College currently uses a number of State systems, including the Financial Management Information System (FMIS) (for General Ledger, Procurement, Accounts Payable etc.) and Workday for some HR functionality. The Office of Information Technology Services, in conjunction with the Office of the Chief Financial Officer, is working with the other Higher Education institutions in Maryland that are considered "State Agencies" to determine the protocols for developing these interfaces.

Technical Considerations

Complementary to the functional engagements and the State interface work, the Office of Information Technology Services is working on the technical considerations for the project. These include accessibility, connectivity, and security. Firstly, users who will be handling sensitive information (Personally Identifiable Information, health information and financial information), will be enrolled in multi-factor authentication (MFA) to access the administrative side. Technical users who will need to be able to connect directly to the Banner database will also need to connect through the College's Virtual Private Network (VPN) if they are not on the College's premises.

OPERATIONS

Enterprise Applications Services (EAS)

Formstack (Admissions Application)

On March 2, 2021, the College went live with the Formstack Admissions Application for *all* of the College's incoming applications. This was in response to the technical challenges of the legacy HPLAN student information system's electronic admissions application. Currently, the application was unreliable, illustrated by the multiple times it would crash per day. In addition to the increased reliability, the application is now more secure (TLS 1.2 compliant) and will allow the Admissions office the opportunity to target students that may have started an application but not completed it. Historically, the Admissions Office did not have this insight.

Enterprise Resource Planning

The EAS Team continues to be actively involved in the ERP implementation work and is preparing to participate in the workshops that will introduce the College to the integration tool, Ethos, that is available in Banner. Additionally, the team is also preparing to be engaged with the vendors for the development of the reporting tool, Argos, that is delivered with the ERP Procurement.

Infrastructure, Systems and Telecommunications

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

WBJC-FM Radio Station Internet Service
ITS completed the installation of a new internet access service for WBJC-FM radio and is in the process of upgrading the studio to transmitter link. These changes will allow the station to improve its music streaming service and increase the reliability of its broadcast operations.

Information Security

Cyber Security Training
The College is continuing its monthly Cyber Security Awareness Training program. As of March 3, 2021, the College has a completion rate of 50% (which is a 4% increase comparatively to the month of February) and is working for 100% completion rate for the month of March.

Help Desk

Laptop Distribution
The Help Desk continues to support the distribution of laptops for students and staff alike. The team has implemented an electronic request system through the College's Freshservice IT ticketing tool whereby the request process has been reduced to less than a 24hr turnaround time.

STAFFING

New Hire

The Office of Information Technology Services (ITS) conducted a search for, and extended and offer to, a Network Engineer to report into the Systems and Infrastructure team. The Network Engineer position is a new position within the organization that was developed to realign the staffing needs of the College with the modernization of the College's IT infrastructure for Realignment Task #9. The candidate, Mr. Desmond Okougbo, is a CCNP network engineering professional with over 15 years' IT industry experience. Over the course of his career, Mr. Okougbo, has installed, configured, and managed enterprise network devices such as routers, firewalls, and switches. Mr. Ofoegbu's start date was Monday, March 15, 2021.

Retirement
Mr. Kennedy Franco, ITS' Communications Engineer I, retired from the College effective February 26, 2021. Mr. Franco joined the College in November 1998 and has served the College with integrity, professionalism, courtesy and enthusiasm, over his more than two-decade tenure. Over the course of his tenure, Mr. Franco has

made significant contributions to the College's telephone systems, networking infrastructure, data center, public safety systems, cashier's office, the bookstore, and WBJC-FM. His most recent contribution was in the WBJC-FM Radio Station Internet Service project.

Transfer

Effective February 25, 2021, Mr. William Johnson joined the Information Technology Services team as the Security Information Specialist. Mr. Johnson's experience in the Cyber Security, IT Security, Investigations and law Enforcement is an addition to the ITS team, as the organization strengthens its Cyber Security program. Mr. Johnson will report directly to the Chief Information Officer; however, will interface with many of the internal "towers" in his efforts in broadening the College's compliance with the State's mandates on Information Security.

Baltimore City Community College

Cabinet Report

Board of Trustees, March 17, 2021

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

BUDGET OFFICE

1. **January YTD Unrestricted and Restricted Revenue**

College Revenue Summary as of 1/31/2021

Revenue Fund	Revenue Amount	Notes
General (Unrestricted)	$41,231,039	(Includes Bookstore of $663,127)
Restricted	$ 9,091,821	(Includes WBJC of $1,020,726)
Total Revenue	$50,322,860	

Unrestricted Revenue Forecast: Total Unrestricted Revenue through January FY21 is $4M (9%) less than revenue through the same period FY20.

- *Tuition & Fees ($1.8M):* Despite increases in Summer and Winter Session tuition revenue ($380k), total tuition revenue through January FY21 lags FY20 due to decreased Fall revenue ($822k) and preliminary Spring revenue by $1.2M. *NOTE: R*egistration for Spring semester 8-week courses is still open (classes begin 3/15). Non-Credit Tuition through January FY21 ($590k) is greater than FY20 by $181k. Total fee revenue lags FY20 by $401k (17%).
- *Sales, Service, Aux & Leasing ($1.6M):* The rental revenue from the Lockwood property lease has not been received by BCCC resulting in a $1.6M reduction in leasing revenue when comparing FY20 to FY21.
- *Bookstore Revenues ($409k):* Overall reduction in all Bookstore Revenue categories in FY21 as a result of reduced foot traffic in the store and reduced sales of new books (18%) in line with tuition revenue reductions.

Restricted Revenue: Total Restricted Revenue through January FY21 is higher primarily as a result of the receipt of CARES Act grant funding from DOE and State sources ($1.8M). These funds are intended to offset specific COVID-related expenses and to support students. Net increases in revenue from WBJC ($140k) due largely to a net increase in donations, memberships and underwriting revenues along with other third-party grant support for public radio through CARES Act.

2. **Expense Summary Update as of 1/31/2021**

Expense Fund	Expense Amount	Notes
General	$23,351,007	(Includes Bookstore of $948,957)
Restricted	$ 7,050,215	(Includes WBJC of $643,858)
Total Expenditures	$30,401,222	

3. **January YTD Unrestricted Expenditures**

Unrestricted Expenditures: FY21 Unrestricted expense savings ($4.2M) from FY20 chiefly by PIN employee vacancies ($2.3M). Other savings in contractual employees (including both adjunct and contract staff) total $1.6M.

Restricted Expenditures: FY21 restricted expenditures are being expended according to the restricted allowable expenses defined by their fund sources.

4. **State/Federal Reports Submitted:**
   - Fiscal Notes: The College will continue to answer fiscal notes from DLS on fiscal and operational impact. We have provided 52 responses to date.
   - FY21 and FY22 Covid-19 financial impact analysis was provided to DLS and DBM.
   - Budget team assisted in preparation for Operating and Capital Budget Hearings.
   - Team worked with Controller in CARES Act federal compliance reporting providing specific answers regarding PIN employees and Contractual Headcount.
   - Team delivered high-level spending (both timing and programmatic) for CRRSA funds to DBM.

5. **State/Federal Reporting Upcoming:**
   - The Q3 Vacancy Report, identifying the College's vacancy ratio, will be provided to the Department of Legislative Services.
   - Quarterly Higher Education Emergency Relief Funds (HEERF) reporting to Department of Education for CARES Act funds is being planned.
   - Recovery Now Funds, designed to assist members of the community who are seeking training or other assistance to improve their job skills or reenter the workplace after losing a job or being otherwise negatively impacted by the pandemic, were awarded in the amount of ($1.2M).
   - Reporting requirement to DBM for CARES Act funds appropriated by the State in FY21 to support Covid-19 related expenses ($1,062,560) has not yet been received.

6. **Operational Process Improvement:**
   - As part of the College's ERP implementation, the Budget Director is actively participating in the creation of Banner Chart of Accounts, including mapping of data flows from State accounting system (FMIS) to Banner chart with additional focus on the system's reporting capabilities.
   - The team is drafting an intra-year operating forecast and Current Year +1 forecast process to begin in March.
   - Ongoing efforts are underway to supplement monthly YTD College-level financial variance analysis.
   - The monthly YTD budget report used to communicate spending variances with departments has been postponed during the Banner implementation and allocation of FY22 budget resources.
   - Processes to prepare monthly expense projections by division will also follow Banner implementation.
   - A deliverables calendar, outlining ongoing internal and external project work schedules for department is in development.
   - Documentation of FY2022 internal budget request has begun along with a separate post-action review of the request process with the State.
   - The Budget Director and VPFA will focus on creation of new internal budget development/resource allocation process for allocation of FY22 budget resources and creation of FY23 budget data for State.

FOUNDATION

1. **SOPs**
   - 12 SOPs have been drafted in response to financial audit findings provided by audit firm, CLA. The Foundation Accountant, the College's Accounting Manager, and the Controller will perform a walk through, cross-training the Accounting Manager to be a backup for the Foundation Accountant making any necessary edits. Upon completion, they will be given to the VP of Finance for approval and adoption.

2. OLA Audit
- Financial Statements for FY 17, 18, 19, & 20 were uploaded to the SharePoint site as well as the Affiliation Agreement between the Foundation Board and the College.

3. Operational Improvements:
- The Foundation has explained the need for a policy update to the Finance Committee Chair regarding Banking Controls. Until now, the Foundation Board only had a check signing policy implemented, which does not protect the Foundation from Board members acting outside of the Foundation's approval. The issue is to be discussed at the upcoming Board meeting.
- The Foundation Accountant has asked to transition to making payments through the bank via ACH/electronic check/wire.
- The Foundation's month-end close process is transitioning to house all reconciliations for a month in an Excel Workbook with a dashboard to make review and approval easier for the Controller/Acct. Mgr. There is still a question whether supporting documentation can be placed in the same Excel workbook.

4. YTD Gifts by Constituent Type

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Grand Total
Corporation	$2,500		$265		$19,434			$5,000	$27,199
Foundation	$10,139	$13	$101		$17	$5,000		$10	$15,281
Grant				$110,000					$110,000
Individual	$1,866	$515	$1,365	$1,755	$1,590	$16,622	$335	$603	$24,651
Total	$14,505	$528	$1,732	$111,755	$21,041	$21,622	$335	$5,613	$177,131

5. Funding Review/File Audit
- To date, we have been able to identify contact persons and MOUs for 14 out of approximately 100 funds.
- All physical file contents have been scanned.
- The Foundation has set the pace such that all funds will be reviewed before the end of the fiscal year. The goal is to verify that each fund has a complete digital and physical file that is accessible to Foundation staff, no matter where the physical file is located.

6. Scholarships
- The Foundation continues to award scholarships to assist our most vulnerable students. To this point, 68 scholarship awards have been issued totaling $30,475 during the Spring 21 semester.

BURSAR'S OFFICE

1. Highlights
- Collaborated with Institutional Research and IT to establish a Database Management Syllabus & Training Manual.
- Successfully provided students with notification to access their 1098-Ts for Calendar Year 2020.
- Coded all GEERS recipients (awards) for the Fall 2020 semester.
- Collaborated with divisional leaders to finalize the CARES Act (US DOE) and FAIS (Institutional Research) reports.
- Submitted requests to the appropriate leaders for approval as it relates to the US Department of Education (COD), GEERs Funding, etc.
- Collaboration between the Senior Financial Analyst and the Director of Budget regarding the variances as it relates to tuition revenues for the past 2 winter sessions.

- Streamlined the "Purge Process" by creating Quality Assurance, to exclude the following groups:
- Specialty Population
  - Military
  - Third-party
  - BCPSS
  - MSP
  - Charter Schools
  -

2. **Communication Updates**
   - Updated Student Accounting's website, as it relates to 1098-T Notification.
   - Payment reminder communications were sent to students regarding "Method of Payment" to all Spring 2021 sessions.
   - Communications were sent to students notifying them of their outstanding refunds statuses (e.g., uncashed, undeliverable, etc.).
   - Address update communications were sent to student CARES Act recipients with invalid addresses for the Fall 2021 session.

3. **Operational Process Improvements**
   - Redefining the Department's mission and goals.
   - Working with the Financial Aid Office to streamline the disbursement process and setting up a disbursement schedule.
   - Setting up queries in the consolidated database so that all employees can have access to the information when they need it.
   - Collaborating with the Admissions Office streamlined the process for identifying specialty population students.
   - Coordinating with Senior Leadership and the Directors of Student Affairs to generate an Operational calendar for the Summer 2021 semester.
   - Reinstating the collections process and submitting accounts with approval to Senior Leadership for outstanding balances owed (compliance requirement).
   - Reviewing and updating the "Policies & Procedures" Manual for the Office of Student Accounts.

4. **Banner Office of Student Accounts Implementation Schedule**
   - The Finance and Administration Team has participated in the Banner Kick-off and implementation for the division (Student Accounts & Senior Analyst – Finance, Controller, and Budget).

Summary of Upcoming Events		
Transition Schedule Summary	**Target Timeframe**	**Status**
Database Management Training	**Spring '21**	**In Progress**
Banner Management Training - Financial	**Spring '21**	**In Progress**
Banner Management Training - Student	**Spring '21**	**In Progress**
Banner Management Training – Financial Aid	**Spring '21**	**In Progress**
Banner Kick-off Training – Student Accounting/Bursar	**Spring '21**	**Starts 3/15/2021**
BCCC Design Catalog- Kick-off	**Spring '21**	**Starts 3/23/2021**
BCCC Academic History- Kick-off	**Spring '21**	**Starts 3/25/2021**
Operational Calendar – Summer Session	**Summer '21**	**Draft Submitted for Approval**

Evaluating and awarding CARES Act recipients	Spring '21	Starts 04/01/2021
Operating calendar for Academic Year 2021 – 2022	Spring '21	Starts 05/01/2021
Banner Training – Title IV Aid Requirements	Summer '21	Starts 6/01/2021

PROCUREMENT

1. Bookstore
- In collaboration with Academic Affairs the Bookstore drafted a new "Textbook Ordering Procedure" to streamline the processes to streamline book ordering and shipment.
- Worked with Academic Affairs and the Bookstore to create a "Comprehensive Book Adoption" spreadsheet in SharePoint to track the "Textbook ordering procedure".
- Continue to work with the Accounts payable and the Bookstore to clear past due invoices.
- The bookstore has sent out a total of 3,363 textbooks/access codes (Credit/WDCE) Spring 2021 for a total of $297,538.13, from Monday, January 4, 2021 - Friday, March 12, 2021.

2. Grants
- Finalizing In-Kind Grant for Unifyed Yoda AI Chatbot - Contract Agreement for $44,600.00. Agreement reviewed by legal and forwarded to vendor for signature 3/3/2021. Vendor notified that they are required to register with SDAT prior to receiving a Purchase Order.
- Work with Academic Affairs and Institutional Effectiveness, Research & Planning to expedite expenditures, receive items and pay for the CareFirst Grant prior to the due date of 1/31/2021. The hospital beds and pumps have been ordered by Procurement. The estimate delivery is as follows: Due to a manufacturing delay, beds are due to deliver 3/1/2021 and the pumps arrived 1/8/2021.
- IRC - $166,338 and IRC - $52,000 grants submitted to OSP-DGS for approval on 3/4/2021.

3. Operational Process Improvements
- To better assist the institution with understanding Procurement, the team drafted a simplified procurement presentation "How BCCCs Procurement Process Works" and corresponding handouts to be used in upcoming training sessions.

4. Contracts Submitted for DGS-OSP or BPW Approval
- The following Grants were submitted to OSP-DGS for approval. - IRC - $166,338 and IRC - $52,200.

6. Contract Awarded
- Exercised Option Year #1 of the Elevator Maintenance Service with Admiral Elevator for $35,100. (Term – 2/26/2021- 2/25/2022) 1 Option remaining.
- Continue to work with the Radio Station on how to procure goods and services such as the Radio Research Consortium agreements, parts, etc.
- Watermark contract awarded 3-year contract – (Term 12/22-2020 through 12/21/2024) - $30,122.14.
- $25,000 BPO created for A T &T Mobility (Data/Voice).

7. Other Business
- Consistently providing information for the Office of Legislative Audits, FY20 audit.
- Request for Approval (RFP) for Video Production is in progress. Expected to be awarded 3/15/2021.

- Procurement is continuing to review and audit renewal contracts to remove automatic renewals from their Terms and Conditions. This review also includes terminating services that are no longer being utilized.
- Continuing to work with the Bookstore and Accounting division to clear past due invoices.
- 37 Purchase Orders were created and placed by Procurement, totaling $219,012.25 in the last 30 days.
- A Request for Expressions of Interest (ROEI) for the Bard Building advertised on 12/18/2020. A classified ad was published on 2/26/21 regarding business opportunity in the Baltimore Business Journal. Responses from vendors were received on 3/5/2021.

CONTROLLER OFFICE & GENERAL ACCOUNTING

Accounts Payable
- **A/P Over 30 Days**
  - Contributing Factors - For vendors who mail their invoices, getting these invoices timely has continued to be an issue.

- **A/P Over 30 Days to 90 Days**
  - A large amount of this category relates to new invoices that are waiting Board of Public Works approval.

3. A/P Over 90 Days
- Contributing Factors - For vendors who mail their invoices, getting these invoices timely is an issue. In some cases, contract renewals are needed.
- Several items over 90 days were in dispute but they have been resolved. These are waiting creation of a purchase order, an update to the vendor information, or they are pending Board of Public Works approval. Purchase Orders for the disputed items that were just resolved are expected to be created and these items paid in the upcoming weeks.

Summary	Totals
<31	420,389.32
31-60	165,599.79
61-90	39,828.39
>90	245,484.13
Grand Total	**$871,301.63**

4. A/P Corrective Action Plan (CAP)
- To address outstanding payables, the A/P staff has begun to implement the following processes,
  - Continue to communicate with vendors to convert the invoice delivery via email rather than US Mail.
  - Continue to work with the various departments to clear up any outstanding invoices.
  - Continue to work with Procurement and the departments for their copier requisitions to be entered.
  - Continue to support the departments and provide information so the authorization to pay requests are returned timely.
  - Communicate with vendors to send emails to the Accounts Payable email address and not an individual email address.

STUDENT GRADUATE, TRANSFER & EMPLOYMENT

The Office of Institutional Research monitors student success through various metrics, including certificate/degree completion, transfer to 2- and 4-year institutions of higher education and post-graduate employment. The following summaries and tables provide a snapshot of BCCC's performance.

Fiscal Year 2018 Graduates: Characteristics and Outcomes
BCCC prepares a Degree Information System (DIS) file for the Maryland Higher Education Commission (MHEC) annually in August for the prior fiscal year. The file reports every degree and certificate awarded along with characteristics of the graduates. As reflected in Table 1, FY 2018 DIS file reported that the College awarded 656 degrees and certificates to 498 graduates; 656 is highest the number of degrees and certificates awarded at BCCC since 1984. The average age of graduates was 33 years and the majority were females.

Table 1

FY 2018 Graduates: Characteristics (Source: FY 2018 Degree Information System [DIS])			
Total Number of Degrees and Certificates Awarded		656	
Degrees Awarded		451	
Certificates Awarded		205	
Number of Graduates Receiving Awards		498	
Graduate Characterisitics			
Average Age (As of June 30, 2018)		33	
Gender		Number	% of All Graduates
Female		395	79.3%
Male		191	38.4%

Through data-sharing arrangements, the College receives data from the National Student Clearinghouse that the Office of Institutional Research matches with BCCC records to obtain transfer outcomes. Table 2 reflects the outcomes for FY 2018 graduates who transferred to senior institutions, within and outside of Maryland, by the end of FY 2019. As noted, approximately one-third of the graduates transferred in the noted time frame, with 24.1% transferring to four-year colleges and universities in Maryland and 4.4% transferring outside of Maryland. Coppin State University remains the institution to which the highest number of BCCC graduates transfer. BCCC's General Studies transfer program typically confers the highest number of awards each year and is the most common major for the FY 2018 graduates who transferred to senior institutions.

Table 2

BCCC FY 2018 Graduates: Transfer Outcomes by End of FY 2019 ((Source: DIS and National Studen Clearinghouse records. Transfer outcomes includes out-of-state colleges and universities.)			
Total Graduates Who Transferred to a Senior Institution by End of FY 2019		162	32.5% Of All Graduates
Transferred Within Maryland		140	28.1% Of All Graduates
Transferred Outside of Maryland		22	4.4% Of All Graduates
Top Five Senior Institutions of Transfer by End of FY 2019		Number	% of Graduates Who Transferred to Senior Institutions
Coppin State University		39	24.1%
University of Baltimore		29	17.9%
Morgan State University		24	14.8%
Towson University		17	10.5%
University of Maryland Global Campus		10	6.2%
	Total Top Five	119	73.5%
Top Five BCCC Programs of Graduates Transferring to Senior Institutions by End of FY 2019			
General Studies Degree		62	38.3%
Nursing Degree		12	7.4%
Computer Information Systems Degree		12	7.4%
Arts & Sciences - Science Degree		11	6.8%
Allied Human Services Degree		11	6.8%

As a Maryland community college, BCCC has been administering MHEC's Graduate Follow-Up Survey every two to three years; the survey is administered one year after the end of the fiscal year of graduation. The Survey was administered in summer 2019 for the FY 2018 graduates (total of 97 respondents of 498 graduates, 19.5% response rate); 48 of the respondents indicated that they were employed full-time (35 or more hours per week). Table 3 reflects the location of employment for those respondents and the salary ranges. Over half of the respondents reported working full-time in Baltimore City and, while reported salary ranges varied, 39.9% reported earning annual salaries of $50,000 or more per year and only than 8.7% reported earning less than $30,000 per year.

Table 3

FY 2018 Graduates: Employment Outcomes (Source: 2018 Graduate Follow-Up Survey administered in 2019; total respondents to survey.)				
Location of Employment for Graduates Employed Full-Time (35 or More Hours Per Week)				
Anne Arundel County, MD			1	2.1%
Baltimore City, MD			27	56.3%
Baltimore County, MD			10	20.8%
Howard County, MD			3	6.3%
Prince George's County, MD			3	6.3%
Washington, D.C.			2	4.2%
Other/Out of State			2	4.2%
Total Respondents to Survey Item			48	100.0%
Gross Annual Salary for Graduates Employed Full-Time				
Less than $20,000			1	2.2%
$20,000 - $24,999			0	0.0%
$25,000 - $29,999			3	6.5%
$30,000 - $34,999			10	21.7%
$35,000 - $39,999			4	8.7%
$40,000 - $44,999			3	6.5%
$45,000 - $49,999			2	4.3%
$50,000 - $54,999			6	13.0%
$55,000 - $59,999			6	13.0%
$60,000 - $64,999			4	8.7%
$65,000 - $69,999			4	8.7%
$70,000 or More			3	6.5%
Total Respondents to Survey Item			46	100.0%

FEATURED GRANT

Baltimore Children & Youth Fund (BCYF) $220,000 Continuation Grant
2/1/2020-4/30/2021

1. The BCYF grant is spearheaded by the Workforce Development & Continuing Education area.
2. Originally slated to end 1/31/2021 but modified to end 4/30/2021.
3. All expenditures are completed; no funds remain.
4. The Program served more than the initial 100 students planned.
5. The 4th quarter allowed BCCC to continue to increase its level of support to students through a range of online platforms, content and communications tools to keep them engaged and supported in the remote learning setting.
   o A laptop loaner program and continued work with community partners allowed BCCC to provide technology solutions to students who do not have computer or internet access.
   o The College continued to support BCYF students with remediation, one-on-one support, and the option to stop training and restart it when in-person, face-to-face training resumes.
   o In the 4th quarter alone, 13 new students entered training under the BCYF scholarship: 10 in Certified Nursing Assistant (CNA); and 3 in Cybersecurity A+ Certification.

Baltimore City Community College

Board of Trustees, March 17, 2021

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

MEDIA ENGAGEMENT
- February 24 – Washington Post photo shoot at the Liberty Campus for article about Moses Ingram featuring BCCC Director of Student Advising Nana Gyesie.
- February 9 – Dr. McCurdy appeared on WOLB-AM, 1010 to discuss the City's new vaccination site at BCCC.
- February 4 – Preliminary discussion with FOX 45 News anchor regarding Dr. McCurdy's potential appearance on an upcoming news segmen.t

Media Mentions

BCCC was mentioned in the following stories which helped to increase exposure and positive perception of the College:

- Feb. 27, Hogan's remark draws outrage, Baltimore Sun
- Feb. 25, https://www.baltimoresun.com/features/retro-baltimore/bs-fe-retro-baltimore-anne-brown-20210225-khfwh6qz6zgbxj7ikgnrczrjmi-story.html, Baltimore Sun
- Feb. 25, 'Queen's Gambit' actor Moses Ingram's unrelenting journey from West Baltimore to Hollywood, The Washington Post
- Feb. 25 , Getting a vaccine can feel like winning the Lottery, Baltimore Sun
- Feb. 18, Storm will disrupt vaccinations, Baltimore Sun
- Feb. 17, Line-cutting for vaccine becoming Complication, Carrol County Times
- Feb. 16, Maryland counties face common COVID vaccine complication: people trying to cut in line by sharing links, Baltimore Sun
- Feb. 16, With COVID vaccines in high demand, Baltimore City clinic administers 400 second doses Wednesday, Baltimore Sun
- Feb. 16, Baltimore Mayor Brandon Scott Releases Transition Report, CBS Baltimore
- Feb. 16, Maryland counties face common COVID vaccine complication: people trying to cut in line by sharing links, Baltimore Sun
- Feb. 16, Addressing Baltimore City's COVID-19 vaccine distribution, sign-up struggles,
- WBAL NewsRadio 1090 and FM 101.5
- Feb. 16, Baltimore councilman criticizes health department for reallocating doses to partners, including 3,500 to Mercy, Baltimore Sun
- Feb. 16, Baltimore Council Committee, Health Officials Meet To Investigate Problems With City's COVID-19 Vaccine Distribution Plan, CBS Baltimore
- Feb. 16, Black History Month Voices: Kurt Schmoke -Commentary, Baltimore Sun
- Feb. 16, On a sunny day, Schleifer questions COVID testing canceled for "inclement weather", Baltimore Brew
- Feb. 16, City councilman wants probe into West Baltimore COVID-19 vaccination site, WBAL NewsRadio 1090 and FM 101.5
- Feb. 16, Baltimore mayor calls on Maryland to schedule more vaccine appointments for city residents, Baltimore Sun
- Feb. 16, Frustration Over Vaccinations As Lawmakers Demand Governor Take Action to Fix 'Failing' Maryland System, CBS Baltimore
- Feb. 16, City Council hearing questions vaccine rollout, canceled appointments, FOX 45 News
- Feb. 16, Vaccination system 'clearly broken' - Reader Commentary, Baltimore Sun

- Feb. 16, Baltimore COVID vaccine site offers only second doses due to lack of supply; just 250 shots given Wednesday, Baltimore Sun
- Feb. 16, Baltimore City Health Department addresses vaccine appointment cancellations, WBAL NewsRadio 1090 and FM 101.5
- Feb. 16, Some People Turned Away From First-Dose Appointments At Baltimore COVID-19 Vaccination Site Due To Registration Confusion, CBS Baltimore
- Feb. 16, New Tech and Venture Capital Companies Move to Port Covington, I95 Business
- Feb. 14, Black History Month After the 2020 Racial Reckoning Commentary Voices, Baltimore Sun
- Feb. 11, Councilman criticizes city's health department for reallocating shots, Baltimore Sun
- Feb. 11, Baltimore City clinic administers 517 second doses, Baltimore Sun
- Feb. 10, Maryland to launch COVID-19 vaccine education campaign, Frederick News Post
- Feb. 10, People sharing vaccination links, The Capital
- Feb. 10, Line-cutting for vaccine becoming complication, Baltimore Sun
- Feb. 6, Letter to the Editor, Baltimore Sun
- Feb. 4, Vaccine site offers only 2nd doses due to lack of supply, Baltimore Sun
- Feb. 3, Unions, Education Advocates Renew Push for Collective Bargaining Rights at Community Colleges, Maryland Matters
- Feb. 3, Some People Turned Away From First-Dose Appointments At Baltimore COVID-19 Vaccination Site Due To Registration Confusion, CBS Baltimore
- Feb. 3, Baltimore mayor calls on Maryland to schedule more vaccine appointments for city residents, Baltimore Sun
- Feb. 3, Amid shortage, Maryland acting health secretary says COVID vaccine providers should conserve second doses, Baltimore Sun
- Feb. 3, Baltimore mayor calls on Maryland to schedule more vaccine appointments for city residents, Baltimore Sun
- Feb. 3, Baltimore City: Sharing vaccine links causing confusion; only 2nd doses offered in Feb., FOX 45 News
- Feb. 3, Some People Turned Away From First-Dose Appointments At Baltimore COVID-19

  Vaccination Site Due To Registration Confusion, CBS DC

- Feb. 3, After helping secure US Capitol, Md. National Guard goes home to help with COVID response, FOX 45 News
- Feb. 3, Baltimore health officials blame overbooking as people are turned away from city's vaccination site, Baltimore Sun
- Feb. 3, Issues with first-dose COVID-19 vaccine appointments causes city to do only second doses now, The Baltimore Post
- Feb. 3, Franchise owner at Jan Pro Kimberly cloud, Townhall.com
- Feb. 3, Franchise owner at Jan Pro Kimberly cloud, Fat Pitch Financials
- Feb. 3, City officials blame overbooking as people are turned away, Baltimore Sun
- Feb. 1, Where can Marylanders get COVID-19 vaccines?, WBAL NewsRadio 1090 and FM 101.5
- Feb, 1, Dzirasa: Vaccine targets won't be reached until Feb. 2022, WBAL NewsRadio 1090 and FM 101.5
- Feb. 1, Baltimore City Health Department Says Mass COVID-19 Vaccination Site Overbooked By 'Hundreds', CBS Baltimore (TV)
- Feb. 1, Maryland vaccination rate exposes racial disparity, WBAL NewsRadio 1090 and FM 101.5
- Feb. 1, Baltimore mass vaccination site overbooked by 'hundreds,' leading health department to cancel appointments, Baltimore Sun
- Feb. 1, Baltimore will have vaccinated 80% of residents by February 2022 if current pace holds, officials said, Baltimore Sun
- Feb. 1, Baltimore will vaccinate 80% of residents against coronavirus by February 2022 if

current pace holds, Baltimore Sun
- Feb. 1, 'Go VAX' works to overcome mistrust, cultural barriers, Maryland Gazette
- Feb. 1, 'Go VAX' aims to fight vaccination reluctance, The Capital

Content writing/editing
- Publications
  - A Community Engagement publication is being finalized.
- Newsletter
  - Four editions were released to Faculty/ Staff.

MARKETING

The College continued to experience a significant uptick in digital advertising reach as measured from advertising and social platform results and website analytics. These results indicate the following:

- Digital advertising collectively reached 663,600 views/impressions, with 5,496 clicks and 3,736.
- Website metrics further cement a continuing significant increase in unique visitors to the College Apply, Register and Home web pages:
  - Apply web page: Unique Pageviews increased 67.60% - from 2,574 in February 2020 to 4,313 in February 2021.
  - Register web page: Unique Pageviews increased 580.80% - from 427 in February 2020 to 2,907 in February 2021.
  - Home Page: Unique Pageviews increased 5.88% - from 257,268 in February 2020 to 272,394 in February 2021.

These metrics demonstrate that the spring marketing plan is driving engagement and demand by extensive digital and social advertising placement. Efforts aimed at providing responses to student engagement and the placement of digital advertising are helping to drive volume to College's social platform pages. This provides increased exposure in the sharing of the College's story while helping it to achieve the position of #4 as a page to watch as compared to CCBC, Coppin and Anne Arundel (see graph statistic below). The College's social platforms performed well, indicating the following results:

  - Facebook having 9,277 post engagements, 2,031 page views, and 59 likes.
  - Twitter saw 7,486 impressions, 755 (up 4.8%) page visits, and 1,658 (up 8%)
  - IG showed an increase of 20.4% impressions, 742 profile visits, and 29 followers.

Marketing/Advertising/Collateral/Outreach/Community Engagement

The College developed marketing and collateral initiatives to support Marketing, engagement, and outreach efforts, including developing a Dual Enrollment brochure, Mayor's Scholars brochure, printed brochures for academic and workforce development, COVID signage, Workforce development programming, and online invitations and backgrounds supporting Student Advocacy Day and online meetings with government officials. These efforts provide the College the opportunity to sell its brand while increasing its visibility with community and public outreach efforts.

Brand redesign is continuing at a quick pace. While areas such as the communication pillars, logo, and style guide need to be discussed for approval, we have made good headway. The focus in March will be on campus signage and executing the Summer campaign.

EVENTS

Commencement planning is underway. The ASP team will support the Student Life division with coordinating the virtual production and commencement box contents and marketing efforts including the graduate website.

FOUNDATION

Scholarships

- Current applications: 177 submitted
- Scholarships Awarded:68
- Total Amount Awarded: $30,475.00

Foundation February Donations

- MACC Scholarship - $5,000
- Individual Donors - $395.00

WBJC RADIO STATION

Membership

- The February Membership Drive achieved its goal making $100,000 in six days.

Technology

- Enhanced internet from Network Maryland was installed and is currently running WBJC's in house studio needs and also its streaming.
- Internet at the WBJC transmitter site progressed and a trench was dug to accommodate internet cable.
- New Voice Over IP phones have arrived and will replace the current phone system.

Programming

- Negotiations were held with the Baltimore Symphony and PNC Bank regarding the renewing of the *BSO Encore Powered by PNC Bank* broadcasts. The new series of 15 programs will begin on March 7 and will run for 15 weeks.
- WBJC celebrated Black History Month with recordings and performers on both our regular programming and also the Opera Preview, Sunday Morning Choral Hour, Face the Music and Listeners Choice, the WBJC request program.
- WBJC received a mention in the Baltimore Sun for broadcasting the original cast recording of Gershwin's Porgy and Bess which featured Baltimore's own Anne Wiggins Brown as the original Bess.

Baltimore City Community College
Board of Trustees, March 17, 2021
Ms. Lyllis Green, Chief Internal Auditor

INTERNAL AUDITS, REVIEWS, and INVESTGATIONS

Internal Audit activity during the month of February were focused on assisting and responding to requests for the legislative session, and the legislative auditors, as well as training sessions for the Enterprise Resource Planning (ERP) system.

The internal audit activities required collaboration with the College General Counsel, the Assistant Attorney General, and the President's Cabinet.

EXTERNAL AUDITS

Legislative Auditors (OLA)

The Legislative Audit continues with requests and follow-up questions from the auditors. Several meetings were held to address issues related to clarification of requests or responses, and timeliness of responses. Responses to the Legislative auditor's requests are compromised by the current legislative session, the late closing of the financial audit and the effects of COVID-19 on campus access and available staff to retrieve information from campus.

The College continues to address the findings and recommendations from the last Legislative Audit Report that was issued in November 2017. Of the eight findings noted, five have been implemented and the remaining three are partially implemented or in progress. It should be noted that Finding #4 regarding the BCCC Foundation agreement is not completely implemented due to the expired agreement. This finding will be resolved once evidence is provided of the existence of a current executed agreement. Finally, it is expected that the ERP scheduled for implementation during the latter part of this year will address several aspects of the IT findings related to access controls, PII protection, and malware protection.

Finding	Recommendation (Excerpts from November 2017 OLA Report)	Observations	Status @ 02/28/2021
1. **facilities planning and operations**	We recommend that BCCC: a. use existing Statewide contracts for the procurement of goods and services, when available;	a. Existing statewide contracts are being used when available or practicable.	a. Implemented
	b. discontinue the practice of artificially dividing purchases to circumvent State procurement regulations and lessen its purchasing power;	b. It is expected that processes will improve upon the hiring of a Facilities Director including the complete implementation of procurement recommendations and consistent reviews of vendor invoices.	b. Implemented
	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);	c. One of the procurement office vacancies was filled to ensure compliance with procurement regulations.	c. Implemented
	d. ensure that vendor invoices contain sufficient details to determine the propriety and reasonableness of the services performed and amounts billed; e. conduct thorough reviews of vendor invoices, including those related to the aforementioned payments, investigate and resolve any discrepancies, and recover any amounts that are determined to be improperly billed; and	d. Reviews are being performed to determine the propriety and reasonableness of the services performed and discrepancies are investigated for resolution. e. Recovery attempts are made for improperly billed invoices.	d. Implemented
	f. consult with the Office of the Attorney General – Criminal Division before taking any actions related to the questionable payments noted, and refer any other questionable activity to the Office of the Attorney General – Criminal		e. Implemented

Finding	Recommendation (Excerpts from November 2017 OLA Report)	Observations	Status @ 02/28/2021
	Division and advise the Governor's Chief Legal Counsel.	f. Both the College's General Counsel and the Office of the Attorney General are consulted regarding questionable activities.	f. Implemented
2. corporate purchase cards,	We recommend that BCCC a. prohibit cardholders from sharing their cards with other employees; and	a. The College implemented additional controls over corporate purchase cards including a reduction in the number of cards issued. b. Monthly receipts/invoices of CPC transactions are obtained and compared	a. Implemented (includes repeat finding) b. Implemented

Finding	Recommendation (Excerpts from November 2017 OLA Report)	Observations	Status @ 02/28/2021
	b. ensure that proper documentation, such as itemized vendor invoices, is obtained to support all CPC transactions (repeat).	to the monthly statement of CPC activity. All discrepancies are investigated.	
3. Payroll	We recommend that BCCC ensure that salary increases and incentives are appropriately justified, in accordance with the terms of employment contracts, and approved by the Board of Trustees, as required.	Salary increases and incentives are supported by Payroll Action Requests (PARs) that are signed and approved by the employee's supervisor, vice president, and the budget officer. Periods of non-compliance occurred during 2017 – 2020 when executive vacancies were experienced in the President's Office, Human Resources, VP Administration & Finance and Budget Officer.	Implemented
4. affiliated foundation,	We recommend that BCCC establish a comprehensive agreement with its foundation that establishes formal goals and outcomes for the foundation and identifies the related BCCC funding to be provided. In addition, the foundation agreement should identify any planned steps or actions to enhance fundraising and/or reduce non-scholarship costs.	Compensating controls included a supplement to the agreement with goals, plans and the related BCCC funding. The agreement between the Foundation and BCCC expired in June 2020. The Foundation experienced a change in leadership and a new agreement needs to be executed.	Implemented with compensating controls through June 2020. Pending evidence of an executed current agreement.
Information systems (2), **5. Sensitive Personally identifiable information**	We recommend that BCCC: a. perform a complete inventory of its systems and identify all sensitive PII,	a. The college's ITS is in the process of resolving this finding with security software that can identify PII information on all servers in the network, and delete all unnecessary information stored on these servers. The Proofpoint dashboard was configured to trace PII information on all servers in the network. ITS staff have been fine tuning the search categories to determine the functional areas that should have access. The	a. Partially implemented.

| --- | --- | --- | --- |
		Internal Audit review was performed on the Proofpoint agent dashboard on 2/26/21, for the last 7 day and confirmed that the process is in place.	
		b. All necessary PII will be properly protected. Currently, email PII protection is provided by Microsoft365.	
	b. determines if it is necessary to retain this PII and delete all unnecessary PII,	c. This exercise will not be completely performed or resolved until all the workstations are up and running.	b. Not implemented.
	c. determines if all necessary PII is properly protected by encryption or other substantial mitigating controls, and	d. The College is planning to develop a unique student identifier to eradicate the use of social security number for identification. This is a proposed measure to protect PII. The College has implemented some information security measures to mitigate any threats against sensitive information such as PII.	c. Partially implemented.
	d. updates its databases and systems with encryption capability and then encrypt all sensitive PII not otherwise properly protected or employ other substantial mitigating controls to protect this data (repeat).		d. Partially implemented.
6. **Malware protection for BCCC computers was not sufficient**	a. ensure, on an ongoing basis, that all active computers have current signature files, and up-to-date malware protection software installed, and operational;	a. ITS implemented a process for all active computers to have up-to-date malware protection software, current signature files, and are operational. Consistent reviews are performed by ITS and the IT Auditor. On 02/17/21, documentation was provided confirming that ITS has removed all unnecessary users in the Domain Administrative group; however, there were 9 unapproved users in the Local Admin group that are in the process of review and/or resolution.	a. Implemented and ongoing.
	b. limit the assignment of administrative rights on	b. The process was initiated in June 2020 with full implementation during August 2020. Procedures are being developed with cooperation from the Office of	

Finding	Recommendation (Excerpts from November 2017 OLA Report)	Observations	Status @ 02/28/2021
	workstations to specific system/network administrators and those users specifically allowed such rights, with any such assignments to non-information technology administrators being justified, approved, documented, and regularly reviewed to determine whether they are still needed (repeat); and	Human Resources to ensure timely notification of assignment and removal of administrative rights. There were no changes during February 2021.	b. Implemented and ongoing.
	c. ensure that all workstations are kept up-to-date for critical security related updates for commonly vulnerable applications (repeat).	c. The malware protection reporting is up to date for all workstations that are powered up on campus. The plan to update workstations that are not powered up will be completed as ITS staff return to campus and gain access to offices where the workstations reside.	
		The malware protection software provides reports as evidence that workstations are updated. The IT Auditor reviews the reports and confirms that internal controls over security applications are working as intended.	c. Implemented and ongoing.
7. cash receipts	We recommend that BCCC a. restrictively endorse checks immediately upon receipt, and	a. Checks are restrictively endorsed upon receipt.	a. Implemented
	b. ensure that receipts are deposited timely.	b. The location of the mail room and cashiers' office have been moved to ensure timely processing of checks.	b. Implemented
8. equipment	We recommend that BCCC a. ensure that the equipment records are complete and accurate;	a. The College expects to address this issue now that a new director of facilities is on board.	a. Partially implemented.
	b. investigate the aforementioned missing equipment and take appropriate corrective action;	b. The equipment reported as missing has been identified and deployed.	b. Implemented

Finding	Recommendation (Excerpts from November 2017 OLA Report)	Observations	Status @ 02/28/2021
	c. conduct documented physical inventories of sensitive and non-sensitive equipment, as required, and reconcile the results to the detail inventory records; and	c. Resolution is pending procurement of an inventory service or tools to perform an inhouse physical inventory.	c. Not implemented.
	d. refrain from purchasing equipment that is not needed for immediate use.	d. All equipment must have a justified need that is approved at the executive leadership level.	d. Implemented

Note: The complete OLA, November 2017 report can be viewed at:

https://www.ola.state.md.us/Search/Report?keyword=&agencyId=5a8ac903cc9d721804e01114&dateFrom=&dateTo=&reportTypeId1=1

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 17, 2021

Dr. Liesl Jones, Vice President, Academic Affairs

Realignment Task #1

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

ALIGNMENT OF ACADEMIC AFFAIRS PROGRAMS AND WORKFORCE

Programming Alignment Update

Police Academy/Criminal Justice AAS Articulation Agreement is being drafted between Academic Affairs, Workforce Development, and the Police Academy. The Police Academy is sending the final curriculum modules to determine the final course and credit alignment. The goal remains to have the articulation completed for the fall semester to offer the opportunity to the incoming and current Academy class.

Cyber Warrior @ BCCC Program/Cyber Security AAS the Realignment workgroup will review how other college's cross-list workforce and credit courses. The goal of cross-listing the courses is to provide students in the degree program and the students in the workforce program both credentials. This will allow to college to market and recruit for the programs differently to increase enrollment across both the degree and workforce programs. Additionally, the College participates in the CoLab workgroup with City Schools. This collaboration will allow the College to engage with students earlier and to add dual enrollment opportunities to the current pathway and to build a new pathway with Computer Information Technology.

Emergency Medical Technician and Emergency Medical Services AAS the College has two pathways for students to enroll in the Emergency Medical Services AAS program. One pathway is a 43-credit bridge pathway for students that have a current Paramedic Certificate. This 43-credit pathway is the possible link between Workforce and the degree program. The new EMS faculty and their counterparts in workforce will establish a partnership to grow this pathway to the AAS degree.

New Career Pathways and Alignment of Programs moving forward the realignment workgroup will review the potential for the programs below to be aligned.

- Nursing Assistant to LPN
- Childcare to Early Childhood Education

Baltimore City Community College

Board of Trustees, March 17, 2021

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

Realignment Task #2

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

WORKFORCE DEVELOPMENT PROGRAM DEVELOPMENT AND EXPANSION

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

- In February, the college submitted a GEER II Program to MHEC for the second round of the Governor's Emergency Education Relief Fund. This expands the training program options offered under the first round of GEER funding (initiated in Sept. 2020). The GEER II Fund increases access to training in non-healthcare programs, such as Diesel Technology, Commercial Driver's Licensing, Transportation Logistics, and Construction Pre-Apprenticeship. This funding supports 220 students, in addition to the 265 students in Healthcare-related workforce training programs.

- In partnership with the Center for Urban Families (CFUF), the first two (2) cohorts of BOOST students enrolled in workforce training (in Nursing and Diesel Technology). These students are part of a two-year program supporting a Career Pathways approach from workforce training to an Associate Degree.

- In partnership with MD CASA, 12 English as a Second Language (ESL) students enrolled in the Integrated Education and Training program (IELCE/IET) for Certified Nursing Assistant (CNA). These students receive additional English instruction and support as they complete a workforce training.

- Recent high school graduates participating in the Grads2Careers program are completing their training as Certified Nursing Assistants (CNA) or Pharmacy Technicians. In February, Pharmacy students completed a 4-week clinical and were placed in employment. All students are currently receiving stipends, case management and coaching from our partners at Bon Secours Community Works.

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

- The WDCED is developing a new partnership with iMentor, a non-profit organization working in four (4) cities in the United States. iMentor partners with high schools to support their graduate's transition to college. iMentor builds mentoring relationships that empower first-generation students from low-income communities to graduate high school, succeed in college, and achieve their ambitions.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 17, 2021

Dr. Liesl Jones, Vice President, Academic Affairs

Realignment Task #3

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

COLLEGE CATALOG AND PREREQUISITES

Academic Affairs in conjunction with Student Affairs and Institutional Research have begun to develop the catalog to replace the current 2019/2020 College catalog. The catalog was delayed in production with the move to remote and the onboarding of new leadership and staff. The goal is to have the 2020/2021 catalog in place in the next few months and then begin to work on the 2021/2022 College catalog. The catalog needs to be revised and updated as much of the content contains errors or does not match information in HPLAN (the current ERP).

MULTIPLE/ALTERNATIVE MEASURES/REMEDIAL EDUCATION

Last summer students were placed into Math and English courses using multiple measures. The table below shows the completion rates for the summer courses over the last three years. The table shows that for summer 2020 the completion rates were similar to the previous two years or better for MAT 107 and ENG 101. The data from the fall semester is going to be reviewed to analyze the continued use and expansion of multiple measures as a placement tool.

Course	Completion % 2018 Summer 2	Number of Grades	Completion % 2019 Summer 2	Number of Grades	Completion % 2020 Summer 1	Number of Grades	Completion % 2020 Summer 2	Number of Grades
ENG 101	75.2%	105	64.8%	91	80%	75	67.7%	130
MAT 107	46.2%	26	47.5%	59	78.1%	73	62.3%	151

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 17, 2021

Dr. Liesl Jones, Vice President, Academic Affairs

Realignment Task #4

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

DUAL ENROLLMENT

Working in collaboration with Student Affairs the summer academic calendar has been reviewed along with the completion data for summer courses to determine how to better support Dual Enrollment and P-Tech over the summer. Starting with summer 2021, a second 8-week term will be added to the Summer 1 term and is scheduled to begin after City Schools ends their school year.

P-TECH

The P-Tech Coordinator and the Vice President for Academic Affairs meet weekly to review student progress, issues with the courses, and communications with the High Schools. Meetings are held with the City Schools Coordinators regarding course scheduling when needed. To facilitate better communication with City schools, student reports will be pulled from Canvas instead of faculty sending a weekly summary. With the addition of the second 8-week term, courses for the P-Tech schools will be offered in the 8-week as opposed to the 5-week term.

Mayor's Scholars Program (MSP)

The Summer Bridge Program for MSP includes a 3-credit course and the Pre-100 course (1 credit) for a total of 4 college credits. The program will run in the 5-week term in Summer 2. Multiple Measures will be utilized to place students into math and English courses. The MSP students will be added to the remote tutoring shells and embedded tutors will be added to the courses. The model has shown to be effective in supporting students.

Baltimore City Community College
Realignment Tasks Update
Board of Trustees, March 17, 2021
Dr. Rose Reinhart, Vice President, Student Affairs
Ms. Channa Williams, Interim Vice President, Finance & Administration
Ms. Becky Burrell, Vice President, Institutional Effectiveness, Research & Planning

Realignment Task #5
"Align the budget of BCCC with realistic enrollment projections."

STUDENT AFFAIRS

Mayor's Scholar Program
BCCC is continuing the partnership with the City of Baltimore on the Mayor's Scholar Program. The program which started in 2018 provides for free college courses during the Summer and a scholarship for those students who continue with BCCC in the Fall. The Mayor's Scholar Program is recruiting Cohort #4.

Several processes for the program have been revised and restructured to create a more seamless transition into the College and coordinate services for the Mayor's Scholars among the divisions and departments. These changes will provide a more holistic experience for the students with in-class and outside activities. Marketing has been expanded and additional academic offerings are planned. Partnerships with YouthWorks and CASA continues and provides an opportunity for students participating in the Program.

The Admissions Office will be doing expanded outreach for the program which includes the private schools, home school associations, College Bound program, and the Latino Provider Network. Information sessions are planned for the Point of Contacts at the high schools and community organizations to begin the week of March 22. These sessions will highlight the benefits of the program for the students and introduce key personnel from BCCC to the high schools.

Financial Aid has scheduled three FASFA workshops specifically for MSP students. These workshops will assist the students with completing the necessary documents for federal financial aid consideration. Financial Aid staff will also work with the families of MSP students if there are challenges with verification.

There are currently 187 students who have applied to BCCC who have expressed an interest in the Mayor's Scholars Program. Outreach has begun to these students regarding the YouthWorks and CASA summer stipend program. Additional communication will go out to these students as orientation and registration dates are finalized.

Student Affairs has started planning the out of class activities for the MSP program. These activities are being planned by Student Life and Engagement, Wellness and Counseling, and Student Success Center and include coping and success strategies along fun activities.

FINANCE & ADMINISTRATION

Purge & Billing Process Improvement
To continue in the College's commitment to lessen barriers of entry and to support retention, the College has consistently approached the purge process with a two-prong strategy to better support students by, (1) assisting students with outstanding balances and (2) assisting students with establishing payment plans. An additional layer of financial support was provided for students with outstanding balances via the Board of Estimates (BOE) funding received from the Mayor's office, the Predominately Black Institution funds (PBI), and by redirecting

the Federal Supplemental Educational Opportunity Grant (FSEOG) funds to clear students' outstanding balances. This methodology is applied to each semester to ensure students are receiving the best support in clearing outstanding balances as the move forward through matriculation.

To circumvent students from being "purged" for non-payment, the College continues to apply local and federal funds to student accounts with outstanding balances, after meeting qualifying criteria. In February and March 2021, BCCC received additional Predominately Black Institution (PBI) funding in the amount of $363,318, CARES institutional funding in the amount of $5,138,057, as well as CARES student funding in the amount of $1,438,078. The College is continuing to evaluate student account balances to determine applicable funds needed to assist clearing student accounts with outstanding balances.

Budgeting Process Improvement

The Finance Office in partnership with the Office of Institutional Research has partnered to begin developing and drafting a process for realistic enrollment projections and the budgetary impacts with the anticipation of developing a dynamic projection model. Budgeting and enrollment projection are invaluable tools for both planning and evaluation. Budgeting provides the College a vehicle for translating educational goals and programs into financial resource plans. Resource planning will link the College's instructional plan to student performance goals by ensuring budgetary allocation realignment.

INSTITUTIONAL EFFECTIVENESS, RESEARCH & PLANNING

Cabinet areas have traditionally completed external reporting with limited and/or inconsistent engagement from other areas. The College is shifting from a decentralized reporting model to a centralized, cross-departmental model. The centralized model encourages early awareness, more frequent communication and engagement, incremental progress to better meet deadlines, and greater accountability. Centralizing reporting efforts are also resulting in greater efficiency and data integrity. Data owners are working more synergistically and verifying information at various levels prior to submitted to the external entity.

For example, the Maryland Department of Higher Education (MHEC) Financial Aid Information System (FAIS) Annual File is reported annually by the Office of Institutional Research (OIR). The OIR Director called the "kick-off" and subsequent meetings with the Director of Financial Aid, Bursar/Director of Student Accounts and Director of Enterprise Systems and members of their staffs who have responsibilities extract, collate and analyze data toward a developing summative product. Incremental updates were provided to their respective Cabinet towards final review and approval. A centralized model has proven successful in large-scale institutional efforts like the Enterprise Resource Planning (ERP) and will be used to update the Colleges Strategic Plan for Realignment Task #12.

Cabinet and various departments are developing reporting schedules to capture and monitor reporting. The sample schedule from the Office of Institutional Research outlines the details to drive centralized internal and external reporting.

Reporting Body	Report Name	Due Date	Responsible Cabinet Area	Responsible Person (Position Title)	Collaborators	Report Summary	Submission Type
BCCC - Program Review & Evaluation Committee (PREC)	PREC Surveys: Students, Faculty, and Advisory Boards	March 1 - 27 Survey Admin. April 1 - OIR Summary	Vice President for Academic Affairs	PREC Chair	VPIERP Director of Institutional Research Research Analyst II	Prepare surveys jand links in SurveyMonkey for PREC and faculty to administer. Provides summary of results.	Student surveys are administered via links in Canvas and faculty and advisory boards via links in email. OIR will provide results summaries.
Maryland Higher Education Commission (MHEC)	Report on Students Receiving Accommodations for Disabilities	March 2	Vice President for Student Affairs	Research Analyst II	Director of Disabled Student Services	Form providing counts of students receiving services and degree-progress measures	Excel form completed and submitted via MHEC's File Transfer Process.
Maryland Higher Education Commission (MHEC)	Opening Spring Enrollment - Report for Spring Term (S-7)	March 15	Vice President for Institutional Effectiveness, Research & Planning	Research Analyst II	Director of Institutional Research, ITS	Headcount credit enrollment data with demographic breakdown	Excel form uploaded via MHEC's File Transfer process.
Maryland Higher Education Commission (MHEC)	Workforce Development Scholarship System (WDSS) File	March 15	Vice President for WDCE Vice President for Student Affairs	Director of Financial Aid Director of Operations	ITS Student Accounting Director of Institutional Research	Reports on continuing education students' courses who have been awarded the scholarship.	Data file uploaded via MHEC's MDCAPS File Transfer Process (Login credentials held by Financial Aid Office)

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, March 17, 2021

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

Realignment Task #7
"Establish strong relationships with key stakeholders."

Continuing Partnerships

The College's partnership with the Baltimore City Health Department to offer Covid-19 vaccinations on Campus continued in February and served over 2000 residents per week. This initiative underscores BCCC's commitment to community engagement and the pandemic response.

BCCC continues to strengthen the existing partnership with the following stakeholders to increase early college access and provide support to students as they transition to college and careers:

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

The College continues to partner with Fostering Change Network to hold weekly mentoring circles. The SLE and SGA continue to work with the League of Women Voters Baltimore.

Developing Partnerships

- SLE has begun working with Greater Baltimore Urban League. Students and staff volunteered at a community event and plan to continue doing more.
- Discussions are underway regarding the College potentially participating in the Healing City Summit.
- The College's partnership with the Baltimore City Health Department will expand to include information sessions through the WIC program.
- The College is in discussion with the Black Mental Health Alliance's Youth and College Division.
- The College has engaged in preliminary partnership discussions with PCs for People for the purpose of establishing an apprenticeship and employment pipeline, equipment recycling and a digital literacy program.
- In partnership with City Schools and the Mayor's Office of Employment Development, the college has registered as a Youth Works site for Summer 2021. Several BCCC programs serving Baltimore City youth, such the MSP Summer Bridge and Refugee Youth Project, include this option for students.
- The WDCE team is developing a new partnership with iMentor, a non-profit organization working in four (4) cities in the United States. iMentor partners with high schools to support their graduate's transition to college. iMentor builds mentoring relationships that empower first-generation students from low-income communities to graduate high school, succeed in college, and achieve their ambitions.
- The Public Safety team has initiated a partnership with the Baltimore Police Department's S.W.A.T unit which will be conducting weekly tactical response training at the North Pavilion.

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

Developing a Brand
During the month of February, the College further developed its brand by creating and developing several key components, including logo redesign, BCCC Brand Style Guide publication, and refining communication pillars. The Style Guide is a key document to standardize the creative approach to support brand identity that is easy to recognize and heightens visibility and credibility in the minds of consumers and communities while upholding the integrity of the brand. This new style guide, once approved, includes a refined logo, defined typography and secondary color palette, corporate placement, and the correct use of each.

Marketing a Brand
The College continued to provide external marketing campaigns aimed at elevating BCCC enrollment. This spring's campaign includes radio, public transportation, and subway signage, continually changing homepage billboards, digital advertising on Facebook, Twitter, Instagram, and Google, direct mail, and other creative needs for College departments that serve current and prospective student registration. Measurement efforts indicate significant growth in digital advertising reach as measured from advertising, social platforms, and unique visitors to our website. These metrics continue to show that the spring marketing plan is driving engagement and demand as achieved by extensive digital and social advertising placement.

A summer campaign "Make it Happen" has been created to amplify the BCCC message while providing cohesive creative concepts that unify print, electronic, sign, and other marketing efforts.

Exterior Billboard, Bus Shelter and Bus

Outreach & Community Engagement

The College participated in initiatives to support engagement and outreach efforts, including dual enrollment programming and the Mayor's Scholars program partnerships with Baltimore City Public Schools, continuing commitment to COVID testing and vaccination at the BCCC Liberty campus, supporting Student Advocacy Day, and partnership expansion planning between Coppin State University and BCCC. Additionally, Dr. McCurdy continued her work to amplify her message about community engagement, strengthening partnerships with Baltimore City and emphasizing BCCC as a resource for the community.

BCCC was represented by Angela Donn as a panelist for the Maryland Association for Higher Education and Disability conference. Also, our presentation for Maryland Affinity Behavioral Intervention Team Annual Conference from last year is being reposted for this year's conference. These help to spread awareness about BCCC.

REALIGNMENT TASK #9
"Address the information technology (IT) and infrastructure needs of BCCC, including whether oversight by the Department of Information Technology is advisable."

ENTERPRISE RESOURCE PLANNING (ERP)

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

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

Enterprise Resource Planning (ERP) Project

Implementation Engagements
To date, the majority of the various Implementation Teams have met with their respective Ellucian counterparts to discuss the implementation strategy for each module. As a part of the engagement, the consultants prepare and share an Implementation Guide, which serves as the primary agenda for each of the daily engagements. This document is authored by Ellucian and used as a means by which the development life cycle of each module is delineated. Additionally, Implementation Team members are introduced to project tools, primarily the Ellucian Customer Center website, which serves as the hub for project information. This Ellucian-hosted site contains a SharePoint site that houses the URLs for the different system test sites; the project schedule; the Implementation Guides; engagement recordings (for training and posterity); customer support as well as a host of additional implementation information. To ensure consistency and cross-collaboration, key representatives from other teams that interface with each module, are included in the engagements.
To maximize the time spent with the consultants, the IT Project management team hosted "pre-engagement" meetings which allowed Implementation Teams to get access to the Ellucian Customer Center beforehand. The IT Project Team also provided an orientation for the project teams which included information on what to expect from the engagements; reiteration of the project timeline; and an opportunity to subscribe to the internal, BCCC, implementation shared calendar.

State Interfaces (FMIS, Workday etc.)
The College currently uses a number of State systems, including the Financial Management Information System (FMIS) (for General Ledger, Procurement, Accounts Payable etc.) and Workday for some HR functionality. BCCC staff must directly login to these systems and enter information. Going forward, the goal is for staff to perform their work directly in the new Banner ERP, and the information will then be transmitted to the state via a form of an "interface." The Office of Information Technology in conjunction with the Office of the Chief Financial Officer is working with the other Higher Education institutions in Maryland that are considered "State Agencies" to determine the protocols for developing these interfaces.

Technical Considerations

Complementary to the functional engagements and the State interface work, the Office of Information Technology Services is working on the technical considerations for the project. These include accessibility, connectivity, and security. While the College has opted for a Software-as-a-Service model and has been relieved of the burden of managing the hardware and software components of the ERP, the College must make plans for how its users connect to the software. ITS has conducted research around these topics and will be adopting specific technologies. Users who will be handling sensitive information (Personally Identifiable Information, health information and financial information, will be enrolled in multi-factor authentication (MFA) to access the administrative side. Technical users who will need to be able to connect directly to the Banner database will also need to connect through the College's Virtual Private Network (VPN) if they are not on the College's premises.

Future Engagements

The following are the scheduled engagements through April:

1. **Finance**

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

2. **Student**

Engagement	Dates	Status
General Person & Student Administration processing	2/16/2021 & 2/18/2021	Complete
Student Comprehensive Design - Person & Curriculum element	2/23/2021 to 2/25/2021	Complete
System Education & Process Simulation: Personal Records & Details Management - General Person Processing in Banner	3/2/2021 to 3/4/2021	In Progress
General Person Technical Overview & Mapping	3/9/2021 to 3/12/2021	
General Person System Education	3/16/2021 & 3/17/2021	
Catalog/Schedule/Academic History Design Sessions	3/23/2021 to 3/25/2021	
Data Validation/Verification	3/29/2021 to 4/1/2021	

3. **Financial Aid**

Engagement	Dates	Status
Student Financial Aid Kickoff	3/1/2021 - 3/4/2021	In Progress
Student Financial Aid - Design ISIR, Requirements Tracking, Communication, Title IV Authorizations, Transfer Monitoring	3/16/2021 - 3/18/2021	
Student Financial Aid - Train ISIR, Requirements Tracking, Communication, Title IV Authorizations, Transfer Monitoring	4/13/2021 - 4/15/2021	
Student Financial Aid - Simulation ISIR, Requirements Tracking, Communication, Title IV Authorizations, Transfer Monitoring	4/20/2021 - 4/21/2021	

4. **Information Technology**

Engagement	Dates	Status
Identity Tactical Planning - Workshop	3/8/2021 to 3/11/2021	

REALIGNMENT TASK #10

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

Bard Building Project Update

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

An estimated timeline is below for each activity to occur regarding the Bard Building.

   I. REOI (Request for Expressions of Interest):

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

A Request for Expressions of Interest (REOI) for the Bard Building was advertised on 12/18/2020. A classified ad was published on 2/26/21 regarding business opportunity in the Baltimore Business Journal. Responses from vendors were received on 3/5/2021.

An evaluation team will review the REOI's submitted to determine those advanced to the RFP stage.

The lease on the 6764 Reisterstown property will terminate on June 30, 2022. A review of the need for the Reisterstown property is in process with BCCC, DGS (Office of Real Estate) and the Office of the Attorney General.

REALIGNMENT TAKS #11

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

Procurement Threshold Legislation

During the 2021 Maryland General Assembly Legislative Session, BCCC again brought forward legislation that seeks to increase the procurement threshold of the College from $50,000 to $300,000. Increasing the threshold would allow for the College to procure needed goods and services more expeditiously to the benefit of the College community. This increased threshold would also bring BCCC more in line with peer institutions who are able to utilize their institution's Board of Trustees for approvals ranging from $75,000-$250,000+. This legislation and the strategy to have it pass has been discussed during February and March 2021 meetings that Dr. McCurdy has convened with members of the Maryland General Assembly. Senator Antonio Hayes is sponsoring the Bill to increase the BCCC Procurement Authority.

The legislation would require that BCCC adopt procurement policies and procedures that must be approved by three (3) separate oversight bodies: the College's Board of Trustees, the General Assembly's Committee on Administrative, Executive and Legislative Review (AELR) and the Board of Public Works.

Baltimore City Community College
Realignment Tasks Update
Board of Trustees, March 17, 2021
President McCurdy & Cabinet

REALIGNMENT TASK #12
"The Board of Trustees shall review, and if necessary, revise the BCCC strategic plan."

The President and Cabinet continued to conduct pre-planning efforts including processing the vendor proposal through the College's procurement process. Once the procurement process is completed, institutional planning will commence. The strategic planning process will motivate and inspire constituents; create and reflect trust; maintain transparency and inclusiveness; work within and through established leadership structures and institutional cultures; and integrate aspirations and creative designs for the future with both the practical fundamentals of administrative, educational, and fiscal feasibility, legislative mandate, and accreditation requirements.

The planning process will require the collection of observations, ideas, and suggestions from the College's important constituencies, including faculty, administrators, students, board members, and community leaders. In addition to establishing clear priorities and aspirations for the College going forward, a successful strategic planning process will produce positive meta-outcomes, from strengthening the sense of community on campus to improvements in organizational effectiveness, engagement, and shared accountability.

The collaboration with the vendor is on target to **begin planning activities in April 2021**.

A brief scope of planning activities may include:

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

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

BCCC — Baltimore City Community College

HR Active Search List As of March 12nd, 2021

	Div	PIN #	Position	Oversight	Date posted	Status 2/1/21	Status 3/2/21
1	AA	66711	Coordinator of E-Learning	Dr. Liesl Jones	8/21/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
2	AA	TBD	Dean of Natural & Physical Sciences, Business, Technology, Engineering, & Math	Dr. Liesl Jones	1/19/2021	Resumes forwarded to Vice President	Resumes forwarded to Vice President
3	AA	TBD	Dean of Humanities & Social Sciences	Dr. Liesl Jones	1/20/2021	Resumes forwarded to Vice President	Resumes forwarded to Vice President
4	AA	67006	Assistant Vice President of Academic Affairs	Dr. Liesl Jones	7/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
5	AA	66725	Dean, School of Nursing & Health Professions	Dr. Liesl Jones	11/4/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
6	AA	66789	Assistant Professor of Nursing-Mental Health	Dr. Liesl Jones	11/10/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
7	AA	84360	Director of Assessment	Dr. Liesl Jones	12/8/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
8	SA	66948	Director of Testing & Accommodative Services	Dr. Rose Reinhart	5/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
9	SA	66908	Director of Student Life & Engagement	Dr. Rose Reinhart	9/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
10	SA	TBD	Assistant Vice President of Enrollment Management	Dr. Rose Reinhart	2/2/2021	N/A	Resumes forwarded to Vice President
11	ASP	66666	WBJC General Manager	Dawn Kirstaetter	7/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
12	ASP	TBD	WBJC Business Manager	Dawn Kirstaetter	1/26/2021	Resumes forwarded to Vice President	Resumes forwarded to Vice President
13	A&F	82876	Bookstore Manager	Sylvia Rochester	5/27/2020	Resumes forwarded to Oversight	Resumes forwarded to Oversight
14	A&F	86279	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
15	A&F	86277	Police Supervisor	Michael Thomas	11/9/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
16	A&F	66984	Lead Payroll Specialist	Channa Williams	11/23/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
17	A&F	TBD	Assistant Director of Student Accounts/Assistant Bursar	Channa Williams/ Frederick Jasper	2/26/2021	N/A	Search is Open
18	OP	TBD	Director of Special Programs/Associate Director of Admissions	Dr. Debra McCurdy	12/15/2020	Resumes forwarded to President	Resumes forwarded to President
19	OP	66855	Special Assistant to the President/Government Relations	Dr. Debra McCurdy	12/18/2020	Resumes forwarded to President	Resumes forwarded to President