

# Baltimore City Community College

**Dr. Debra L. McCurdy**  
President

# Board of Trustees Open Session

**Mr. Kurt L. Schmoke**  
Chair

WEDNESDAY | SEPTEMBER 21, 2022

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

TAB 1 | Approval of the September 21, 2022 Agenda

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

Open Session Agenda (revised) | 4:00pm September 21, 2022 (Virtual Zoom Meeting)

Meeting Link: <https://bccc-edu.zoom.us/j/96484948604>

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| I. <b>Call to Order</b>  | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| Introduction of Student Trustee (Mr. John Goeken)                      | Dr. Debra McCurdy, <i>President</i>  |
| <br>   |  |
| <b>Adoption of Agenda (Vote)</b>                                       | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| a. Approval of the September 21, 2022 Agenda (Tab 1)                   |  |
| <br>   |  |
| II. <b>Board Actions / Consent Agenda (Vote)</b>                       | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| a. June 15, 2022 Open Session Minutes (Tab 2)                          |  |
| b. June 15, 2022 Closed Session Meeting Summary (Tab 2)                |  |
| c. September 15, 2022 Finance/Audit Committee Meeting Minutes (Tab 2)  |  |
| d. AFSCME Local #1870 at BCCC Report/Comments (Tab 4)                  |  |
| e. Faculty Senate Report (Tab 5)                                       |  |
| <br>   |  |
| III. <b>Items Removed from the Agenda (Tab 6)</b>                      | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| a. Student Government Association Report (Tab 3)                       |  |
| <br>   |  |
| IV. <b>New Business (Tab 7)</b>  | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| a. Cultural Diversity Report ( <b>Vote</b> )                           | Dr. Debra McCurdy, <i>President</i><br>Dr. Jade Borne,<br><i>VP Student Affairs</i>  |
| <br>   |  |
| b. Performance Accountability Report ( <b>Vote</b> )                   | Dr. Debra McCurdy, <i>President</i><br>Ms. Becky Burrell,<br><i>VP Institutional Effectiveness</i>   |
| <br>   |  |
| c. Finance/Audit Committee, September 15, 2022                         | Dr. Debra McCurdy, <i>President</i>  |
| i. Procurement Awards over \$25,000 to \$99,999 ( <b>Information</b> ) | Mr. Steven Hardy, <i>VP Finance &amp; Adm.</i><br>Ms. Anna Lansaw, <i>Dir. of Procurement</i><br>Mr. Michael Thomas, <i>VP Workforce</i><br>Mr. Michael Rading, <i>CIO</i> |
| ▪ Main Building Duct Cleaning (\$64,120)                               |  |
| ▪ Microsoft EES Renewal (\$93,393.73)                                  |  |
| ▪ IT Ticketing System (\$26,094.50)                                    |  |
| ▪ IT Banner Consultant (\$48,750)                                      |  |
| ▪ Juniper Network Support (\$52,995)                                   |  |
| ▪ Audit Services (\$43,800)  |  |
| ▪ OKTA (One-Sign On) IT Services (\$70,758.37)                         |  |
| ▪ Nursing Instruction Aid Training (\$49,755)                          |  |
| ii. Approval Requests \$100,000 and Over ( <b>Vote</b> )               | Mr. Steven Hardy, <i>VP Finance &amp; Adm.</i><br>Mr. Michael Thomas, <i>VP Workforce</i><br>Ms. Anna Lansaw, <i>Dir. of Procurement</i>                                   |
| ▪ MEEC Adobe Enterprise (\$110,120.88)                                 |  |
| ▪ International Rescue Committee – Modification No. 1 (\$174,298)      |  |
| <br>   |  |
| V. <b>College Policies (Tab 8)</b>                                     | Mr. Kurt L. Schmoke, <i>Chair</i>  |
| a. None  |  |

**VI. Presentations (Tab 9)**

a. Enrollment Report

Mr. Kurt L. Schmoke, *Chair*  
Dr. Debra McCurdy, *President*  
Ms. Becky Burrell,  
*VP Institutional Effectiveness*  
Dr. Jade Borne,  
*VP Student Affairs*

b. Enterprise Resource Planning (ERP) Update

Dr. Debra McCurdy, *President*  
Mr. Michael Rading,  
*Chief Information Officer*

**VII. President's Report (Tab 10)**

a. Operational

b. Realignment

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*

STATE OF MARYLAND  
OFFICE OF THE GOVERNOR



LAWRENCE J. HOGAN, JR.  
GOVERNOR

STATE HOUSE  
100 STATE CIRCLE  
ANNAPOLIS, MARYLAND 21401-1925  
(410) 974-3901  
(TOLL FREE) 1-800-811-8336

TTY USERS CALL VIA MD RELAY

July 8, 2022

John K. Goeken  
107 South Potomac Street  
Baltimore, Maryland 21224

Dear Mr. Goeken:

Having great confidence in your dedication to public service, it is my pleasure to appoint you the student member of the **Board of Trustees of Baltimore City Community College** for a term of one year from July 1, 2022. Your appointment, which is effective immediately, will require confirmation by the Maryland State Senate. Therefore, on the first day of the next legislative session, I will submit your name for advice and consent of the Senate. Thank you for making this strong personal and professional commitment to serve the best interests of our citizens. I know we will succeed in our goal to make a positive difference for all Marylanders, especially with your assistance and support.

It will be necessary for you to take an oath of office within the next thirty days as required by law. For your convenience, your commission has been forwarded to the Clerk of the Circuit Court in Baltimore, 100 North Calvert Street, Room 610, where you are to appear. Please contact the Clerk at 410-333-3733 to schedule an appointment.

Persons who serve on most State boards and similar entities are subject to the Maryland Public Ethics Law. For further information and questions regarding conflict of interest matters and annual financial disclosure statements, please contact the State Ethics Commission at 410-260-7770.

Once again, thank you for your commitment and service to our great state. If you have any questions, you should contact my appointments office at 410-974-2611. Staff will be able to answer any questions you might have.

Sincerely,

A handwritten signature in black ink that reads "Lawrence J. Hogan, Jr." in a cursive style.

Lawrence J. Hogan, Jr.  
Governor

June 10, 2022

Mr. Chris Cavey  
Secretary of Appointments  
Jeffrey Building - 5th Floor  
16 Francis Street  
Annapolis, MD 21401-1925

Dear Mr. Cavey,

It gives me great satisfaction to recommend Mr. John Goeken for the position of Student Representative to the Baltimore City Community College Board of Trustees. I have had the opportunity to meet with Mr. Goeken and am confident that he would make an outstanding Board member. He is an active member at the College, having formerly served as secretary of the LatinXUni2 Student Club. He also finds time to be an active participant of Student Life & Engagement and Student Government Association programs and initiatives, while maintaining a 4.0 G.P.A.

Mr. Goeken is a diligent student in the Engineering transfer major. He understands the willingness to listen to the students of BCCC and will be able to take information provided openly to the Board of Trustees members. It is with great pleasure that I recommend Mr. John Goeken as the incoming 2022 - 2023 Student Representative to the Board of Trustees for Baltimore City Community College.

Sincerely,

Debra L. McCurdy, Ph.D.  
President

Cc: Becky Burrell, Vice President for Institutional Effectiveness

**BOARD OF TRUSTEES**

**BALTIMORE CITY COMMUNITY COLLEGE**

**BOARD ACTIONS / CONSENT AGENDA**

TAB 2 | June 15, 2022 Minutes

TAB 2 | June 15, 2022 Closed Session Meeting Summary

TAB 2 | September 15, 2022 Finance/Audit Committee Meeting Minutes

TAB 4 | AFSCME Local #1870 at BCCC Report/Comments

TAB 5 | Faculty Senate Report

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

TAB 2 | June 15, 2022 Minutes

TAB 2 | June 15, 2022 Closed Session Meeting Summary

TAB 2 | September 15, 2022 Finance Committee Meeting Minutes

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

Open Session Meeting Minutes | 4:00pm June 15, 2022 (Virtual Zoom Meeting)

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**Board Members Present:** Chair Kurt L. Schmoke, Mr. J. C. Weiss, Dr. John Brothers, Ms. Leila Parker, and Dr. Rachel Pfeifer

**Absent:** Ms. Leonor Tannhauser Blum, Mr. Jason Perkins Cohen, Mr. John Lewis

**Also Present:** President Debra L. McCurdy

**I. Call to Order**

Chair Kurt L. Schmoke called the Open Session of the Board of Trustees to order at 4:06pm.

**II. Adoption of Agenda**

Chair Schmoke asked for a motion to adopt the June 15, 2022, Agenda. Trustee Weiss moved to adopt the Agenda and Trustee Brothers seconded it. There were no objections, and the Agenda was adopted.

Chair Schmoke received written request from the President of AFSCME Local 1870, Ms. Nena Kutniewski, to speak for five minutes and it was granted.

Ms. Kutniewski addressed the Board and spoke on issues of concern that the Local 1870 discussed with President McCurdy:

- a. Transparency – staff are not being informed of the Zoom link for the Open Session agenda, which according to the Board of Trustees bylaws should be publicly posted on the BCCC Board of Trustees website.
- b. Vacancies – the number of vacancies has increased 23%-25% at the College. The Legislature has addressed BCCC's staffing issues. The lack of staff has impacted negatively on current staff, especially with the implementation of and training for the ERP system.
- c. Virtual Helpdesk – was created in response to the COVID pandemic and has been very successful. However, it needs to be restructured. Assigned staff are now doing double duty which can lead to burnout and retention issues.
- d. Teleworking Policy – has been requested, but not addressed. Such a policy would be beneficial with the changing nature of the workforce and would increase productivity by employees who may need flexible working arrangements.

**III. Board Actions / Consent Agenda**

- a. May 18, 2022 Open Session Minutes
- b. May 18, 2022 Closed Session Meeting Summary
- c. June 9, 2022 Finance/Audit Committee Meeting 2022 Minutes
- d. Student Government Association Report
- e. AFSCME Local #1870 at BCCC Report (Comments)

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

**IV. Items Removed from the Agenda**

a. Faculty Senate Report

**V. New Business**

a. **Geoscience Technology AAS Degree**

Dr. Debra McCurdy, President

Dr. Liesl Jones, Vice President for Academic Affairs, announced that the Geoscience Technology AAS degree is BCCC's fourth new degree program, built around current courses linked to jobs and the environment. It builds on the College's mission and the educational objectives to meet the needs of students looking to major in Environmental Science. Dr. Jones shared the proposed course sequence and said that the course credits will transfer to a four-year institution. There are eleven students currently interested in switching their major to this program.

Trustee Pfeifer asked about the current majors from where students expressed an interest in the program. Dr. Jones responded that the students are in the General Sciences Transfer program.

Chair Schmoke asked for a motion to approve the Geoscience Technology AAS Degree program. Trustee Weiss moved to adopt the motion and Trustee Pfeifer seconded it. There were no objections, and the new program was adopted.

b. **Finance Committee, June 9, 2022**

President McCurdy asked Mr. Michael Thomas, Vice President of Workforce Development, to speak on the Refugee After-School Programming and Ms. Anna Lansaw, Director of Procurement, to speak on the Pole Banner Printer and Installation and the Financial Aid Consulting Services.

i. **Procurements over \$25,000 to \$99,999**

1. Refugee After-School Programming (\$52,011.60)

Mr. Michael Thomas, Vice President of Workforce Development spoke about BCCC partnering with Soccer Without Borders, a non-profit organization. It provides homework help, wrap around services, and ESL classes. This program will assist with the summer programs. The Board of Trustees is being asked to approve this contract being paid out of MORA grant.

Chair Schmoke asked if this was a Case Management program. Vice President Thomas responded it is under the International Rescue Committee, which BCCC partners with.

Chair Schmoke also asked about the date of the contract. Vice President Thomas responded that BCCC is the steward of the grant and it is not the College holding it up, but it is Soccer Without Borders that delays the needed information. Chair Schmoke said he wanted the record to be clear on that.

2. Pole Banner Printer and Installation (\$26,780)

For informational purposes.

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### 3. Financial Aid Consulting Services (\$45,000)

For informational purposes.

#### ii. **Approval Requests**

##### 1. Refugee Case Management (\$173,372)

Dr. Debra L. McCurdy, President

Chair Schmoke asked for a motion to approve the Refugee Case Management contract with the International Rescue Committee. Trustee Brothers moved to adopt the motion and Trustee Weiss seconded it. There were no objections, and the contract was adopted.

#### iii. **Projected Procurements: July/ August**

##### 1. West Pavilion-Fire Alarm Upgrade (Est. \$400,000)

Dr. Debra L. McCurdy, President

##### 2. Nursing Cooling Tower Replacement (Est. \$200,000) Workforce

Mr. Michael Thomas, VP

##### 3. Doors – Atrium/Nursing/Fine Arts/LSB (Est. \$300,000)

##### 4. Front Entrance Sign (Est. \$100,000)

##### 5. Heartland (Est. \$262,500)

##### 6. TouchNet (Est. \$200,000)

President McCurdy stated these items are part of the deferred maintenance plan for the institution. The dollar amounts are high, and we are waiting for some procurement processes to take place before they are brought forward. Ms. Lansaw reported further that most will be bid out and awarded. They are critical to Banner implementation (Heartland and TouchNet). VP Thomas stated that the quality-of-life issues must be handled immediately.

#### VI. **College Policies (Tab 8)**

##### a. None

#### VII. **Presentations**

##### b. Enrollment Report

President McCurdy introduced the new Vice President of Student Affairs, Dr. Jade Borne. She then asked Ms. Becky Burrell, VP Institutional Effectiveness, and Ms. Eileen Hawkins, Director of Institutional Research to share the summer enrollment with the Board.

Ms. Hawkins reported on the summer credit headcount trends

- Summer 2021 to Summer 2022 there was a 0.6% decline.
- Summer enrollment, as of June 14, 2022, is 1,127.
- Registration for Summer II is underway at a little under 1,100 students for 2022.
- In process of confirming registration for Mayor's Scholars Program students as prepare to launch Summer Bridge Program in Summer II (6/27/2022 – 8/5/2022). Three hundred students are expected to enroll.
- Fall 2022 enrollment as of 6/14/2022 was 887 and as of today is now over 900 students. The Fall semester being 8/20/2022. This is a 7.6% decline when compared to Fall 2021 – Fall 2022.

Chair Schmoke observed a decline in the number of male students. Ms. Hawkins commented that the Cybersecurity, Commercial Driver's License (CDL) program and the new Geoscience Technology program may attract more male students to enroll at BCCC.

The Mayor's Scholars program will launch in Summer Session II at BCCC. The programming is in collaboration with the Admissions, Student Life and Registration areas.

The Fall 2022 Dual Enrollment goal is 300 students, information sessions were held 5/25, 5/31, 6/1, with a total of 70 attendees.

Trustee Pfeifer thanked BCCC for representatives that came out to speak to students who were undecided in a major.

c. Enterprise Resource Planning (ERP) Update

Mr. Michael Rading, Chief Information Officer, reported that BCCC maintains a green status from the State's Department of Information Technology (DoIT). Despite adjustments to the internal module go-live dates, the project is still on schedule as originally planned.

There is a big focus on the Fall 2022 student registration migration to Banner. Students will be able to register for courses created in the new system for Fall 2022. Test migrations into the new system are underway with final migration to occur on July 5, 2022.

An on-site meeting between Ellucian and BCCC was held on June 2, 2022, to discuss the readiness for the modules going live in July; planned work that is part of the implementation; and issues and migration measures. Chair Schmoke asked if Ellucian would be present, in person, on July 5<sup>th</sup>, when the modules (Student, Finance and Student Accounts Receivable) go live? Mr. Rading said not directly, but they will provide needed support.

A focus is on vendor engagement with BCCC during this preparation time. More training sessions are being scheduled for Finance and Student Accounting staff to have engagements with vendor specialists in areas that involve the General Ledger, Procurement and Student Accounts. As well, the vendor will have sessions with Human Resources and Payroll regarding the new system.

Chair Schmoke asked if DoIT would continue to monitor the process throughout the academic year? Mr. Rading responded yes through the end of next year. There are additional functions to be implemented beyond core applications. Meetings with DoIT from the project management side are regularly held.

## VIII. President's Report

- a. Operational
- b. Realignment

President McCurdy discussed salient pieces of the realignment tasks. Cabinet members also addressed work related to each task.

### Task 1

The Board approved all the new programs – Associate of Applied Science in Geoscience Technology, Associate of Applied Science in American Sign Language and Deaf Studies, Associate of Applied Science in Cybersecurity Digital Forensics, and the Associate of Arts in Communication. The articulation agreements will help solidify relationships with other institutions.

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VP Liesl Jones elaborated on the articulation agreements with Baltimore City Schools, through the Talent Ready program. Drafting of the program will be done over summer and will be brought to the Board in Fall 2022. Students will be able to transfer 34 credits from their current schools and will be able to take dual enrollment course. The HIT program at BCCC is working to recruit students. The BS program at Coppin University, as part of Finish for Free Program, where students come to BCCC and can finish at Coppin University will be brought forward for approval.

#### Task 2

Workforce continues to expand partnerships with local community and health agencies to provide opportunities for students to gain training and improve their career outlook.

#### Task 3

Regarding Pathways, with the Americorp Vista Grant, there has been positive engagement with bringing in Success Coaches and tutoring to expand the level of service to BCCC students.

#### Task 4

To better align with Baltimore City Schools Academic Affairs leadership collaborated with the CTE Local Advisory Board to develop joint plans of action for the Perkins FY 23 submission. Vice President Jones stated there are plans of action to develop professional workshops to help train faculty to teach in the P-TECH and Dual Enrollment programs.

#### Task 5

This task was about the budget and enrollment projections for Fall 2022 – Fall 2029. President McCurdy informed the Board that the projections shown are the original numbers that MHEC calculated compared to the College's own layer of projections. BCCC along with most of the two-year and some four-year institutions have experienced enrollment declines.

Chair Schmoke asked how does MHEC arrive at their enrollment projections for credit? President McCurdy also questioned how MHEC arrives at its projections and asked Ms. Eileen Hawkins, Director of Institutional Research, to offer some clarity. She stated in previous years MHEC contracted with an external person to develop their projections at the State level and was not institution specific. A meeting with held to explain the methodology of arriving at these numbers and they did recognize that the pandemic had a far greater impact than expected and incorporated that into the new model.

#### Task 6

Several new Human Resources (HR) staff were hired to better support faculty and staff. Public Safety staff will be trained on processes and protocols and be more fully equipped. BCCC is committed to health and wellness of its employees – balancing the return to work after COVID with home life. The College has supported raises for the institution – January salaries/bonus, \$1,500; 3% cost of living raise on July 1, 2022; and a 2.5% merit increase based upon entry date of employees.

#### Task 7

Working to establish stronger relationships with key stakeholders:

- Comcast – has provided laptops for some summer programs; general talks occurred about co-hosting breakfast for Small Business and hosting Internet sign-up events.

- Saval Food Hospitality Management/Culinary – meetings have occurred to discuss options to bring culinary arts and hospitality back to the College.
- P-TECH – the College continues working with Johns Hopkins Hospital, Baltimore Public City Schools, University of Maryland, and the Kaiser Foundation.

#### Task 9

Progress is being made on the Ellucian Banner ERP implementation. Financial Aid went live February 28, 2022, Human Resources went live April 1, 2022, Student Enrollment and Finance will go live July 1, 2022

Funding is an important aspect. President McCurdy showed some of the expenses that will be coming back to the Board for approval. For example, refreshing the Datacenter, disaster recovery, enhancement of labs, office computers and phones.

Contracts to fund annual software maintenance, and licensing/support will be coming to the Board for approval. There are also significant positions that will be filled related to IT needs.

#### Task 10

President McCurdy stated that the first couple of phases are in progress and in phase six, the actual demolition of the Bard Building will begin. A kickoff meeting was attended by Vice President Thomas; the purpose was to develop a schedule and put safeguards in place to meet the timeline. The work is in collaboration with the Department of General Services, BCCC and the engineers.

Chair Schmoke asked if a company has been identified to bring the Bard building down? Vice President Thomas stated no, negotiations will start in Phase 5 with potential vendors. Phase 2, 3, 4 have to be completed then bidding will go out to the companies. Chair Schmoke asked what is Phase 4? Vice President Thomas said this validates that documents/permits and surveys are completed. Chair Schmoke expressed his surprise for the length of time that it is taking to bring a building down. Vice President Thomas said the Department of General Services (DGS) sets the timeframe and those same sentiments were expressed to DGS. President McCurdy stated that in the meantime, measures are in place to make sure there are no liability issues.

#### Task 11

President McCurdy stated that we received Committee approval for the procurement policies and procedures previously approved by the Board and the next phase is to move the documents to the Department of Public Works (DPW).

Legislatively regarding the realignment tasks, President McCurdy provided the Board a sense about the magnitude of reports required to be completed. The Cultural Diversity Report is due in September 2022. She presented slides of all the reports that are completed on an annual basis. These are in addition to the Accreditation reports. Ms. Lansaw, Director of Procurement, reported that besides having to present applicable contracts to the Board of Public Works, several that predate the current administration have to be completed according to the COMAR regulations and then presented to DPW.

## IX. Active Search Listing

**X. Motion for Adjournment**

Chair Schmoke asked for a motion to adjourn the Open Session. The meeting will continue in Closed Session. The motion was moved by Trustee Weiss and seconded by Trustee Pfeifer. There were no oppositions.

Pursuant to the General Provisions Article, Sections 3-305(b) (1), (7), (8), and (14), the meeting will now be closed so that the Board can discuss personnel matters involving specific employees, pending litigation, and the College's participation in a competitive proposal procurement process.

This statement was made by Kurt L. Schmoke, Board Chair.

The Trustees adjourned at 5:36pm and reconvened in Closed Session at 5:41pm.

Respectfully submitted,

Debra L. McCurdy, PhD  
President

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NEXT MEETING: September 21, 2022

Attendance:

- Ms. Maria Rodriguez, Esq., General Counsel
- Mr. Michael Thomas, Vice President of Workforce Development
- Dr. Liesl Jones, Vice President of Academic Affairs
- Ms. Lyllis Green, Chief Internal Auditor
- Ms. Becky Burrell, Vice President of Institutional Effectiveness and Planning
- Mr. Michael Rading Chief Information Officer
- Mr. Peter Farrell, Deputy Chief Information Officer
- Mr. Charles Hall, Assistant Vice President of Human Resources
- Dr. Jade Borne, Vice President of Student Affairs
- Ms. Anna Lansaw, Director of Procurement
- Ms. Eileen Hawkins, Director of Institutional Research
- Ms. Kristin McFarlane (Assistant Attorney General)
- Dr. Harvey Dorrah, Associate Vice President of Academic Affairs

BCCC Faculty/Staff & Guests Present:

Cynthia Wilson	Brett King
Delois Mooring	Avonelle Colbert
Carol Taylor	Norraine Harper
Jim Lynch	Dr. Darryl Pope
Elizabeth Purswani	Danielle Walker
Dorothy Holley	Valerie Grays
Aaries Coleman	Edward Harper
Lorraine Jamison	Freida Davis
Robert Sremski	Constance Mannone
Nena Kutniewski	Christina Carter
Dee Simpson	Patricia Raines
Will Hug	Vashti Hayletts
Michele Spears	Noah Grant
Michael Berends	Angela Donn
Danielle Ballard	June Mabrey
Jawan Hanks	Erik Wilkinson
Ebony McFadden	Shayla Hunter
Michelle McIntosh	Kenneth Gillespie
W. Johnson	Lynnette Little
Theresa Tunstall	Wanda Walker
Aquila Evans	Brian Terrill
Dr. Leslie Jackson	Dr. Bryan Miller
Darryl Rogers	Kimberly Woolford
Dr. Katana L. Hall	Dr. Courtney Ross
Tanquarae McCadney	Rasheedah Evans
Mr. D. FitzGerald Smith	Karen Jones
Dr. Nicole L. Deutsch	Kadeirdra Thompson
Dr. Sylvia Rochester	Stanley Cavouras
Saleem Chaudhry	





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

Closed Session Summary | June 15, 2022 (Virtual Zoom Meeting)

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**Board Members Present:** Chairman Kurt L. Schmoke, Esq.; Mr. John Brothers; Dr. Rachel Pfeifer; Mr. J.C. Weiss III.

**Board Members Absent:** Ms. Leonor Tannhauser Blum; Mr. John Lewis; Mr. Jason Perkins-Cohen; Ms. Lelia F. Parker, Esq;

**Also Present:** Dr. Debra L. McCurdy.

**Also in Attendance:** Ms. Maria E. Rodriguez, Esq.; Ms. Kristin McFarland, Esq.; Ms. Becky Burrell, BCCC VP of Institutional Effectiveness and Research.

The open meeting was closed at 5:35 PM pursuant to a unanimous vote of Board Members following Chairman Schmoke's reading of a Closing Statement. Chairman Schmoke brought the closed session meeting to order at 5:42 PM.

Upon motion by Mr. Weiss, seconded by Dr. Pfeiffer, all Board members voted unanimously to approve the consent agenda.

In response to a question about access to Board meetings, the Trustees were told that the link to every open session meeting is featured on the front page of the Agenda, which the College posts on the college website regularly before each meeting.

The trustees discussed personnel issues involving a particular faculty member and a particular staff member.

The Trustees discussed potential contracts with specific businesses.

On a motion made by Mr. Weiss and seconded by Mr. Brothers, the Trustees unanimously voted to adjourn at 6:07 PM.

Respectfully submitted,

Debra L. McCurdy

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

**Finance/Audit Committee Meeting Summary | 8:00 AM September 15, 2022 (Virtual)**

Board Members Present: Chairman Schmoke, Trustees John Weiss, John Lewis

Staff: Steven Hardy, VPFA; Michael Thomas, VPWCE; Michael Rading, CIO; Anna Lansaw, Director of Procurement

Present: Dr. Debra McCurdy, President

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**I. Call to Order**

Chairman Schmoke called the meeting to order at 8:02 am and asked President McCurdy to speak to the Procurement Policies and Procedures. Dr. McCurdy also introduced the new CFO, Mr. Steven Hardy who was recently appointed to the position.

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

a. Final Approval given by Maryland Board of Public Works on July 6, 2022

Dr. McCurdy informed the Board that on July 6, 2022 the Board of Public Works approved the Policies and Procedures manual that would govern spending at new authority levels for the College. Chairman Schmoke commented that this change was long overdue for the College and acknowledged the administrative work that had been done to prepare for the submission and ultimate approval received.

**III. Procurement Awards over \$25,000 to \$99,999 (Information)**

There were no questions about this level of awards that can be and were approved by the President. Trustee Weiss did ask about the appointment and work of the Auditors (CLA). Mr. Hardy acknowledged he will be working closely with them to establish the expectations for the work and timelines for audits.

- a. Main Building Duct Cleaning (\$64,120.00)
- b. Microsoft EES Renewal (\$93,939.73)
- c. IT Ticketing System (\$26,094.50)
- d. IT Banner Consultant (\$48,750.00)
- e. Juniper Network Support (\$52,995.00)
- f. Audit Services (\$43,800.00)
- g. OKTA (One-Sign On) IT Services (\$70,758.37)
- h. Nursing Instruction Aid Training (\$49,755.00)

**IV. Approval Requests (Vote)**

a. MEEC Adobe Enterprise (\$110,120.88)

Mr. Michael Rading, CIO presented the rationale for this expenditure where the College utilizes Adobe product to view, edit, and certify signatures for documents in pdf format. This has created greater efficiencies at the College. Chairman Schmoke called for the vote; Mr. Weiss made the motion for approval, and Mr. Lewis seconded. It was unanimously approved.

b. International Rescue Committee – Modification No. 1 (\$174,298.00)

Mr. Thomas provided the information about the modification to the existing contract to the International Rescue Committee to help support the College's Refugee Youth Project after-school tutoring program. Chairman Schmoke asked for a motion; Mr. Lewis made the motion to approve and Mr. Weiss seconded. The motion was unanimously approved.

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

With no other business before the Committee, Chairman Schmoke called for a motion to adjourn the meeting. Mr. Weiss made the motion to adjourn seconded by Mr. Lewis. The motion was unanimously approved.

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

TAB 3 | Student Government Association Report

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- No Report Submitted

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

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

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- Update/Recap of the BOT June 15, 2022 Address
- Labor Management Committee Inaugural
- Banner Experience

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

TAB 5 | Faculty Senate Report

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# Monthly Report

## Faculty Senate Report to the BCCC Board of Trustees

**September 2022**

On behalf of the Academy at Baltimore City Community College, the Senate Executive Committee, and the Faculty Senate Officers (Vice President Dr. Denise P. Holland and Secretary Dr. Rochelle Lemon Howard) please find our report to the BCCC Board of Trustees.

**Theme for the year:** BCCC Faculty: Committed to Advancing and Supporting Student Success

**Goals for the year:**

To revise the Faculty Handbook.

To practice shared governance at BCCC more effectively.

To examine course scheduling through greater Program Coordinator involvement.

To formulate solutions for the gaps in program support and development.

**New Initiatives**

Faculty Seminars Monthly presentations and workshops highlighting research findings, conference presentations and academic best practices. These sessions/workshops are open to the college community.

Panther Pantry Challenge We learned that the Panther Pantry was empty over the summer. As such, faculty leadership challenged colleagues in each academic department initially and then the various divisions to help fill the pantry. Bragging rights go to the area with the most contributions made.

## Good News

### **Student Achievements:**

*Practical Nursing Students' Pinning Ceremony (8/26/2022)*

The Practical Nursing Faculty announced that 23 out of 24 students from a blended cohort matriculated successfully, were pinned, and preparing to take their national licensure exams.

### **Faculty Achievements:**

*Faculty Academy - Fall 2022 (8/16/ 2022)*

*BCCC Faculty: Committed to Advancing and Supporting Student Success*

Morning Keynote Address and Workshop Topic: *Advancing and Supporting Student Success: Beyond Developmental Coursework* - Dr. Naesea Price. This presentation focused on approaches that both encourage and illustrate multiple learning opportunities for increasing academic success for students transitioning from developmental to credit level courses.

Afternoon Keynote Address and Workshop Topic: *Advancing and Supporting Student Success: What's in a Name?*- Professor Tonya M. Brown, M.Ed., M.S. This presentation focused on what faculty need to know about gender identification in student populations, pronoun preferences and why recognizing students properly advances and supports student success in the classroom learning environment.

*Due Process for Faculty* – Professor Jà Hon Vance, Ed.S. Friday, September 2, 2022, at 1:00 pm. This webinar focused on preparing faculty with ways to avoid unintended legal infractions associated with teaching and learning cultures.

## Meetings

*SEC Meeting (8/26/2022)*

- Concerns related to student registration, adjunct contracts, student access to books and financial aid vouchers (or the lack thereof) advising, major lists were sent to Dr. McCurdy's attention earlier in the week. Deans and Associate Dean's should be addressing or following up with resolving divisional matters. The president forwarded the other issues to the Cabinet.

*with Dr. McCurdy (9/12/2022)*

- Safety
  - Reports of Homeless persons walking through the buildings in the evening.
- Serious Continuing Bookstore Issues for Students
- Communication Systems and Lack of Student Access



- Outstanding Pay Issues for Faculty
- P-Tech and Dual Enrollment (lack of orientation, limited or no high school teacher presence, no embedded tutors, no equipment, poor safety (on all levels), noncompliance on the external organization's end, etc.). Status of merit and pay increases. The president addressed many of these issues and forwarded the other issues to the Cabinet for resolution.

○

*with Dr. Cripps, VPAA (9/9/2022 and 9/16/2022)*

The faculty met with the new Vice President of Academic Affairs, Dr. Laura Cripps three days after her official arrival on campus. The initial meeting was productive, transparent, informative, and engaging. She was open and receptive to our most pressing concerns. Dr Cripps followed up and addressed concerns related to bookstore, scheduling, student access, etc. The second meeting provided an opportunity for Dr. Cripps to share her vision for Academic Affairs and respond to questions posed by the Senate Executive Committee (SEC) of the Faculty Senate. Dr. Cripps was thoughtful in her responses to questions and concerns posed by the Senators. If she knew the answer she would respond, if she did not, she said so and added that she would check and follow-up with us. The Academy is very hopeful for the future of Academic Affairs under her leadership.

*Note: Monthly standing meetings with the Dr. McCurdy and Dr. Cripps are scheduled with Faculty Senate Officers.*

On behalf of the Academy,

Katana L. Hall, Ph.D.

Professor of English and Theatre

Faculty Senate President

Department of English, Humanities, Visual and Performing Arts

Baltimore City Community College

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

TAB 6 | Items Removed from the Agenda

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- Student Government Association Report

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

**TAB 7 | New Business**

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- a. Cultural Diversity Report **(Vote)**
- b. Performance Accountability Report **(Vote)**
- c. Finance/Audit Committee, September 15, 2022
  - i. Procurement Awards over \$25,000 to \$99,999 **(Information)**
    - Main Building Duct Cleaning (\$64,120)
    - Microsoft EES Renewal (\$93,393.73)
    - IT Ticketing System (\$26,094.50)
    - IT Banner Consultant (\$48,750)
    - Juniper Network Support (\$52,995)
    - Audit Services (\$43,800)
    - OKTA (One-Sign On) IT Services (\$70,758.37)
    - Nursing Instruction Aid Training (\$49,755)
  - ii. Approval Requests \$100,000 and Over **(Vote)**
    - MEEC Adobe Enterprise (\$110,120.88)
    - International Rescue Committee – Modification No. 1 (\$174,298)

**Baltimore City Community College  
Board of Trustees Meeting  
Cultural Diversity Report Summary**

September 21, 2022

Each year in September, Baltimore City Community College (BCCC) is required to submit a summary report to the Maryland Higher Education Commission (MEHEC) on the college's progress toward implementing the BCCC Cultural Diversity plan. The Commission monitors each institutions progress towards achieving the goals outlined in the plan and ensures compliance with the State's goals for higher education. BCCC's plan summary must be submitted to the Board of Regents for approval before submitting the final document to MEHEC. Below are highlights included in the complete 2021-2022 summary:

1. As previously approved by the Board, BCCC's diversity and inclusion efforts were developed around five goals:
  - **Goal One:** To cultivate and sustain a diverse and multicultural student body. **Goal Two:** To integrate the principles of diversity, equity, and inclusion into all aspects of the college.
  - **Goal Three:** To identify impediments to creating a diverse and inclusive environment.
  - **Goal Four:** To ensure a variety of channels are utilized to attract and retain a diverse, qualified, and competitive faculty and staff.
  - **Goal Five:** To provide a supportive and nurturing learning environment to prepare students to collaborate with diverse communities in a culturally sensitive manner.
  
2. This year's summary report required BCCC to provide details on diversity and inclusion activities provided in 2021-2022 for students, faculty, non-faculty staff, and the administration. Below are examples of activities for each group.
  - **Students:** Ten activities were highlighted in the summary report and included Student Life and Engagement activities related to bring awareness to cultural diversity and inclusion to the entire student community.
  - **Faculty** – Seven activities related to faculty development and training on diversity and inclusion were highlighted in the summary report. The activities including training and awareness of culture and diversity and how these concepts impact teaching and learning.
  - **Non-faculty Staff:** The summary report calls attention to the efforts made in Student Affairs and other service areas of the college on professional development training related to diversity, inclusion, and equal access to support services and academic programs.
  - **Administration** – With the goal of analyzing and understanding the racial diversity of BCCC's employees, BCCC's Human Resources Department continued to review

demographic data to determine if the college's faculty and staff mirrors the diversity of BCCC's student populations. Additionally, issues related to diversity, equity, and inclusion continued to be an important topic of discussion at all levels of the college administration. Additional efforts made by the college administration includes directing all marketing materials to be produced in both English and Spanish.

3. **Data** - Data and enrollment trends are included in the report and continue to be a key tool needed to ensure unfettered access to the college's instructional and support programs. Performance measures and overall demographic data analysis continues to be a valuable tool needed to analyze overall effectiveness of the college's central mission.
4. **Strategic Planning** - More intentional strategic planning for diversity and inclusion is needed at BCCC. The college will seek to prioritize this work by developing key performance indicators designed to assess the impact these efforts have on overall cultural diversity awareness of the college community and on the overall success of our students.
5. **Student Voice** - The Cultural Diversity report highlights the efforts made by the college to assess the needs of our students. In addition to including students in student activities programs related to cultural diversity and access, the college administered the Community College Survey of Student Engagement and other surveys. These surveys were designed to assess student opinions related to access of instruction and support services and overall feeling of "belongingness" at the college. The college continues to examine this important data and will incorporate the findings into all related college-wide planning.



MHEC  
2022 Institutional Report on Cultural Diversity  
Cover Sheet

2022 Institutional Report on Plan of Cultural Diversity

This cover sheet should be submitted along with the institutional report on programs of cultural diversity no later than September 1 of each year, in accordance with statute. **Please note that MHEC does not have the statutory authority to grant exceptions to this deadline. If your governing board does not meet during the summer months, please ensure you provide sufficient time for approval prior to this statutory deadline for submission to the Commission.**

Name of institution: Baltimore City Community College

Individual submitting report: Dr. Jade E. Borne

Title/Department: Vice President for Student Affairs/Student Affairs

Contact phone: 713-294-8556

Contact e-mail: jborne@bccc.edu

Individual certifying approval by governing board: jborne@bccc.edu

Signature of governing board authority: \_\_\_\_\_

Date of governing board approval: \_\_\_\_\_

Please submit this cover sheet, report narrative, and 2021-2022 diversity plan in searchable PDF format at <https://forms.gle/SBoWduZcWH6F26Vb8>, no later than September 1, 2022.

**Maryland Higher Education Commission (MHEC)  
Baltimore City Community College  
2021-2022 Cultural Diversity Report**

Summary

As stated in the 2020-2021 report, Baltimore City Community College organized its Diversity, Equity, and Inclusion efforts around the College's Core Values. The five goals developed by the Diversity, Equity, and Inclusion committee to guide the Diversity Plan were approved by the Board of Trustees. The five goals are noted below.

**Goal One:** To cultivate and sustain a diverse and multicultural student body that is reflective of the global community by recruiting, retaining, and graduating ethnic minority students that are underrepresented in higher education.

**Goal Two:** To integrate the principles of diversity, equity, and inclusion into all aspects of college life.

**Goal Three:** To identify impediments to creating a diverse and inclusive environment, propose solutions to overcome those impediments, and measure progress at all levels of the College.

**Goal Four:** To ensure a variety of channels are utilized to attract and retain a diverse, qualified, and competitive applicant pool of faculty and staff.

**Goal Five:** To provide a supportive and nurturing learning environment to prepare students to collaborate with diverse communities in a culturally sensitive manner.

The information below provides more detail on the College's Diversity, Equity, and Inclusion efforts and activities for each of the required populations.

### Students

The Office of Student Life and Engagement played a key role in the college's Diversity, Equity, and Inclusion efforts with students. The mission of the Office of Student Life & Engagement is to provide a comprehensive cultural, social, and recreational, health and wellness, and intellectual environment for the entire College community. Through participation in student clubs and organizations on campus, students can be a part of diverse, meaningful, and impactful experiences outside of the classroom. The LatinX, Uni2, LGBTQI, and the International Student Club were just a few examples of the opportunities available to students. Through their involvement in such clubs, students were able to develop leadership skills, build lasting relationships, find their passions, and grow within a framework of Diversity, Equity, and Inclusion. Throughout 2020-2021, student activity programming was developed with student input, participation, and collaboration. Below are just a few examples of related programs that were developed and implemented.

1. The Office of Student Life & Engagement recognized and celebrated "National Coming Out Day", "International Pronouns Day", Person with Disabilities Awareness programming, Keeping It Real Series which includes conversations with professors on racism, Black History Month programming, Pride month programming, Women's History Month programming, and more.

2. Student Life & Engagement collaborated with Student Support & Wellness Services and the National Alliance on Mental Illness (NAMI) Baltimore on 10 events to raise awareness on mental health. The events included “Morning Meditation”, “Get Involved!”, “Improve Your Mental Health”, and a “Community Happy Hour”. These events were designed to raise general awareness on an often underserved and misunderstood student population.
3. BCCC celebrated the Annual “I Stand with Immigrants Day of Action” by having a program with a student panel of immigrant students. The panelists discussed their experiences and how the college can support immigrants and international students.
4. The first session of the “Keeping it Real” lecture series was held virtually during the month of October 2021. The topic discussed - “Critical Race Theory: Simply One Approach to Understanding America’s Racist Past & Culture” helped to facilitate the discussion on a delicate subject that communities are often reticent to discuss. The event was sponsored by the History Club, Anthropology Club, the Department of Education, Social & Behavior Sciences, and the Office of Student Life & Engagement.
5. Workforce Development served 1,000 students within a contract from the Department of Social Services, Department of Human Services, Center for Urban Families, Baltimore Alliance for Careers in Healthcare and Goodwill Industries. These contracts serve disadvantage community residents and allow them access to training opportunities in healthcare, transportation, information technology and hospitality.
6. The English Language Services (ELS) department continues to serve a population that consists of over 95% ethnic minority students that have been traditionally under-represented in higher education. These students represent over 20 countries and speak more than 15 languages. The ELS department is helping students on their path to self-sufficiency by providing English as a Second Language (ESL) classes, as well as citizenship courses for Green Card holders.
7. The ELS and Adult Basic Education (ABE) departments, in conjunction with Workforce Development, ran two cohorts of Integrated English Literacy and Civics Education Training which is integrated English and Adult Basic Education instruction combined with Certified Nursing Assistant (CNA) training. The department also ran an integrated English instruction program with a community health worker group. The program was supported by the CASA organization of Maryland, who assisted with recruiting student participation. A total of 20 students participated in the program.
8. The ELI program supported BCCC’s Mayor’s Scholars (MSP) Summer Bridge program by offering two ESL classes for thirty MSP scholars. These classes, and the accompanying support services provided, will allow these students to enroll full-time in credit courses for fall 2022.
9. Refugee Youth Project (RYP) continues to work with over 100 refugee and asylee youth in Baltimore City Public Schools. RYP continues to help bridge the gap between refugee and asylee students and their peers by providing high-quality after school instruction, including ESL, STEM, Art, and sports classes. Recently, RYP received a \$750,000 American Rescue Plan Act (ARPA) grant award from the Mayor's Office to continue the expansion of this important work.



10. In June 2022, the College hosted 15 high school students belonging to the “Adelante Latina” student group. The group supports Latina students as they become aware of available higher education opportunities within Baltimore. The students were given a tour of the campus and learned about available academic programs and support services at the college. 12 “Adelante Latina” participants completed admission applications and began the process for enrolling at BCCC for the fall semester.

## **Faculty**

BCCC’s Academic Affairs Division promotes teaching for diversity and inclusion which acknowledges a range of differences in the classroom. One clear example of promoting diversity and inclusion in the classroom is the on-going orientation for dual enrollment faculty. During the dual enrollment orientation, faculty are introduced to strategies designed to recognize the impact of various learning styles on student’s success, especially students from diverse cultural and socioeconomic backgrounds.

Throughout 2021-2022, BCCC’s faculty were provided professional development training on building accessible courses. To that end, faculty received training on designing online courses with a particular focus on ensuring equitable access for all students. Examples of the trainings are listed below.

1. BCCC’s E-Learning department maintains a self-paced training course for faculty who plan to teach online courses at BCCC. The course is called Kaleidoscope Online Learning & Teaching (KOLT). KOLT covers assorted topics and best practices for teaching online but devotes an entire module to designing and offering accessibility for students with disabilities and other challenges related to accessibility. Since 2021, 51 faculty members have successfully completed the course. This course is open 24/7 to any faculty member and runs year-round.
2. The E-Learning department has also included accessible course design elements into the Canvas 1-2-3 training series and The Nine Events in Building Engaging Online Curriculum. In these training sessions, the E-Learning department presents the ideas and best practices for being sensitive to the culturally diverse population the College serves, utilizing technology to make accessible content, and designing with equity in mind.
3. Ten training opportunities were offered to faculty on this topic from January to April 2022. BCCC also partnered with outside organizations such as Quality Matters (QM) and the Association of College and University Educators (ACUE) on issues related to equity, inclusive and accessible design for courses.
4. In the winter and spring of 2022, BCCC used Perkins Grant funds to enroll fifteen faculty members in coursework with ACUE covering best practices in equitable, inclusive, and accessible course design/teaching. Those faculty then came back to their departments and act as mentors for faculty in their area. In all QM training, the idea of cultural diversity, equity, and accessibility is part of their course rubrics. This is especially true in the Applying the QM Rubric (APPQMR) training course which is the first step toward course reviews and becoming a peer reviewer. This training is ongoing.

The faculty attended additional trainings and professional development opportunities related to Diversity, Equity, and Inclusion. A few examples are listed below.

1. Attendance at the Annual Biotechnology Symposium and Science Technology Engineering and Math (STEM) Symposium designed to promote Business Science Technology Engineering, and Management (BSTEM) programs. The faculty invited Dual Enrollment (DE) students from local high schools to attend the event which highlighted student projects. The focus of the conference included issues related to diversity and inclusion in STEM education.
2. Faculty and students attended the National Institute of Health (NIH) Community College Day in Bethesda, Maryland. The focus of the event included workshops and training on internship opportunities designed to attract more diverse and underserved student populations.
3. Faculty and students attended the Maryland Collegiate STEM conference. This event highlighted student research. During this event, it was recognized that BCCC had the highest number of presentations and largest number faculty and student participation.

With the goal of analyzing and understanding the racial diversity of BCCC's faculty, BCCC's Human Resources department examined data to determine if the make-up of our faculty mirrored that of BCCC's students. The findings noted that the percentage of minority student enrollment at BCCC exceeded the corresponding percentage in the service area; 94.5% of fall 2021 credit students and 90.0% of continuing education students were minorities compared to 70.5% of the City's population age 15 or over. In fall 2021, 75.3% of full-time faculty were minorities.

Using the data above, the Human Resources office continued to leverage a variety of methods to attract diverse and highly qualified faculty candidates. Open positions were routinely posted on the BCCC website, Indeed.com, HigherEdJobs.com, LinkedIn, InsideHigherEd.com, AcademicCareers.com, DiversityJobs.com, MarylandDiversity.com, Chronicle Vitae, Higher Education Recruitment Consortium, Glassdoor.com, The Chronicle of Higher Education and African Americans in Higher Education.

Open positions that required specialized skills solicited a more focused recruiting approach with niche websites including the Society for Human Resource Management, College & University Professional Association for Human Resources, Dice, Idealist Careers, Chesapeake Human Resources Association, CareerBuilder, American Association of Community Colleges, International Facility Management Association, and National Association of College and University Business Officers.

Post pandemic, the Human Resources Office began to participate in on-sight job fairs and continued to pursue a hybrid approach to attract, source and identify high quality candidates.

### **Non-faculty staff**

Using the same data analysis as described in the faculty section of this report, Human Resources noted that in 2021, 73.5% of full-time administrative/professional staff were minorities. The same techniques were used to attract a more diverse non-faculty staff in all areas of the college.

The Human Resources Office researched for future implantation, mandatory compliance training for all staff on areas such as Title IX Awareness, expected workplace behavior, and topics associated with Diversity, Equity, and Inclusion.

The College trained the Admission Department and Recruitment Team to consider issues related to Diversity, Equity, and Inclusion as they worked to develop procedures for equal access to admissions,

academic program choice, and other training opportunities available to all current and future students to at BCCC. The non-faculty staff also engaged in a review of all other processes and procedures related to workflow and customer service to students to ensure that all students receive equal access to support services regardless of age, race, gender, and other personal characteristics. This work will continue.

### **Administration**

Issues related to Diversity, Equity, and inclusion continued to be an important topic of discussion at all levels of college administration. College administration worked to ensure that all marketing materials are easily accessible and available to current and future students regardless of English language proficiency. For example, all marketing materials were translated from English into Spanish. The administration put in place a directive that all future marketing materials continue to be produced in both English and Spanish. The administration directed the Student Affairs Division to undertake in an evaluation of past efforts related to Diversity, Equity, and Inclusion to determine the overall effectiveness of the efforts and the impact on students.

BCCC's Office of Institutional Effectiveness and Research continued to track student success rates for completion and graduation and routinely brought disaggregated success data to Cabinet for discussion. Issues related to Diversity, Equity, and Inclusion were discussed and addressed in the College's ongoing efforts to assess the effectiveness of the college's educational programs and support services. This work will continue at BCCC.

### **Leading Diversity Inclusion and Equity at BCCC**

The Diversity, Equity, and Inclusion committee was operationalized and integrated into the respective Cabinet areas led by the Vice President of Student Affairs with the Vice President of Institutional Effectiveness, Research & Planning, the Chief Internal Auditor, the Vice President of Workforce Development & Continuing Education, and the Interim Vice President of Finance & Administration. At this time, there is no one office or individual solely dedicated to Diversity, Equity, and Inclusion.

### **Diversity, Equity, and Inclusion Data**

### **Alignment of Mission and Values**

Baltimore City Community College (BCCC) is committed to supporting the goals of the Maryland State Plan for Postsecondary Education as noted below.

1. **Access:** Ensure equitable access to affordable and quality postsecondary education for all Maryland residents.
2. **Success:** Promote and implement practices and policies that will ensure student success.
3. **Innovation:** Foster innovation in all aspects of Maryland higher education to improve access and student success.

BCCC’s mission to “provide quality, affordable, and accessible education meeting the professional and personal goals of a diverse population, changing lives, and building communities” reflects that commitment. The College has diversity as a core value defined as recognizing, accepting, appreciating, and supporting individual differences and lifestyles.

### **Performance Measures**

The College organized its planning efforts and measured its effectiveness based upon key performance indicators. As a part of the annual Performance Accountability Report (PAR) process, the College engaged in data workshops to review and discuss the 28 performance indicators and 11 student and institutional characteristics. Many PAR indicators and characteristics related to access and diversity for students, faculty, and staff including those noted below.

1. First-time credit students with developmental education needs (characteristic)
2. Credit students who are first-generation college students (characteristic)
3. Annual unduplicated headcount in English for Speakers of Other Languages courses (characteristics)
4. Credit students receiving financial aid (characteristic)
5. Students 25 years old or older (characteristic)
6. Credit student racial/ethnic distribution (characteristic)
7. Enrollment in continuing education basic skills and literacy courses
8. Adult education student achievement of at least one ABE or ESL educational functioning level
9. Minority student enrollment compared to service area population
10. Percent minorities of full-time faculty
11. Percent minorities of full-time administrative and professional staff
12. Fall-to-fall retention of Pell grant recipients and developmental students
13. Developmental completion
14. Successful-persister rates for developmental completers, developmental non-completers, and ethnic categories
15. Graduation-transfer rates for developmental completers, developmental non-completers, and ethnic categories

### **Enrollment Trends**

Maryland’s 16 community colleges experienced a decline of 10% in credit enrollment from fall 2020 to fall 2021, due to the ongoing impact of the pandemic; BCCC’s fall 2021 headcount fell by 8%. The 14- and 10-week sessions introduced in fall 2020 have become standard in the credit course schedule along with the 16-week, 12-week, and two 8-week sessions. Throughout the remote learning period, careful consideration was given to asynchronous and synchronous course offerings and ensuring that students had equitable access to technology and other resources to support their coursework.

## **Strategic Planning**

As the College finalizes the draft 2022 – 2025 Strategic Plan, the key performance indicators will be integral in assessing our impact on meeting the diverse needs of students, faculty, and staff as well as moving the BCCC mission forward. The Cultural Diversity Report highlights the efforts and opportunities for college-wide collaboration and engagement to support the College’s mission and goals.

### Student Voice

In addition to including students in the planning and development of student activities and events, BCCC had, and has an active Student Government Association (SGA) as well as student member on the college’s Board of Trustees. The College also administers the “*Community College Survey of Student Engagement*” (CCSSE) every two years. The CCSSE asks questions that assess institutional practices and student behaviors that are highly correlated with student learning and student retention. Administration of this survey gave the college community an opportunity to discuss what other factors are associated with student learning and retention including concepts associated with Diversity, Equity, and Inclusion as well as student’s feelings of “belongingness”. The survey was last administered in 2021 and analysis of the results will continue.

In addition to the CCSSE, the college administered the “*College Sexual Assault Campus Climate Survey*”. The survey was administered in March 2022 and provided valuable information on campus safety. The college held several Title IX awareness training sessions throughout 2022 for students, faculty, and staff which allowed for robust discussions on related topics including equitable access to safe learning spaces for students as well as safe working environments for faculty and staff.

As directed, the previous year’s Cultural Diversity report is included as a separate appendix to accompany this report.

# 2022 Performance Accountability Report

**Office of Institutional Effectiveness, Research &  
Planning**

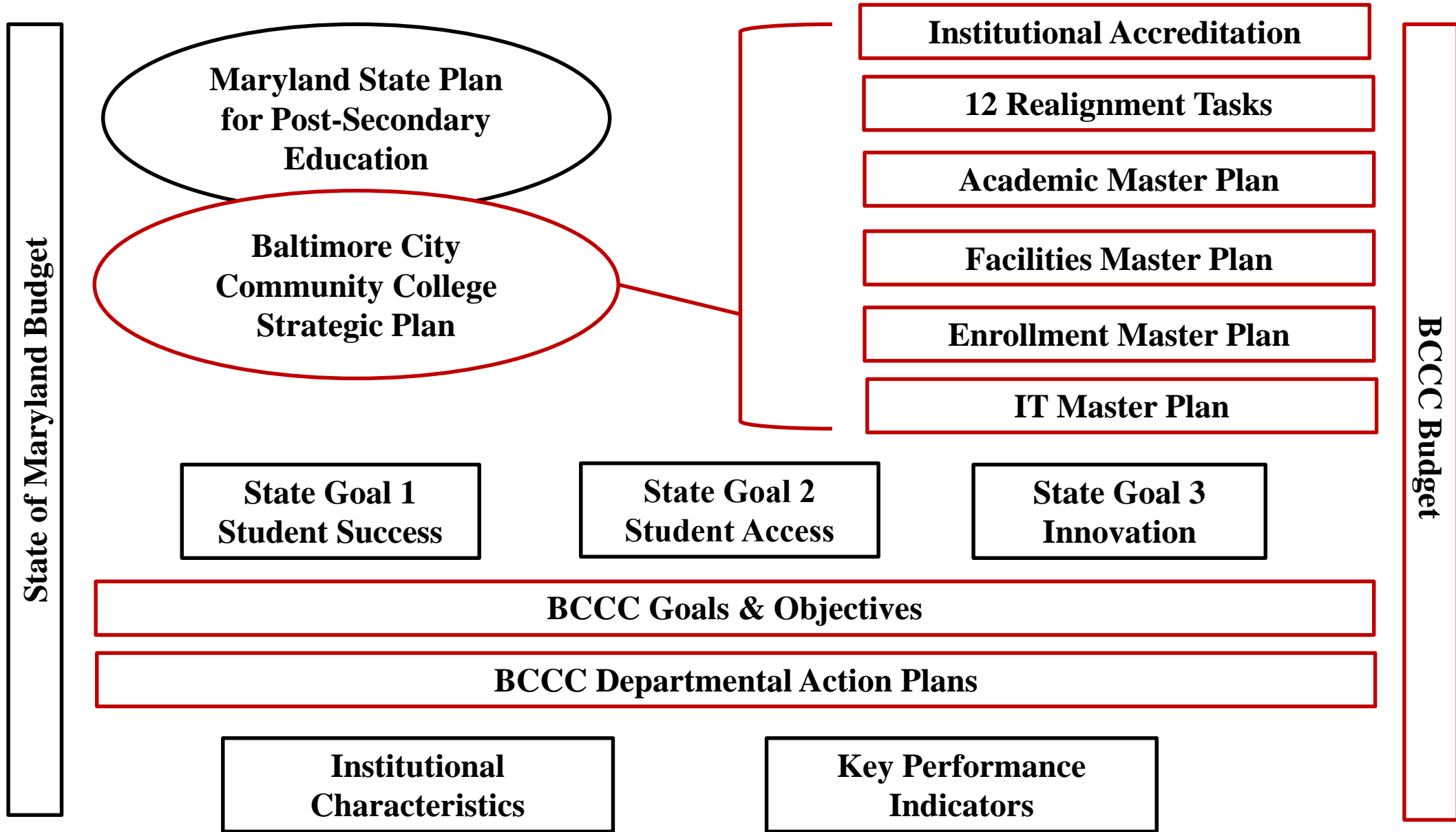
**Ms. Becky Burrell, Vice President**

**Ms. Eileen Hawkins, Director of Institutional Research**

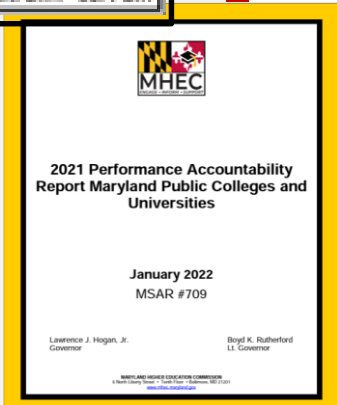
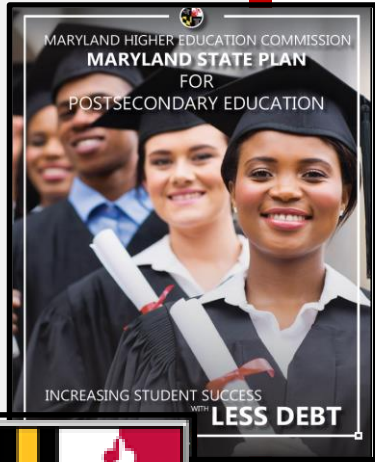
**Board of Trustees Meeting**

**September 21, 2022**

# Strategic Planning and Institutional Key Performance Indicators (KPIs)



# 2022 Performance Accountability Report: Background

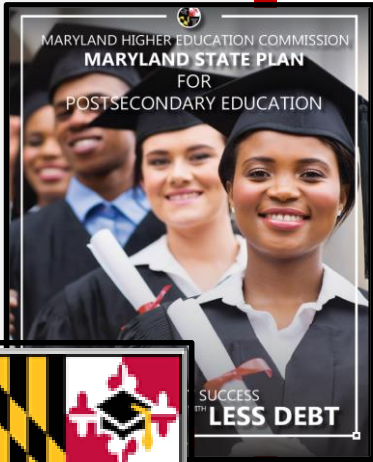


- The Performance Accountability Report (PAR) is an annual requirement for the Maryland Higher Education Commission (MHEC) for all Maryland public colleges and universities.
- The PAR operates on a five-year cycle; 2022 is the second year in the current five-year cycle and aligns with the final year of the 2017 – 2021 Maryland State Plan for Postsecondary Education: *Student Success with Less Debt*.
- The Report provides an opportunity for the State, MHEC, colleges and universities, and governing boards to review and evaluate institutions' efforts to advance the goals of the State and fulfill their missions.
- Maryland's 16 community colleges collaborate with MHEC to ensure clarity and consistency in the 28 Performance Indicators and 11 Institutional Characteristics utilized for two-year institutions through affinity groups including the Maryland Community College Research Group, Maryland Association of Community College Chief Business Officers, Maryland Community College Association for Continuing Education and Training, Maryland Council of Community College Chief Academic Officers, and Maryland Community College Chief Student Affairs Officers.
- MHEC compiles all PARs and develops a report highlighting trends and initiatives.



# 2022 Performance Accountability Report:

## Maryland State Plan for Postsecondary Education Goals



Access

Ensure equitable access to affordable and quality postsecondary education for all Maryland residents.

Success

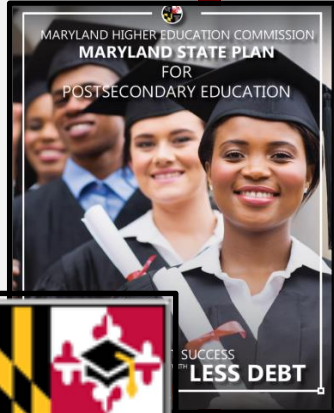
Promote and implement practices and policies that will ensure student success.

Innovation

Foster innovation in all aspects of Maryland higher education to improve access and student success.

Maryland State Plan for Postsecondary Education Goals  
Maryland Higher Education Commission

# 2022 Performance Accountability Report: Community College Performance Indicators



Credit = (C)  
Continuing Education = (CE)

# 2022 Performance Accountability Report: BCCC Institutional Characteristics



## Characteristics

79.0% of Credit Students Enrolled Part-time (Fall 2021)

55.2% of First-time Entrants were Assessed to  
Need Developmental Coursework (Fall 2021)

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

872 Students Enrolled in ESOL Courses (FY 2022)

52.2% of Credit Students are 25 Years of Age or Older (Fall 2021)

72.6% of Continuing Education Students are 25 Years of Age or Older (FY 2021)

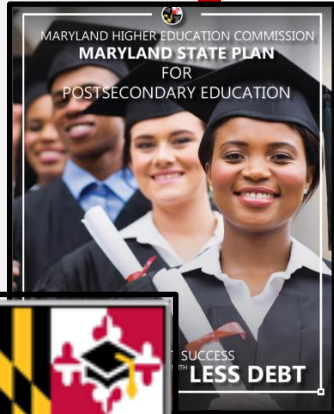
46.1% Work 20 or More Hours Per Week (Spring 2022)

52.4% of Expenditures are Allocated to Instruction and Academic Support (FY 2021)

Four Years of Trend Data  
No Benchmarks/Targets

Credit = (C)  
Continuing  
Education = (CE)

# 2022 Performance Accountability Report: Community College Performance Indicators Highlights



## Access

Market Share of Part-time Undergraduates Increased to 35.0% in Fall 2021

Dual Enrollment Increased to 481 Students in Fall 2021

Student Achievement in ABE Testing Increased to 23.4% in FY 2021

## Success

Fall-to-fall Retention Increased for All Fall 2020 Entrants

Overall Four-Year Successful Rate Increased to 62.2% for Fall 2017 Cohort

Overall Four-Year Graduation-Transfer Rate Increased to 42.2% for Fall 2017 Cohort

## Innovation

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

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

77.7% of FY 2020 Graduates Were Employed within One Year



Credit = (C)  
Continuing Education = (CE)

## BALTIMORE CITY COMMUNITY COLLEGE 2022 PERFORMANCE ACCOUNTABILITY REPORT

### I. MISSION

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

### II. INSTITUTIONAL ASSESSMENT (5 – 6 pages)

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

Largely due to the ongoing impact of the COVID-19 pandemic, Baltimore City Community College's (BCCC) annual unduplicated credit headcount decreased in FY 2021 (Indicator 1b). In fall 2020, 15 of the 16 Maryland community colleges' credit enrollment decreased; this decline continued in fall 2021 with a 10% decrease in fall 2021 enrollment across the 16 community colleges. This continued decline is reflected in the College's fall 2021 headcount (Characteristic A) and market shares of first-time, full-time freshmen (Indicator 2) and recent, college-bound high school graduates (Indicator 4). While total fall credit enrollment declined, the percentage of part-time students increased by 8.4 percentage points (Indicator 3) and the market share of part-time students increased by 1.3 percentage points to 35.0% in fall 2021, representing an increase of 120 students (Characteristic A). The characteristics and personal responsibilities of the majority of BCCC's students make full-time enrollment challenging: 52.2% of credit students are 25 years of age or older and 46.1% are employed at least 20 hours per week (Characteristics F and G). In response to the pandemic, the College introduced more sessions within the fall and spring semesters that have continued; the 16-week, 14-week, 12-week, 10-week, and two eight-week accelerated sessions are now standard. As reflected in the credit student enrollment in distance education, BCCC had a stable proportion of students enrolled in distance education prior to the pandemic (Characteristic I). When the College transitioned to the remote learning environment, thoughtful consideration was given to creating a balance of asynchronous and synchronous sections. The College expanded its course offerings in the winter 2021 and 2022 session which resulted in enrollment increasing from 35 in winter 2020 to 247 in winter 2021 and 289 in winter 2022. With input from the Baltimore City Public Schools System (BCPSS), BCCC introduced its new American Sign Language course with two sections in spring 2022 with a total enrollment of 29 students. The transition to a remote learning environment occurred in spring 2020 and was in place for the entirety of FY 2021, as reflected in the enrollments in credit and continuing education online courses in FY 2021 and in the lack of hybrid section enrollments (Indicator 6).

The number of Baltimore City Public School System (BCPSS) graduates declined from 2018 to 2019, remained stable in 2020, and decreased in 2021. The College's market share of recent, college-bound high school graduates decreased to 20.7% in fall 2020, but remained well above the fall 2016 and fall 2017 market shares. This market share largely reflects the continuation of

the Mayor's Scholars Program (MSP), a partnership between BCCC, Baltimore City Mayor's Office, and BCPSS that launched in summer 2018 (Indicator 4). Through this last-dollar scholarship program, recent high school graduates who are City residents may complete an Associate Degree, Certificate, or workforce training program in three years with tuition and fees covered. After two virtual summer bridge sessions, summer 2022 saw nearly 200 MSP participants on campus. BCCC has strengthened its relationship with BCPSS and has met monthly throughout the pandemic to collaborate in support of students throughout the pandemic for the Mayor's Scholars Program and the dual enrollment opportunities. The number of dual enrolled high school students continued to increase in fall 2021 reaching 481, despite the decline in overall fall enrollment (Indicator 5). In partnership with BCPSS, the College's Pathways in Technology Early College High School (P-TECH) Program continues at Carver Vocational Technical, Paul Laurence Dunbar High Schools, and New Era Academy. Participants have a choice of nine degree programs in the healthcare, information technology, and transportation distribution pathways. P-TECH students receive one-on-one mentoring, workplace visits, skills instruction, and first-in-line consideration for job openings with P-TECH business partners.

The socio-economic characteristics of most BCCC students make affordability a key issue. Spring 2022 CCSSE respondents reported that 62.2% use their own income/savings as a major or minor source for paying their tuition; 47.5% reported that the lack of finances is likely to be what would cause them to withdraw from class or college; and 42.4% reported that working full-time would likely be the cause. In addition, 68.2% reported that they provide care for dependents living with them. The College's mission reflects BCCC's commitment to providing quality, affordable, and accessible education to its diverse population. BCCC strives to keep tuition and fees at a fraction of those for Maryland public four-year institutions, at 33.7% in FY 2022 (Indicator 7). The elimination of the application fee and the flat rate tuition and fee schedule for students enrolled in 12 to 18 credits remains in place. Easing students' financial burdens is the primary reason BCCC continues to expand its use of OERs. Students received textbooks at no cost in summer 2020, 2021, and 2022 sessions and textbooks were shipped at no charge to the students in fall 2020, spring 2021, and fall 2021, and spring 2022.

BCCC's unduplicated headcount in continuing education decreased to 2,685 in FY 2021 (Indicator 1c.) largely due to the effects of the pandemic, but increased to 3,126 in FY 2022. The Workforce Development and Continuing Education (WDCE) Division remains committed to responding to the needs of the City's citizens and business community. Annual unduplicated headcount and annual course enrollments in continuing education community service and lifelong learning courses decreased sharply in FY 2020 with slight increases in FY 2021 (Indicator 8). In the years prior to the pandemic, community service offerings were primarily focused on senior citizens. With COVID-19 restrictions, engagement with senior centers was quite limited and continued to be a concern in FY 2022. The unduplicated annual headcount and annual course enrollments in continuing education basic skills and literacy courses fell in FY 2021 to 1,707 and 3,244, respectively (Indicator 9). As in-person classes resumed on campus and in the community in FY 2022, enrollment in these courses has increased substantially to an annual unduplicated headcount of 2,258 and course enrollments of 4,179.

The proportion of ABE students achieving at least one educational functional level declined increased to 23.4% and stayed relatively stable for ESL students at 24.5%. In FY 2022, 43% of

596 ABE/GED students with 12 or more hours were eligible for post-testing. For the 260 that post-tested, 55.8% received an educational functioning level. This improvement is a result of the change implemented in FY 2022 to increase the number of instructional hours from 40 to 50 in order to sit for the post-test for ABE and ESL. In FY 2023, the directors of ABE and ESL further increased the number of hours required to up to 55 hours depending on the targeted functional level. With the increase in hours, ABE instructors can devote six hours to the specific subjects rather than dividing all of the time among all GED exam subject areas. Hiring criteria for ABE instructors has become more stringent in terms of content-specific expertise. The ABE/GED program offers the GED Ready Exam for Advanced I and II (completion at least 55 hours of instruction) to students based on their attendance, academic performance, and distance learning hours. This exam provides an indicator of readiness for the GED exam. ABE and ESL instructors participated in professional development sessions on Effectively Applying Technology in the classroom and College & Career Readiness (CCRs) standards. The grants with the Maryland Office for Refugees and Asylees continued, which are designed to increase enrollment and services for students enrolled in English Language and Citizenship classes. Increasing digital literacy remains a priority for both populations.

BCCC's percentage of minority student enrollment has always exceeded the corresponding percentage in its service area; 94.5% of fall 2021 credit students and 90.0% of FY 2021 continuing education students were minorities compared to 70.5% of the City's population age 15 or over (Indicator 11). In fall 2021, 75.3% of full-time faculty and 73.5% of full-time administrative/professional staff were minorities (Indicators 12 and 13). The Human Resources (HR) Office continues to leverage a variety of methods to attract diverse and highly qualified candidates. Open positions are routinely posted on the BCCC website, InsideHigherEd.com, Indeed.com, HigherEdJobs.com, LinkedIn, AcademicCareers.com, DiversityJobs.com, Higher Education Recruitment Consortium, MarylandDiversity.com, Chronicle Vitae, Glassdoor.com, The Chronicle of Higher Education, and African Americans in Higher Education. Open positions requiring specialized skills may solicit a more focused recruiting approach with niche websites including the Society for Human Resource Management, College & University Professional Association for Human Resources, Dice, Idealist Careers, Chesapeake Human Resources Association, CareerBuilder, American Association of Community Colleges, International Facility Management Association, and National Association of College and University Business Officers. Post pandemic, the HR Office has begun participating in in-person job fairs and will continue to pursue a hybrid approach to attract, source, and identify high quality candidates.

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

BCCC's fall-to-fall retention rate for all first-time students increased to 39.3%. All three sub-cohorts retention rates increased, too, with the Pell grant recipient cohort showing the largest increase to 55.4% (Indicator 14). The four-year developmental completer rate declined slightly for the fall 2017 cohort to 34.9%, but remained 6 percentage points higher than for the fall 2014 cohort (Indicator 15). In FY 2021, BCCC formalized its use of multiple measures (to a greater extent) to assess and place students into developmental or college-level English/reading and math coursework and changed its academic standing policy to add an additional level of "probation" to allow students extra time to return to good academic standing after being placed

on “warning.” The College introduced MAT 112, Mathematics for the Liberal Arts, in summer 2022. Math 112 is a general education option and had a summer pass rate of 75.0%.

While the proportion of credit students receiving Pell grants in FY 2021 decreased to 33.3%, the proportion of credit students receiving any financial assistance increased to 57.0% largely due to the Coronavirus Aid, Relief, and Economic Security (CARES) Act Higher Education Emergency Relief Fund funding (Characteristic E). The fall-to-fall retention rate for the 2019 cohort of Pell grant recipients increased by 20.4 percentage points (Indicator 14). With 90.0% of CCSSE respondents indicating that financial aid advising is important to them, the Financial Aid Office is committed to supporting students through the process. As part of the new Enterprise Resource Planning (ERP) system, the Banner Financial Aid module facilitates the Financial Aid Office’s processes and services and provides students with easier access to current information about their financial awards and disbursements. The streamlined process allows the Financial Aid staff to spend more time serving the students.

BCCC is committed to student success by allocating as much of its resources as possible to instruction, academic support, and student services (Characteristic K). The percentage of expenditures spent for instruction increased slightly. The percentages for academic support and student services decreased in FY 2021 primarily due to reduced costs related to a remote learning environment. The percentage spent on “Other” increased partially due to the implementation of the ERP system. The dollars spent for instruction, academic and student services continue to emphasize the commitment by the College to its students.

The Student Support and Wellness Services Center (SSWSC) provided extra support throughout the remote learning period and offered virtual workshops on meditation, social anxiety, yoga, social media, trauma, sleep management, and boosting your mood along with the annual Mental Health Awareness Month campaign. Classroom presentations in PRE 100 (Preparation for Academic Achievement) focused on connecting positive mental health to academic success. SSWSC supported MSP programming with presentations on test anxiety, tips for your first semester, procrastination, and social media. External groups facilitated presentations on intimate partner violence and maintaining healthy relationships and boundaries along with providing testing for sexually transmitted diseases. SSWSC offers individual and group sessions with its licensed social workers. To provide supplemental items to students who may be facing food insecurity, the Panther Food Pantry is supported in-kind by faculty and staff.

BCCC’s overall successful-persister rate for all students in the fall 2016 cohort increased slightly to 62.2% and the rate for African American students increased to 62.3. The developmental completers’ successful-persister rate fell slightly to 75.1%, but remained far above that of the developmental non-completers (Indicators 16 and 17). Increases in the developmental completion rate impact nearly all other outcome measures. The need for remediation has decreased but increasing the completion of developmental coursework remains a priority. The streamlined levels of developmental courses in math and reading/English have made a positive impact. BCCC continues its work to expand support services, offer creative scheduling options, increase financial aid literacy and access, and increase staff training. Student success remains BCCC’s number one strategic goal.



The College's federally funded TRIO Student Support Services (SSS) Program is designed to empower 230 students who are first-generation, low-income, or have a disability to reach their full potential in college and beyond. SSS aims to increase the retention, graduation, and transfer rates of eligible students in need of academic support. The FY 2021 Annual Performance Report reflected that SSS made substantial progress toward enrollment goals and exceeded objectives for persistence (63%), good academic standing (77%), degree attainment (42%), and transfer (23%). Services offered to all participants include academic advising, coaching, transfer assistance, advocacy, monitoring of students' academic progress, workshops, and referrals to College resources. The Understanding Money and Credit workshop provided an overview of personal financial management and building good credit habits. "Ace Your Test Without Worry", a virtual workshop, covered test anxiety and strategies for success, and strategies to reduce stress. Students participated in a live virtual tour of the U.S. Capitol Building including the Crypt, Rotunda, National Statuary Hall, Old Supreme Court Chamber, and Old Senate Chamber that addressed the Capital's history, architecture and relevant events. The monthly Empowerment Hour provided a platform for discussion relevant to experiences inside and outside the classroom. A strength-based approach highlighted success in overcoming challenges. SSS collaborates with BCCC campus partners to provide services to support academic success and completion. SSS received \$13,500 for book award scholarships for 42 qualifying applicants and established a Laptop Loan Program to assist a limited number of students. The annual Recognition Day acknowledged the participants' accomplishments with the theme "A Celebration of Success." Academic excellence awards were presented to 51 participants with GPAs of 3.00 or better. The "Overcomer" award was presented to four participants who excelled in adversity and the "Shining Star" award was presented to four participants whose attitude and commitment to academic excellence inspired others. The recipients of Associate degrees, certificates, and participants transferring to four-year institutions were recognized and celebrated.

The total number of degrees and certificates increased in FY 2021 to 581 and the number of graduates increased to 521 (Indicator 20). After a sharp increase in AY 2020-21, the performance of BCCC transfer students at senior institutions decreased slightly in AY 2020-21 as the percentage of students with a cumulative GPA of 2.0 or above after the first year fell from 87.8% to 84.6% (Indicator 21). To support transfer opportunities and success, the Physical Therapy Assistant program is developing an articulation agreement with Frostburg State University's (FSU) Athletic Training program to allow for a seamless transition from the College's Associate of Applied Science to FSU's Bachelor of Science.

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

In spring 2020, students in their final semester of Nursing and Health Professions (NHP) programs were not able to complete all of their clinical and lab instruction; this led to declines in the number of graduates eligible to take the respective licensing exams. The ongoing pandemic-related challenges continued to effect the licensure exams in FY 2021, particularly for the Dental Hygiene program, as no students were able to sit for the Board exam. Program faculty and staff remain committed to ensuring students receive the clinical experiences needed to demonstrate competency in the established learning objectives. The team created individualized education plans to ensure students' progression through the curriculum. In AY 2022-23, Visible Body

software, a 3D augmented reality anatomy platform, will be integrated into the curriculum. Licensure examination passing rates remained high for Physical Therapy Assistant graduates at 88.9% (all but one graduate passed) and for Respiratory Care graduates who achieved a 100% for the second consecutive year. The Nursing (RN) pass rate increased by 4.6 percentage points to 81.7% and the Licensed Practical Nursing graduates' rate fell to 73.3% (Indicator 23). In AY 2022-23, the Nursing team will evaluate the current curriculum and best practices to prepare students for the new "Next-Generation" NCLEX licensing examination, expected to launch in spring 2023. In AY 2021-22, SSWSC created a support group specifically for the NHP students.

The proportion of graduates employed within one of year of graduation decreased slightly to 77.7% for the FY 2020 graduates, which was around the peak of the pandemic-related unemployment (Indicator 24). With a focus on creating pathways to employment, 14 Biotechnology students successfully completed two-month research internships in AY 2021-22 at Towson University, University of Maryland, Baltimore, Delaware State University, and Biotech Research Laboratories. The median annualized income of career program graduates three years after graduation declined to \$39,536 for the FY 2018 graduates whose employment activity was impacted by the pandemic-related layoffs and reductions in hours. The annual unduplicated headcount in continuing education workforce development courses fell by 102 students, while the course enrollment increased to 2,164 in FY 2021 (Indicator 26). The annual unduplicated headcount in Continuing Professional Education leading to government or industry-required certification or licensure remained stable while the annual course enrollments increased to 1,254, which reflects an increase in the number of students completing the required sequence of courses and attained the licensure or certification (Indicator 27). The unduplicated headcount and annual course enrollments in contract training fell due to the decline in the number of partnerships, primarily due to the pandemic (Indicator 28). In spring 2022, new contract training program cohorts were initiated with the Baltimore Association for Community Health and Goodwill Industries for Patient Care Technician and/or Certified Nursing Assistant.

## **Institutional Response**

### **What is the biggest challenge your institution faces as it attempts to equitably meet the goals, objectives, and performance measures in the 2017 – 2021 State Plan for Postsecondary Education?**

In light of the pandemic-driven shift to a remote learning environment and the characteristics of BCCC's service population, the College's greatest focus needed to be on access (Goal 1) and innovation (Goal 3) to ensure students had the necessary technology, information, and support to be successful (Goal 2) as they pursued their educational goals virtually. To support remote instruction, services, and conferencing, laptops were provided to students, faculty, and staff along with microphones, headsets, and web cameras. BCCC collaborated with various providers to offer no- or low-cost Internet access. These technology solutions remain in place as the pandemic's impact continues. The Virtual Help Desk was created as a single resource to access most student services support and the E-Learning Help Desk provides Canvas assistance to students and faculty. The hours of the Information Technology Services Help Desk hours were extended to 7:00 PM on weekdays and 8:00 AM to 5:00 PM on Saturdays. Website resources expanded to include COVID-19 updates and resources, quick start guides, FAQs, and videos for

using the new Banner ERP system and other technology resources. The legacy system was limited in functions that could be performed off-campus. The new ERP has greater access from off-campus locations and is more mobile device friendly. Students can view their eligibility for financial aid before finalizing their registration, which was not possible before, and have a consolidated view of their profile, registration, grades, and payment portal with account activity. There have been training sessions for faculty and staff to support areas critical to student success including registration, admissions, advising, testing, financial aid, and student accounting.

The remote learning environment included student life activities. In fall 2021, the Office of Student Life and Engagement (OSLE) held 53 virtual events with over 700 virtual “seats” filled. The Omicron virus delayed the in-person return to campus in spring 2022; therefore, activities such as Welcome Week shifted to virtual platforms. With 118 participants, events included bingo, art night, “meet and greets”, suicide prevention speakers, LatinX Club activities, and BCCC 101, a virtual new student orientation focused on technology and student support and involvement. For all but one event, 100% of the respondents to a satisfaction survey reported that they would recommend participating in BCCC’s student activities to friends or family.

With the reopening of the physical campus, the College remains focused on ensuring the health and safety of students, staff, and visitors. BCCC installed plexiglass at all public transaction counters, MERV 13 air filters in the air handlers, additional HEPA air purifiers in the hallways along with temperature and sanitizer stations at entrances. The new student center is open at the Liberty Campus and plans for the new Learning Commons and Wellness Center are underway.

**Has your institution used disaggregated data to identify equity issues in students’ educational opportunities and outcomes? If so, how has this disaggregation of data provided insight into your institution’s educational equities and inequities? If not, what data has been used to understand student outcomes?**

Equitable access to technology, information, and support throughout the remote learning period was a priority. In spring 2021, items regarding access to technology and other resources, and satisfaction with remote learning platforms and Canvas were added to the program review and evaluation surveys. A communications survey was conducted in spring 2022 focused on how students obtain and prefer to receive information about activities, events, registration dates, financial aid, advising and other important announcements. In response to how they obtain information, 61.8% selected the Canvas Landing/Home Page and 60.0% selected their BCCC email. In response to how they prefer to receive information, 70.9% selected their BCCC email, 58.2% selected the Canvas Landing/Home Page, and 43.6% selected their personal email. College units are making greater use of these methods for communications.

More detailed grade distribution data is a focus for better understanding selected student outcomes. Course pass rates by various course section characteristics assist in informing academic planning decisions related to session length and instructional modality, particularly with respect to synchronous and asynchronous options.

## **COMMUNITY OUTREACH AND IMPACT (maximum 3 pages)**

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

### **COVID-19 Community Support**

The COVID-19 pandemic continued to create challenges for the College community to which BCCC served as a partner with many City and State stakeholders to support its neighbors. BCCC's Liberty Campus resides in Baltimore City in zip code 21215. Throughout the pandemic, the City remained one of the top five Maryland jurisdictions in terms of reported cases of COVID-19 and 21215 remained one of the highest zip codes in the State; the City remained among the lowest in terms of vaccinations.

In partnership with CVS, the College served as a host site for community COVID-19 testing for the majority of the pandemic. BCCC expanded the partnership with CVS and the Baltimore City Department of Health to serve as a host site for COVID-19 vaccinations for an extended period with support from the College's Public Safety department. The summer 2022 food program, hosted at the Harbor location, provided 200 meals a day to students and community members; BCCC donated the leftover meals to local churches and shelters.

### **Partnerships and Outreach: Baltimore City Public School System and Community Organizations**

BCCC's Upward Bound Math and Science (UBMS) program has continued its five-decades-long partnership with BCPSS. In summer 2022, BCCC was again awarded a five-year grant from the United States Department of Education. In AY 2021-22, UBMS provided supplemental instruction and tutoring to students from various BCPSS high schools; twice monthly Saturday sessions with instruction in math, English, and computer science; and career and college awareness sessions in addition to social emotional learning activities. Online instruction was provided via Canvas, BCCC's learning management system. The UBMS intern from the University of Maryland's School of Social Work initiated a restart of the UBMS parent advisory council.

BCCC's English Language Services (ELS) department, in partnership with the Baltimore City Public School System, continues its Refugee Youth Project (RYP) afterschool programming at Moravia Park Elementary School and Patterson High School. In collaboration with Loyola University, ELS provided holiday gifts for all RYP students at Moravia Park Elementary School before the school's winter break. ABE course offerings will return to correctional institutions in fall 2022 along with the Housing Authority, Clay Posts and the Pride. WDCE is committed to ensuring that social distancing and other COVID-19 protocols are maintained at the off-site locations. In summer 2022, English as a Second Language courses returned to having a strong community presence. In spring 2022, 50 workforce development students completed clinical externships with BCCC's partners including Kennedy Krieger Institute (KKI), Future Care, Assisted Hands, Johns Hopkins Hospital, and University Maryland Medical Center. Four Community Health Worker students who completed their clinical experiences with KKI received

offers for permanent positions due to their performance in their clinical training. WDCE continued its partnership with the Center for Urban Families for the Certified Nursing Assistant and Community Health Worker programs.

In spring 2022, the Career Services Office participated in the 2022 Mayor's Senior Recruitment & Postsecondary Fair. In support of the Mayor's Scholars Program and workforce training options, the Office visited several BCPSS high schools including Patterson High School, Renaissance High School, Career Academy, August Fells Savage High Schools, Benjamin Franklin High School, Excel Academy High School, and Independence High School. In partnership with BCPSS, WDCE offered Venipuncture/Phlebotomy and Certified Nursing Assistant programs at Frederick Douglass High School and Renaissance Academy.

### **Participation in Community Events**

The Student Support and Wellness Services Center (SSWSC) staff participated in the legislative advocacy day supporting the National Alliance on Mental Illness; presented at the Healing City Summit on "Using Adventure-Based Techniques to Build Self-Awareness"; and presented mental health and tabling information at the Latina Legacy Conference. Staff from the International Student Services Office participated in the first annual "Maryland International Education Day" virtually hosted by the Maryland Higher Education Commission in spring 2022.

Biotechnology program faculty presented at the 2022 Maryland Collegiate STEM Conference designed to advance and promote the professional development of students, faculty, and staff in STEM related fields. The theme was "STEM Innovations: Building a Stronger Future Together" and BCCC's faculty presentations included "Bridging the Gap – Degree to Job" and "Internship-Gateway to a Successful Transfer and Career". BCCC's student presentation was "The MMS Era of Tracking EMIC Waves in Outer Magnetosphere: When, Where, and Why".

Students and faculty from the Arts & Sciences Theatre program participated in the National Association of Dramatic and Speech Arts hosted by Coppin State University. One of the students won the Excellence Award in the Persuasive Speaking category. A BCCC faculty member served as a judge for the Reader's Theatre competition and was elected to a position on the Association's 2022 - 23 Executive Board. Members of the LatinX Uni2 Student Club attended online presentations on the Highlandtown Immigration and Food Project that included panelists and presenters from the Neighborhood Programs of Southeast Community Development Corporation, Cocina Luchdorcas, Creative Alliance, and UMBC's Baltimore Field School program.

### **Community Events Hosted by BCCC**

BCCC's Liberty Campus served as host to 400 youth, volunteers, and presenters for the Mayor's Youth Summit 2022, Getting to the Bag: Pathways to Business, Entrepreneurship and Career Development in Baltimore with interactive breakout sessions, panel discussions, professional development activities, and tables with information provided by College Admissions and WDCE staff. The College continued to serve as a host site for the League of Women Voters of Baltimore City to provide information about civic engagement and register to vote. Maryland Senator and

Baltimore City District 43 Representative conducted a virtual Constitution Day presentation for the BCCC community.

Through the Student Life and Engagement Office (SLEO), the STAR TRACK Mobile Testing Unit provided free Sex Positive Education, Queer Health Education, and STI and HIV Testing at the Liberty Campus. The JACQUES Initiative provided free Sex Positive Health Education and private HIV testing in the Student Life and Engagement Suite. The Student Government Association organized a community service project for students: Perring Loch Covenant Tot Lot Clean Up. Students had the opportunity to participate virtually in the National HIV/AIDS and Aging Awareness initiative.

The College hosted the Virtual Visiting Artist Lecture Series, which brought Baltimore natives together to share their work and discuss their artistic journeys. The CollegeBound Foundation held their March 2022 Professional Development Day at the Liberty Campus where BCCC presented information on the Mayor's Scholars Program, academic programs, and workforce training opportunities.

SSWSC collaborated with various community groups including the Greater Baltimore Region Integrated Crisis System (GBRICS), Sisters Together and Reaching, and College Town to bring various resources to students and staff. BCCC hosted a roundtable discussion with GBRICS where students could share their mental health crisis experiences, provide feedback, and answer questions to assist GBRICS as they further develop their system and services.

## BALTIMORE CITY COMMUNITY COLLEGE 2022 ACCOUNTABILITY REPORT

### Student & Institutional Characteristics (not Benchmarked)

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

	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Fall 2020</b>	<b>Fall 2021</b>
A Fall credit enrollment				
a. Unduplicated headcount	4,523	4,909	4,181	3,864
b. Percent of students enrolled part time	65.8%	67.8%	71.8%	79.2%
	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Fall 2020</b>	<b>Fall 2021</b>
B First-time credit students with developmental education needs	90.7%	90.2%	47.0%	55.2%
	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2022*</b>
C Credit students who are first-generation college students (neither parent attended college) * CCSSE is administered every two years.	48.4%	CCSSE Not Admin	35.9%	59.7%
	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
D Annual unduplicated headcount in English for Speakers of Other Languages (ESOL) courses	3,129	2,543	1,547	872
	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
E Credit students receiving financial aid				
a. Receiving any financial aid	47.4%	47.8%	49.7%	57.0%
b. Receiving Pell grants	38.3%	38.5%	37.2%	33.3%
	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Fall 2020</b>	<b>Fall 2021</b>
F Students 25 years old or older				
a. Credit students	52.3%	50.6%	52.5%	52.2%
	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
b. Continuing education students	76.7%	78.9%	75.8%	72.6%
	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2022*</b>
G Credit students employed more than 20 hours per week * CCSSE is administered every two years.	44.1%	CCSSE Not Admin	44.4%	46.1%
	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Fall 2020</b>	<b>Fall 2021</b>
H Credit student racial/ethnic distribution				
a. Hispanic/Latino	2.4%	3.4%	3.7%	2.8%
b. Black/African American only	69.1%	75.8%	76.5%	76.0%
c. American Indian or Alaskan native only	0.2%	0.1%	0.05%	0.30%
d. Native Hawaiian or other Pacific Islander only	0.0%	0.1%	0.02%	0.05%
e. Asian only	1.1%	1.6%	2.0%	1.5%
f. White only	4.9%	5.9%	6.6%	5.4%
g. Multiple races	1.7%	2.0%	2.1%	2.8%
h. Foreign/Non-resident alien	18.7%	9.3%	7.4%	8.1%
i. Unknown/Unreported	1.9%	1.8%	1.6%	3.2%
	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Fall 2020</b>	<b>Fall 2021</b>
I Credit student distance education enrollment				
a. Enrolled exclusively in distance education	10.3%	10.5%	100.0%	99.2%
b. Enrolled in some, but not all, distance education	28.7%	29.3%	0.0%	0.7%
c. Not enrolled in any distance education	61.0%	60.2%	0.0%	0.1%

**BALTIMORE CITY COMMUNITY COLLEGE  
2022 ACCOUNTABILITY REPORT**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>J Unrestricted revenue by source</b>				
a. Tuition and fees	21.4%	22.4%	23.1%	23.2%
b. State funding	71.9%	71.3%	71.3%	71.1%
c. Local funding	1.1%	0.7%	1.0%	1.1%
d. Other	5.6%	5.6%	4.6%	4.5%
	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>K Expenditures by function</b>				
a. Instruction	37.5%	35.8%	41.6%	41.9%
b. Academic support	12.7%	12.3%	13.4%	10.5%
c. Student services	10.8%	9.7%	10.0%	9.9%
d. Other	39.0%	42.2%	35.0%	37.6%

**Goal 1: Access**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>1 Annual unduplicated headcount</b>				
a. Total	13,974	13,177	11,119	8,940
b. Credit students	6,054	6,694	7,025	6,358
c. Continuing education students	8,015	6,611	4,193	2,659
	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Fall 2020</b>	<b>Fall 2021</b>
<b>2 Market share of first-time, full-time freshmen</b> Note: Methodology changed starting in Fall 2019.	25.1%	27.5%	18.4%	13.2%
	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Fall 2020</b>	<b>Fall 2021</b>
<b>3 Market share of part-time undergraduates</b> Note: Methodology changed starting in Fall 2019.	23.1%	35.4%	33.7%	35.0%
	<b>Fall 2017</b>	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Fall 2020</b>
<b>4 Market share of recent, college-bound high school graduates</b>	9.4%	38.2%	36.6%	20.7%
	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Fall 2020</b>	<b>Fall 2021</b>
<b>5 High school student enrollment</b> (Note: Fall 2018 includes those who enrolled after EIS)	230	245	442	481
	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>6 Annual enrollment in online/hybrid courses</b>				
a. Credit, online	6,921	7,200	9,152	27,238
b. Continuing education, online	914	1,121	135	5,330
c. Credit, hybrid	856	1,217	1,211	0
d. Continuing education, hybrid	0	0	0	0
	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
<b>7 Tuition and mandatory fees</b>				
a. Annual tuition and fees for full-time students	3196	3364	3314	3314
b. Percent of tuition/fees at Md public four-year institutions Note: The goal of this indicator is for the college's percentage to be at or below the benchmark level.	33.8%	34.7%	36.8%	33.7%



**BALTIMORE CITY COMMUNITY COLLEGE  
2022 ACCOUNTABILITY REPORT**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
8 Enrollment in continuing education community service and lifelong learning courses				
a. Unduplicated annual headcount	415	105	39	43
b. Annual course enrollments	546	124	47	49

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
9 Enrollment in continuing education basic skills and literacy courses	4,965	4,353	2,981	1,707
a. Unduplicated annual headcount	10,073	8,395	5,572	3,244
b. Annual course enrollments				

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
10 Adult education student achievement of:				
a. At least one ABE educational functioning level	34.2%	27.2%	21.5%	23.4%
b. At least one ESL educational functioning level	40.1%	32.5%	24.8%	24.5%
Note: Not reported if < 50 students in the cohort				
imes				

	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Fall 2020</b>	<b>Fall 2021</b>
11 Minority student enrollment compared to service area population				
a. Percent nonwhite credit enrollment	93.8%	93.4%	92.7%	94.5%

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
b. Percent nonwhite continuing education enrollment	89.4%	97.5%	97.4%	90.0%

	<b>July 2018</b>	<b>July 2019</b>	<b>July 2020</b>	<b>44378</b>
c. Percent nonwhite service area population, 15 or older	70.2%	70.3%	70.5%	70.5%

	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Fall 2020</b>	<b>Fall 2021</b>
12 Percent minorities (nonwhite) of full-time faculty	72.9%	78.3%	77.1%	75.3%

	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Fall 2020</b>	<b>Fall 2021</b>
Percent minorities (nonwhite) of full-time administrative				
13 and professional staff	75.0%	77.1%	75.3%	73.5%

**Goal 2: Success**

	<b>Fall 2017 Cohort</b>	<b>Fall 2018 Cohort</b>	<b>Fall 2019 Cohort</b>	<b>Fall 2020 Cohort</b>
14 Fall-to-fall retention				
a. All students	38.3%	35.2%	31.2%	39.3%
b. Pell grant recipients	37.1%	34.8%	35.0%	55.4%
c. Developmental students	37.1%	36.2%	31.3%	40.2%
d. College-ready students	46.7%	25.0%	29.3%	38.5%

**BALTIMORE CITY COMMUNITY COLLEGE  
2022 ACCOUNTABILITY REPORT**

	<b>Fall 2014 Cohort</b>	<b>Fall 2015 Cohort</b>	<b>Fall 2016 Cohort</b>	<b>Fall 2017 Cohort</b>
15 Developmental completers after four years	28.9%	33.1%	36.4%	34.9%
<hr/>				
	<b>Fall 2014 Cohort</b>	<b>Fall 2015 Cohort</b>	<b>Fall 2016 Cohort</b>	<b>Fall 2017 Cohort</b>
16 Successful-persister rate after four years				
a. College-ready students	na (n=34)	64.3%	na (n=21)	na (n=29)
b. Developmental completers	74.3%	76.7%	77.6%	75.1%
c. Developmental non-completers	26.8%	28.9%	27.0%	46.0%
d. All students in cohort	51.1%	57.1%	57.7%	62.2%
<hr/>				
	<b>Fall 2014 Cohort</b>	<b>Fall 2015 Cohort</b>	<b>Fall 2016 Cohort</b>	<b>Fall 2017 Cohort</b>
17 Successful-persister rate after four years				
a. White only	27.7%	na (n=18)	na (n=23)	na (n=14)
b. Black/African American only	48.4%	54.5%	54.3%	62.3%
c. Asian only	na (n=20)	na (n=29)	na (n=17)	na (n=14)
d. Hispanic/Latino	na (n=23)	na (n=9)	na (n=19)	na (n=10)
Note: Not reported if < 50 students in the cohort for analysis				
<hr/>				
	<b>Fall 2014 Cohort</b>	<b>Fall 2015 Cohort</b>	<b>Fall 2016 Cohort</b>	<b>Fall 2017 Cohort</b>
18 Graduation-transfer rate after four years				
a. College-ready students	na (n=34)	54.3%	na (n=21)	na (n=29)
b. Developmental completers	48.9%	51.7%	43.7%	54.7%
c. Developmental non-completers	22.6%	23.3%	23.6%	30.0%
d. All students in cohort	37.1%	41.5%	36.7%	43.3%
<hr/>				
	<b>Fall 2014 Cohort</b>	<b>Fall 2015 Cohort</b>	<b>Fall 2016 Cohort</b>	<b>Fall 2017 Cohort</b>
19 Graduation-transfer rate after four years				
a. White only	23.0%	na (n=18)	na (n=23)	na (n=14)
b. Black/African American only	34.5%	39.3%	35.3%	43.5%
c. Asian only	na (n=20)	na (n=29)	na (n=17)	na (n=14)
d. Hispanic/Latino	na (n=23)	na (n=9)	na (n=19)	na (n=10)
Note: Not reported if < 50 students in the cohort for analysis				
<hr/>				
	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
20 Associate degrees and credit certificates awarded				
a. Total awards	656	629	544	581
b. Career degrees	234	279	250	272
c. Transfer degrees	217	152	134	154
d. Certificates	205	198	160	155
e. Unduplicated graduates	586	553	484	521

**BALTIMORE CITY COMMUNITY COLLEGE  
2022 ACCOUNTABILITY REPORT**

	<b>AY 17-18</b>	<b>AY 18-19</b>	<b>AY 19-20</b>	<b>AY 20-21</b>
21 First-year GPA of 2.0 or above at transfer institution	80.0%	81.6%	87.8%	84.6%
	<b>FY 2017 Graduates</b>	<b>FY 2018 Graduates</b>	<b>FY 2019* Graduates</b>	<b>FY 2020 Graduates</b>
22 Graduate transfers within one year*	65.1%	43.8%	70.1%	48.5%

\* FY 2019 data are updated.

**Goal 3: Innovation**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
23 Credit program pass rates in licensure/certification examinations required for employment				
a. Nursing - National Council	85.4%	80.8%	77.1%	81.7%
Number of Candidates	48	52	48	71
b. Licensed Practical Nurse - National Council	90.0%	93.8%	80.0%	73.3%
Number of Candidates	10	16	10	15
c. Physical Therapy - Assessment Systems	72.7%	83.3%	100.0%	88.9%
Number of Candidates	11	12	11	9
d. Dental Hygiene - National (Written) Board	100.0%	84.6%	100.0%	Not Applicable*
Number of Candidates	15	13	13	0
e. Respiratory Care - MD Entry Level Exam	73.3%	84.6%	100.0%	100.0%
Number of Candidates	15	13	8	8

Note: Not reported if <5 candidates in a year

\*Due to COVID-19 related delays.

	<b>FY 2017 Graduates</b>	<b>FY 2018 Graduates</b>	<b>FY 2019 Graduates</b>	<b>FY 2020 Graduates</b>
24 Graduates employed within one year	84.2%	79.8%	80.8%	77.7%

	<b>FY 2015 Graduates</b>	<b>FY 2016 Graduates</b>	<b>FY 2017 Graduates</b>	<b>FY 2018 Graduates</b>
25 Income growth of career program graduates				
a. Median annualized income one year prior to graduation	\$22,388	\$22,920	\$23,440	\$20,040
b. Median annualized income three years after graduation	\$40,288	\$46,804	\$45,140	\$39,536

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
26 Enrollment in continuing education workforce development courses				
a. Unduplicated annual headcount	2,020	1,630	1,439	1,337
b. Annual course enrollments	3,100	2,132	1,831	2,164

**BALTIMORE CITY COMMUNITY COLLEGE  
2022 ACCOUNTABILITY REPORT**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
27 Enrollment in Continuing Professional Education leading to government or industry-required certification or licensure				
a. Unduplicated annual headcount	1,158	1,089	739	744
b. Annual course enrollments	2,273	2,460	1,023	1,254
28 Enrollment in contract training courses				
a. Unduplicated annual headcount	1,143	1,740	726	506
b. Annual course enrollments	2,472	2,837	1,057	1,035

**PROCUREMENT AWARDS**  
**Contracts, Modifications, and Renewals Options**  
**\$25,000 to \$99,999**  
**BOT Finance Committee September 15, 2022**

<b>Contract No. / Contract Title</b>	BPM026082 HVAC Duct Work Cleaning - Main Building		
<b>Description/Remarks:</b>	This contract was for a contractor to perform duct cleaning work for the Main Building's Ground, 1 <sup>st</sup> , 2 <sup>nd</sup> , and 3 <sup>rd</sup> floors, approximately 98,600 square feet (sf), and the Student Services Wing Ground, 1 <sup>st</sup> , and 2 <sup>nd</sup> floors, approximately 66,300 sf on our Liberty Campus. A solicitation was issued on eMMA and received 4 bids for this service.		
<b>Procurement Method:</b>	Competitive Sealed Bid	<b>Category:</b>	Maintenance
<b>Awarded Contractor:</b>	Indoor Air Technologies, Inc.		
<b>Award Amount:</b>	\$64,120.00	<b>Contract Term:</b>	15 Calendars from NTP
<b>No. of Bids:</b>	4		
<b>College Department:</b>	Facilities	<b>Fund Source:</b>	07706 / 1410

<b>Contract No. / Contract Title</b>	R95P3600003 Microsoft EES Renewal (Year 5)		
<b>Description/Remarks:</b>	This is BCCC's annual Microsoft renewal. This covers our Microsoft 365 subscription (email, Teams, phones, Active Directory, Azure, etc.) This is an annual renewal for existing services. This is year 5 of 5 on the MEEC contract.		
<b>Procurement Method:</b>	MEEC (ICPA)	<b>Category:</b>	IT Services (software)
<b>Awarded Contractor:</b>	BellTechlogix		
<b>Award Amount:</b>	\$93,939.73	<b>Contract Term:</b>	July 1, 2018 – June 30, 2023
<b>No. of Bids:</b>	N/A	<b>Tax Clearance:</b>	N/A
<b>College Department:</b>	Information Technology	<b>Fund Source:</b>	06618 /0862

<b>Contract No. / Contract Title</b>	R95P3600022 IT Ticketing Services		
<b>Description/Remarks:</b>	This is the software renewal of the current IT ticketing serviceto track IT service requests, incidents, and change management. The contract was awarded from the MEEC contracts; two quotes were requested for the continuous service of the software. The awarded vendor provided the discounted price of \$19,685.40 from the original quoted amount.		
<b>Procurement Method:</b>	MEEC (ICPA)	<b>Category:</b>	IT Services (software)
<b>Awarded Contractor:</b>	Freshworks		
<b>Award Amount:</b>	\$26,094.50	<b>Contract Term:</b>	July 1, 2022 – June 30, 2023
<b>No. of Bids:</b>	2	<b>Tax Clearance:</b>	N/A
<b>College Department:</b>	Information Technology	<b>Fund Source:</b>	06618/0862

**PROCUREMENT AWARDS**  
**Contracts, Modifications, and Renewals Options**  
**\$25,000 to \$99,999**  
**BOT Finance Committee September 15, 2022**

<b>Contract No. / Contract Title</b>	BCCC-FY23-SS-004 IT Banner Consultant		
<b>Description/Remarks:</b>	The service is for a part-time technical consultant to assist with Banner ERP tasks. Due to time constraints and the immediate need for service, a formal competitive process was not conducted. However, quotes were obtained from another vendor. The rate was 20% higher (\$150 vs. \$180 per hour). This person will address work not included in the ERP scope. The consultant will help develop custom reports for areas such as student services, finance, institutional research, etc. Additionally, the consultant has been developing key reports that include the purchase order report for Procurement.		
<b>Procurement Method:</b>	Sole Source	<b>Category:</b>	IT Services
<b>Awarded Contractor:</b>	Execu-Sys, Ltd		
<b>Award Amount:</b>	\$ 48,750.00	<b>Contract Term:</b>	June 6, 2022 – October 28, 2022
<b>No. of Bids:</b>	N/A	<b>Tax Clearance:</b>	N/A
<b>College Department:</b>	Information Technology	<b>Fund Source:</b>	06618/0872

<b>Contract No. / Contract Title</b>	R95P2600589 Juniper Network Support		
<b>Description/Remarks:</b>	The college uses Juniper network equipment to support the underlying infrastructure on which technology runs. The support contract ensures that we have vendor support for any Juniper equipment issues and outages and provides the College with access to the latest security patches and updates, which are necessary to safeguard College resources. In addition, the 24x7 maintenance service covers equipment such as services and switches. This purchase is being made through the MEEC Hardware contract #UMD-972016.		
<b>Procurement Method:</b>	MEEC (ICPA)	<b>Category:</b>	IT Services
<b>Awarded Contractor:</b>	DataNetworks		
<b>Award Amount:</b>	\$52,995.00	<b>Contract Term:</b>	April 23, 2022 – April 22, 2023
<b>No. of Bids:</b>	N/A	<b>Tax Clearance:</b>	N/A
<b>College Department:</b>	Information Technology	<b>Fund Source:</b>	06618 /0862

<b>Contract No. / Contract Title</b>	R95P2600652 Audit Services		
<b>Description/Remarks:</b>	This is awarded contract by the Comptroller's Office to conduct various audits on the College. The awarded vendor will perform the following audits: FY22 Financial Statements, WBJC Radio Station, 2 CFR Audit, Enrollment Opinion, and the annual financial audit reports.		
<b>Procurement Method:</b>	Task Order/ Statewide Contract	<b>Category:</b>	Services
<b>Awarded Contractor:</b>	Clifton Larson Allen LLP		
<b>Award Amount:</b>	\$43,800.00	<b>Contract Term:</b>	Annual
<b>No. of Bids:</b>	N/A	<b>Tax Clearance:</b>	N/A
<b>College Department:</b>	Finance & Administration	<b>Fund Source:</b>	06626/0829

**PROCUREMENT AWARDS**  
**Contracts, Modifications, and Renewals Options**  
**\$25,000 to \$99,999**  
**BOT Finance Committee September 15, 2022**

<b>Contract No. / Contract Title</b>	R95P2600651 OKTA		
<b>Description/Remarks:</b>	Okta is BCCC's single sign-on platform. This is an annual renewal for existing services. A one-year renewal was requested to evaluate if there are more cost-efficient options available in the future, as it will be a significant effort to cut over to a new product. Due to the time constraints, two quotes were obtained to continue service as it would affect the faculty and students' abilities to log into the College's resources (Gmail, Canvas, etc.)		
<b>Procurement Method:</b>	Unusual and Compelling Urgency	<b>Category:</b>	IT Services (software)
<b>Awarded Contractor:</b>	UVS InfoTech, LLC		
<b>Award Amount:</b>	\$70,758.37	<b>Contract Term:</b>	July 1, 2022 – June 30, 2023
<b>No. of Bids:</b>	2	<b>Tax Clearance:</b>	N/A
<b>College Department:</b>	Information Technology	<b>Fund Source:</b>	06618/0862

<b>Contract No. / Contract Title</b>	R95P2600529 Nursing Instruction Aid Training		
<b>Description/Remarks:</b>	This is a subscription-based service for the Nursing program for students. This subscription package provides nursing students with the essential training and assessment in preparing them to take their certifications to become registered nurses. Academic Affairs uses this ongoing tool and is excluded from a formal procurement process as outlined in College's Procurement Policies and Procedures Section 1.3.2.		
<b>Procurement Method:</b>	Exempt	<b>Category:</b>	Services
<b>Awarded Contractor:</b>	Assessment Technologies Institute, LLC		
<b>Award Amount:</b>	\$49,755.00	<b>Contract Term:</b>	N/A
<b>No. of Bids:</b>	N/A	<b>Tax Clearance:</b>	N/A
<b>College Department:</b>	Academic Affairs	<b>Fund Source:</b>	4406/1303

**BALTIMORE CITY COMMUNITY COLLEGE  
BOARD OF TRUSTEE – FINANCE COMMITTEE  
ACTION ITEM  
SEPTEMBER 2022**

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**Contract ID:** ETLA MEEC No. 21P-002  
Adobe Enterprise License

**Contract Description:** This Intergovernmental Cooperative Purchasing Agreement (ICPA) allows the College to utilize the Maryland Education Enterprises Consortium (MEEC) contract to purchase an enterprises license for the College on all Adobe products.

**Award:** Bell Techlogix, Inc.  
Indianapolis, IN

**Contract Term:** 08/27/2022 – 08/26/2025

**Contract Amount:** \$110,120.88

**Procurement Method:** Intergovernmental Cooperative Purchasing Agreement

**Requesting Remarks:** As a listed MEEC member permitted to utilize any of the MEEC contracts, the College requested to participate in the new solicitation for Adobe products. Through a competitive process conducted by the University of Maryland, Bell Techlogix was awarded a three-year contract to provide all MEEC members Adobe products. The College utilizes Adobe products to view, edit, and certified signatures for documents in pdf format. The annual pricing for each year is \$36,706.96.

This procurement is excluded from a competitive process and permissible under the College’s Procurement Policies and Procedures, Section 1.3.2.6, “Intergovernmental contracts or like-business agreements.”

Retroactive approval is being requested for the month of August and September in the amount of \$6,117.82 and proactive approval for the remaining term for the amount of \$104,003.06.

**Fund Source:** Operations (06618/ 0862)

**MD Tax Clearance:** 22-4301-1111

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<b>BOARD OF TRUSTEES ACTION</b>	<b>THIS ITEM WAS:</b>		
<b>APPROVED</b>	<b>DISAPPROVED</b>	<b>DEFERRED</b>	<b>WITHDRAWN</b>
	<b>WITH DISCUSSION</b>	<b>WITHOUT DISCUSSION</b>	



**BALTIMORE CITY COMMUNITY COLLEGE  
BOARD OF TRUSTEE – FINANCE COMMITTEE  
ACTION ITEM  
SEPTEMBER 2022**

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**Contract ID:** BCCC-FY22-SS-002  
Refugee Case Management

**Contract Description:** This contract provides a service to oversees the Refugee School Impact Grant Program. The services include case management services and coordination with various Baltimore City schools, and is uniquely equipped to offer resources, wraparound services, barrier removal, and support for both students and their families.

**Award:** International Rescue Committee  
New York, New York

**Contract Term:** October 1, 2021 – September 30,2022

**Modification:** \$174,298.00

**Original Contract Amount:** \$173,372.00

**New Contract Amount:** **\$347,670.00**

**Procurement Method:** Sole Source

**Requesting Remarks:** Requesting approval to modify the existing contract to the International Rescue Committee (IRC) under the Maryland Department of Human Services’ Office for Refugees and Asylees (MORA) awarded Baltimore City Community College the Refugee School Impact Grant (RSIG) to help support the College’s Refugee Youth Project (RFY) after-school tutoring program. Moreover, under the grant agreement with MDH, the College can award to/partner with only the companies that are specifically listed in the grant’s appendix, since all consultants and their work plans had to be pre-approved in order to receive grant funding. The IRC, as the refugee resettlement agency for Baltimore, is a pre-approved vendor.

On March 24, 2022, the College received additional funding from the Maryland Department of Human Services in the amount of \$346,744.00. A portion of this funding is being allocated in the amount referenced above to the IRC contract to expand its services that is being provided.

In accordance with the College’s Procurement Policies and Procedures, the Board of Trustees is required to approve any modification when the contract exceeds the accumulated amount over \$100,000 or already over \$100,000. The BOT approved the original contract on June 9, 2022.

**Fund Source:** MORA grant

**MD Tax Clearance:** 22-4300-0110

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<b>BOARD OF TRUSTEES ACTION</b>		<b>THIS ITEM WAS:</b>	
<b>APPROVED</b>	<b>DISAPPROVED</b>	<b>DEFERRED</b>	<b>WITHDRAWN</b>
	<b>WITH DISCUSSION</b>	<b>WITHOUT DISCUSSION</b>	

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

TAB 8 | College Policies

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- None

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

TAB 9 | Presentations

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- Enrollment Update
- ERP Update

# **Board of Trustees Meeting**

Wednesday, September 21, 2022

## **Enrollment Report**

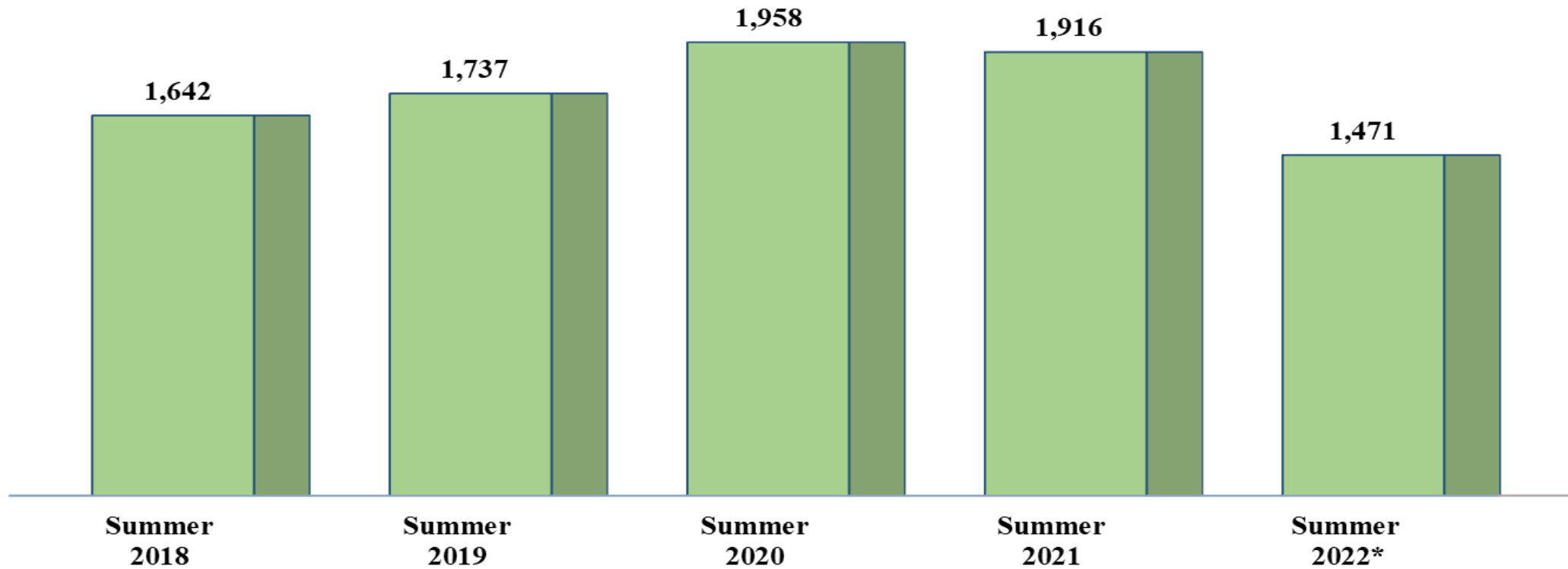
Ms. Becky L. Burrell, Vice President of Institutional Effectiveness, Research & Planning

Dr. Jade Borne, Vice President of Student Affairs

# Summer Credit Headcount Enrollment Trends

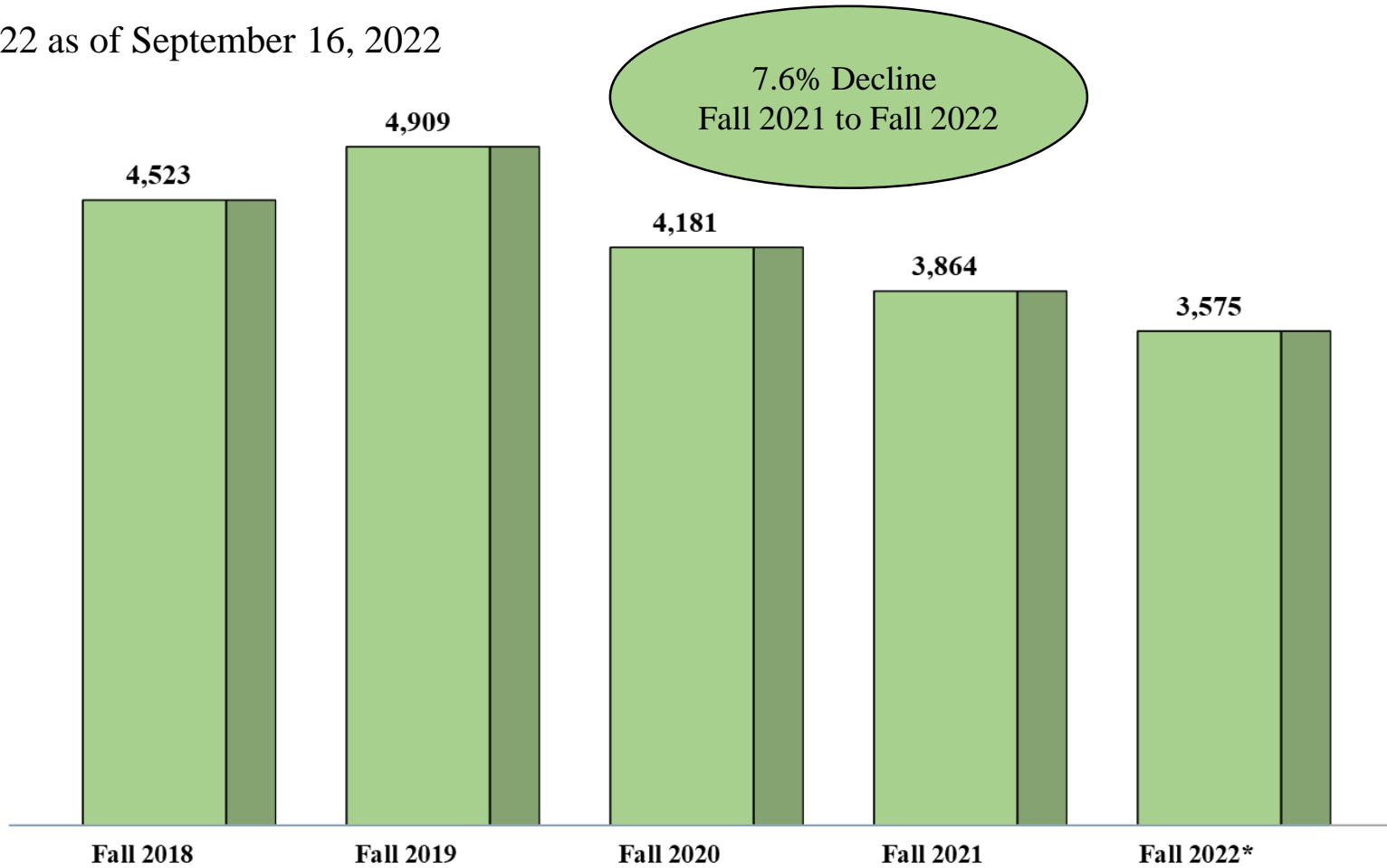
\* Summer 2022 as of September 8, 2022

Summer 2022 Mayor's Scholars Program Enrollment = 230 (Completed the term)



# Fall Credit Headcount Enrollment Trends

\* Fall 2022 as of September 16, 2022



9.8% Decline  
Fall 2021 to Fall 2022  
Across All Maryland  
Community Colleges

Fall 2022 Classes  
Began on  
August 22, 2022

Fall 2022 Target =  
4,164

Fall 2022\*  
Mayor's Scholars  
Program Enrollment  
= 351

# Fall 2022 Credit Course Sessions

Fall 2022 Classes  
Began on  
August 22, 2022

Fall 2022 Target =  
4,164

Fall 2022 Session/Part of Term	First Day of Classes	End of Add-Drop Period	Last Day of Classes (Including Finals)
16-Week	August 22	August 22 - 30	December 16
Accelerated I 8-Week	August 22	August 22 - 23	October 18
14-Week	September 6	September 6 - 7	December 16
12-Week	September 19	September 19 - 20	December 16
10-Week	October 3	October 3 - 4	December 16
Accelerated II 8-Week	October 19	October 19 - 20	December 16

# Fall 2022 Credit Headcount

## Maryland Community Colleges

MD Community College	First Day Date	Headcount	
		#	% Change
Allegany College of Maryland	8/22/2022	2,131	4.4%
Anne Arundel Community College	8/29/2022	9,753	-2.1%
Baltimore City Community College	8/22/2022	2,756	-1.1%
Community College of Baltimore County	8/29/2022	14,447	-6.2%
Carroll Community College	8/29/2022	2,854	5.7%
Cecil College	8/29/2022	1,793	6.3%
Chesapeake College	8/22/2022	1,758	3.8%
Frederick Community College	8/20/2022	5,745	6.6%
Garrett College	9/7/2022	524	-1.0%
Hagerstown Community College	8/29/2022	2,951	-6.3%
Harford Community College	8/22/2022	4,475	0.5%
Howard Community College	8/28/2022	8,070	0.3%
Montgomery College	Not Provided	Not Provided	Not Provided
Prince George's Community College	8/22/2022	9,664	-1.7%
College of Southern Maryland	8/31/2022	4,556	-10.9%
Wor-Wic Community College	9/7/2022	2,441	1.8%



# Realignment Task 5: Align BCCC's budget with realistic enrollment projections.

## Credit Enrollment Projections for Fall 2022 – Fall 2029

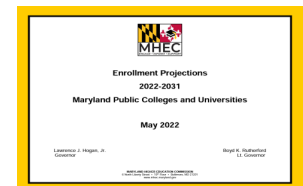
Maryland Higher Education Commission (MHEC) Projections All MD Community Colleges (CC)	Fall 2021 Actual	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029
MHEC 2021- 2030 Projections for All MD CCs - Published April 2021	97,458	135,971	137,395	138,821	140,243	140,973	141,702	142,432	143,167
MHEC 2022 - 2031 Projections for All MD CCs - Published May 2022	97,458	117,974	118,534	119,656	119,846	120,036	120,225	120,420	120,613
<i>MHEC's New Percent Changes for Outyears</i>		<i>21.1%</i>	<i>0.5%</i>	<i>0.9%</i>	<i>0.2%</i>	<i>0.2%</i>	<i>0.2%</i>	<i>0.2%</i>	<i>0.2%</i>

Maryland Higher Education Commission (MHEC) Projections BCCC	Fall 2021 Actual	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029
MHEC 2021- 2030 Projections for BCCC - Published April 2021	3,864	5,952	6,139	6,270	6,059	6,730	7,044	7,419	7,865
MHEC 2022 - 2031 Projections for BCCC - Published May 2022	3,864	4,595	4,616	4,638	4,659	4,667	4,675	4,682	4,690
<i>MHEC's New Percent Changes for Outyears</i>		<i>18.9%</i>	<i>0.5%</i>	<i>0.5%</i>	<i>0.5%</i>	<i>0.2%</i>	<i>0.2%</i>	<i>0.1%</i>	<i>0.2%</i>

BCCC's Internal Projections	Fall 2021 Actual	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029
BCCC Projections Developed July 2021	3,864	4,682	5,064	5,446	5,828	6,210	6,592	6,976	7,360
BCCC Projections Developed August 2022	3,864	4,164	4,464	4,764	5,064	5,364	5,664	5,964	6,264
<i>BCCC's Percent Change for Outyears</i>		<i>7.8%</i>	<i>7.2%</i>	<i>6.7%</i>	<i>6.3%</i>	<i>5.9%</i>	<i>5.6%</i>	<i>5.3%</i>	<i>5.0%</i>

From MHEC's 2022-2031 Projections: "These 10-year projections do not add additional variables or weights in the model that are specific to the COVID-19 pandemic, such as the sudden shocks due to the temporary change of course delivery mode, or students stopping out or reducing attendance level from full- to part-time. However, the pandemic-driven enrollment declines in 2020 and 2021 are incorporated into the model and lower the enrollment projections to some extent."

Source: Maryland Higher Education Commission and BCCC internal projections. | Office of Institutional Research



# Realignment Task 5

## Credit Enrollment Projections for Fall 2022 – Fall 2029

MHEC Projections for BCCC, Surrounding Community Colleges, and Prince George's Community College	Fall 2021 Actual	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029
Baltimore City Community College Projections Published April 2021	3,864	5,952	6,139	6,270	6,059	6,730	7,044	7,419	7,865
Baltimore City Community College Projections Published May 2022	3,864	4,595	4,616	4,638	4,659	4,667	4,675	4,682	4,690
<i>MHEC's New Percent Change for Outyears</i>		<b>18.9%</b>	<b>0.5%</b>	<b>0.5%</b>	<b>0.5%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.2%</b>
Community College of Baltimore County Projections Published April 2021	16,126	21,273	21,531	21,681	22,007	22,156	22,307	22,455	22,599
Community College of Baltimore County Projections Published May 2022	16,126	19,277	19,367	19,457	19,549	19,581	19,612	19,643	19,676
<i>MHEC's New Percent Change for Outyears</i>		19.5%	0.5%	0.5%	0.5%	0.2%	0.2%	0.2%	0.2%
Anne Arundel Community College Projections Published April 2021	10,630	15,086	15,174	15,457	15,459	15,467	15,458	15,435	15,390
Anne Arundel Community College Projections Published May 2022	10,630	12,889	12,949	13,009	13,071	13,092	13,113	13,133	13,155
<i>MHEC's New Percent Change for Outyears</i>		21.3%	0.5%	0.5%	0.5%	0.2%	0.2%	0.2%	0.2%
Carroll Community College Projections Published April 2021	2,766	3,777	3,805	3,831	3,940	3,990	4,045	4,106	4,168
Carroll Community College Projections Published May 2022	2,766	3,350	3,366	3,382	3,398	3,403	3,409	3,414	3,420
<i>MHEC's New Percent Change for Outyears</i>		21.1%	0.5%	0.5%	0.5%	0.1%	0.2%	0.1%	0.2%
Howard Community College Projections Published April 2021	8,080	10,991	11,117	11,198	11,371	11,453	11,536	11,618	11,698
Howard Community College Projections Published May 2022	8,080	9,881	9,928	9,974	10,022	10,038	10,054	10,069	10,086
<i>MHEC's New Percent Change for Outyears</i>		22.3%	0.5%	0.5%	0.5%	0.2%	0.2%	0.1%	0.2%
Prince George's Community College Projections Published April 2021	10,577	9,714	9,838	9,897	10,075	10,146	10,216	10,289	10,370
Prince George's Community College Projections Published May 2022	10,577	12,881	12,941	13,002	13,063	13,085	13,105	13,126	13,148
<i>MHEC's New Percent Change for Outyears</i>		21.8%	0.5%	0.5%	0.5%	0.2%	0.2%	0.2%	0.2%
All Maryland Community Colleges Projections Published April 2021	97,458	135,971	137,395	138,821	140,243	140,973	141,702	142,432	143,167
All Maryland Community Colleges Projections Published May 2022	97,458	117,974	118,534	119,656	119,846	120,036	120,225	120,420	120,613
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From MHEC's 2022-2031 Projections: "These 10-year projections do not add additional variables or weights in the model that are specific to the COVID-19 pandemic, such as the sudden shocks due to the temporary change of course delivery mode, or students stopping out or reducing attendance level from full- to part-time. However, the pandemic-driven enrollment declines in 2020 and 2021 are incorporated into the model and lower the enrollment projections to some extent."

Source: Maryland Higher Education Commission. | Office of Institutional Research



Enrollment Projections  
2022-2031  
Maryland Public Colleges and Universities  
May 2022

Lawrence J. Hogan, Jr.  
Governor

Boyd K. Rutherford  
Lt. Governor

MARYLAND HIGHER EDUCATION COMMISSION  
10 North Liberty Street • P.O. Box 38 • Baltimore, MD 21201  
www.mhec.state.md.us

# Realignment Task 5

## Strategic Enrollment & Recruitment Planning

### New Dedicated Recruitment Team

- Director of Enrollment Management
- Recruiter 1
- Recruiter 2
- Recruiter 3
- Director of Dual Enrollment

### Extended Recruitment Team

- Director Special programs (MSP/TGW)
- Director Disability Support
- Coordinator International Student Services
- Athletics Director
- Director Upward Bound Math & Science
- Student Affairs Team
- Academic Program Chairs and Deans

### A Model for Strategic Enrollment Management Planning (Whole College Effort)

- Data Review and Community Needs Assessment
- Program Offerings Analysis
- Recruitment Plan Design for Targets
- Program Development
- Continued Analysis

### New Recruitment Tools

- CRM Recruit (Banner)
- Enrollment Funnel Tracking
- Recruitment Territory Saturation Tracking
- Marketing & Constant Communication
- Data Tracking & Enrollment Reports (IER)

# Enterprise Resource Planning (ERP) Project Update



Michael Rading, CIO

Date: September 21, 2022

# Project Status

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

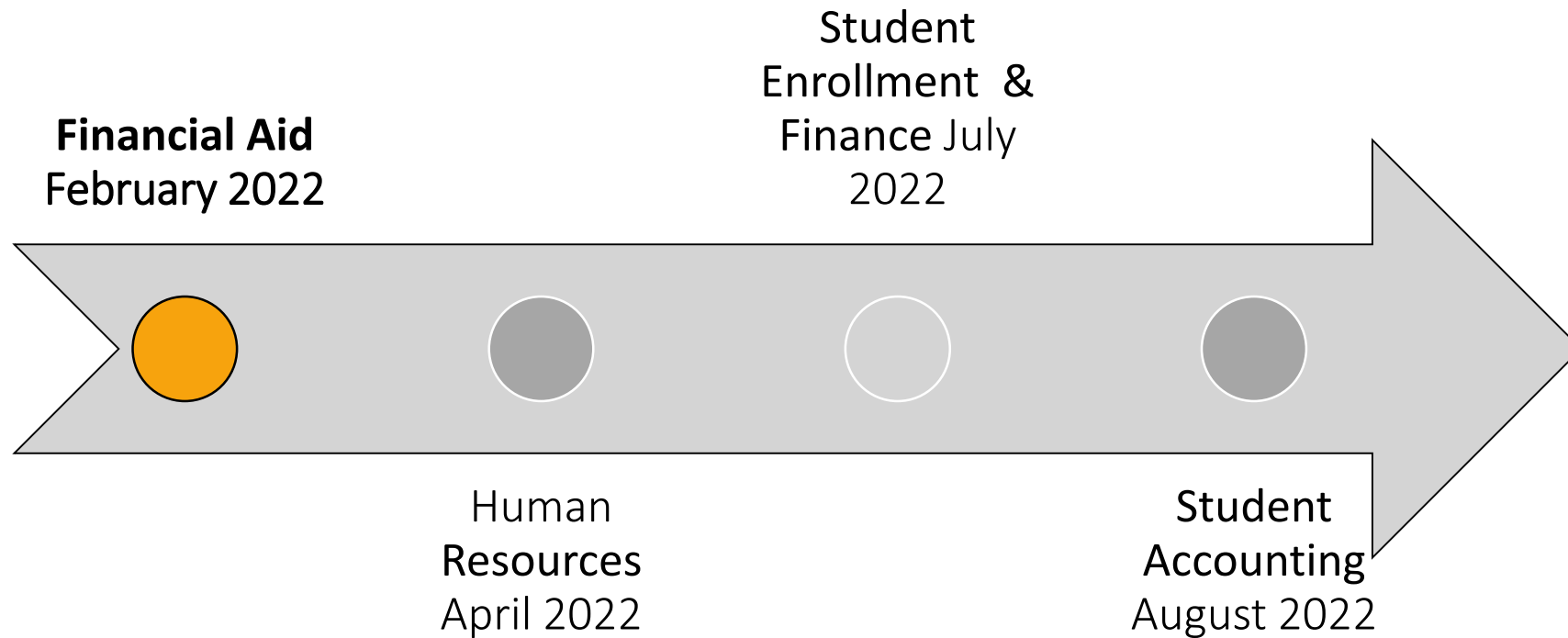
The Project Team continues to meet bi-weekly with the DoIT's Oversight Project Manager for the College to provide project updates and exchange ideas

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.

The Cabinet receives regular project updates.

*Despite adjustments to the internal module go-live dates, the project is still scheduled to be completed by December 2023 as originally scheduled.*

# Key ERP Modules & Go-Live Timeline



All core-modules of the ERP are now being used in College day-to-day operations

# ERP Core Modules

## **Financial Aid**

- Enables Financial Aid management from creation, management, and monitoring of award packages
- Helps students meet financial needs while also helping BCCC track and meet related financial goals

## **Human Resource**

- Enables HR to manage existing employee records in the new ERP system
- All employee records added and managed in the new system

## **Student**

- Self-service portal that provides students and faculty with a consolidated view of key information including courses, registration, and grades

## **Finance**

- All financial transactions handled in the new ERP, including budgets, general ledger, requisitions, and purchase orders
- Self-Service portal for staff to view key information, reports and manage key financial processes

## **Student Accounting**

- Payment portal for students to see key financial information
- Enables students to view statements, make payments, enroll in payment plans, enroll in electronic refunds, and direct deposits

# Additional Components on ERP Roadmap

- **CRM Recruit** (begins 3rd Quarter 2022) - Comprehensive admission system that supports the entire recruiting and admissions lifecycle. It will fully integrate with Banner and allow the admissions teams to manage recruitment and enrollment functions, facilitate engagement with students, and track enrollment goals.
- **Ellucian Experience** (begins 3rd Quarter 2022) - Personalized dashboard for students, faculty, staff, and administrators that aggregates content from multiple systems, and presents that information in a responsive web application.
- **Ellucian Degree Works** (begins 4th Quarter 2022) - An academic advising and degree audit tool that provides students easy access to their academic path and helping them understand degree requirements and next steps to graduation. It allows advisors and tutors to target students in need of assistance and help them maintain progress.
- **Ellucian eTranscripts** (begins 4th Quarter 2022) - Allows for automated processes to support the full lifecycle of transcript requests, from student identification and validation to order collection and fulfillment.
- **Ellucian Analytics** (begins 1st Quarter 2023) - Ellucian Analytics is a business intelligence platform that will enable BCCC to convert meaningful data from across systems into actionable decisions.



# Data Migration into New ERP

- Cross-functional teams involved that included data owners from Academics, Student Affairs, WDCE, Student Accounting, Financial Aid, HR, Institutional Research and IT
- Data exported, imported in non-production environment and validated before migration into new ERP



## Key ERP Data Migration Files

File	Module	Round 1	Round 2	Final (Production)
General Person – Student	Student	9/20/2021	1/31/2022	02/25/2022
General Person – Employees	HR	09/20/2021	03/14/2022	04/01/2022
General Student	Student	06/14/2021	02/28/2022	03/25/2022
Overall & Holds	Student	06/28/2021	05/18/2022	05/27/2022
Academic History	Student	06/14/2021	03/07/2022	03/25/2022
Accounts Receivable	Student Accounting	08/16/2021	06/27/2022	07/05/2022
Fall 22 Registration	Student	04/29/2022	05/27/2022	07/05/2022
Financial Aid	Financial Aid	05/24/2021	10/25/2021	02/25/2022

Note: Some files went through additional rounds of data validation beyond what is show in table 1: Key ERP Data Migration Files.

# Training and Support

- **Resources** – Quick start guides, how-to-videos and self-service portals for students, faculty, and staff
- **Training** – Training sessions were held for faculty and staff and additional training and office hours have been held and are planned to continue for the Fall semester
- **Pop-Up Sessions** - Additional opportunities for internal stakeholders to bring forward any ERP related questions and challenges
- **Support** – Regular meetings between the College leadership and the ERP vendor as part of the implementation; vendor expert consultants provide consultants with support along with the product support team

# Questions

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

TAB 10 | President's Report

- A. Operational Update
  - B. Realignment Tasks Update
-

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

**Board of Trustees, September 21, 2022**

*Dr. Laura Cripps, Vice President, Academic Affairs*

#### **ACADEMIC AFFAIRS**

##### *Middle States Commission on Higher Education (MSCHE)*

The self-study design is due to MSCHE by October 14, 2022 and will provide guidance to the steering committee and Work Groups and help to assess their progress throughout the self-study process. The core team continues to meet weekly to refine this submission.

The College's MSCHE liaison will visit BCCC October 24, 2022 to meet with various representative groups. The professional development schedule for August included two sessions for faculty and staff; the first on the self-study design and the second, on the self-study evaluation process and current standards for accreditation. Information sessions will continue over the course of Academic Year 2022-2023 as specified in the self-study design, with work groups meeting and reporting out to the wider college constituency.

##### *Curriculum*

The following program proposals were submitted to MEHC. Their review is ongoing.

- Associate of Applied Science in Geoscience Technology
- Associate of Applied Science in American Sign Language Deaf Studies
- Associate of Applied Science in Cybersecurity and Digital Forensics
- Associate of Arts in Communications
- Lower Division Certificate in Communications

##### *Transfer*

Faculty from the School of Arts and Asocial Sciences met with the University of Baltimore (UB) to create an articulation agreement between BCCC's Law Enforcement program and UB's Criminal Justice program. A draft agreement is currently under review by both institutions.

##### *Professional Development*

The Professional Development agenda for Academic Year 2022-2023 began on August 4<sup>th</sup> 2022, which included the President's Forum held on Monday August 15<sup>th</sup>, via Zoom. A diverse selection of training has been attended by faculty and staff covering Banner implementation, Canvas updates, MSCHE self-study design and process and academic division meetings. In addition, faculty-led professional development sessions covered topics including gender identity and preferred pronouns, the transition from developmental to college-level coursework, learning outcomes assessment, and program review.

## **ACADEMIC OPERATIONS UPDATE**

### ***Personnel***

Dr. Laura Cripps joined BCCC on September 7<sup>th</sup> 2022 as Vice President of Academic Affairs. She joins BCCC from Howard Community College where she served most recently as Associate Vice President for Academic Affairs (2020-2022) and as interim Vice President for Academic Affairs (2022).

Dr. Harvey Dorrah continues to serve as Associate Vice President of Academic Affairs.

### ***Scheduling***

The winter 2023 and spring 2023 academic schedules are being finalized and book orders will be submitted by October 15<sup>th</sup>. Meetings with the Director of Procurement and the Bookstore have identified opportunities for process improvements that will improve the speed of delivery and accuracy of book orders to students. Once the schedule for winter and spring 2023 has been finalized, a comprehensive process review for the credit-schedule will be undertaken, with the goal of building year-long academic schedules approximately one-year in advance.

### ***Library Services***

Summer 2022 marked a return to summer operational hours for Bard Library, since the beginning of the COVID-19 Pandemic:

- Monday-Friday, 8:00am – 5:00pm
- Saturday, 9:00am-1:00pm
- Sunday, closed

The fall 2022 schedule is as follows:

- Monday-Thursday, 8:00am – 7:00pm
- Friday, 8:00am-5:00pm
- Saturday, 9:00am-1:00pm
- Sunday, closed

Over the summer, library staff joined the welcome week committee in order to participate in events welcoming students back to campus, including New Student Orientation and the Student Engagement Fair.

The Library's reserve collection was reviewed and older titles, no longer being used were removed. The collection was updated to ensure accuracy with the Textbooks LibGuide and new textbooks were purchased and cataloged. 25th. The Modern Language Association (MLA) LibGuide was updated to MLA 9. In addition, American Psychological Association (APA) and MLA handouts were updated and printed for student use.

Library staff participated in Banner trainings and continue to work with ITS on Banner integration with the Library's own Symphony Library System.

***BCCC Library: Statistics for August***

Who do we serve?	August, 2022	August, 2021	Year to	Year to date
			date	
			FY 2023	FY 2022
Circulation of Print / Media			23	0
Use of Reserve Materials			16	0
<b>Database Sessions</b>				
Database Searches		665	1,682	3,089
Articles Retrieved		330	1,274	1,837
Library Online Public Access Catalog (OPAC) Searches				
eBook downloads		38	57	62
Use of Group Study Rooms			0	0
Computer Usage	0	0	0	0
Laptop Usage			0	0
Printed Pages	2,709	0	4,107	0
Gate Count	5,546	0	14,579	0
Registration of new Patrons	28		28	0
Registration/Update of Community patrons			0	0
<b>Information Services</b>				
Information Literacy Sessions	3	4	13	7
Information Literacy Attendance	50	60	139	82
Technology Training Sessions	2	2	2	2
Technology Training Attendance	1	1	1	1
Training Center Use by Other College Departments	0	0	0	0
Book Purchases - Print	3			
Book Purchases - eBooks	0			

Rapid Response-Students	2		2	0
Rapid Response-Faculty and Staff	1		1	0
ILL Requests/ Document Delivery	0	0	0	0
<b>LibAnswers &amp; Social Media</b>				
LibAnswers	9	11	18	17
Facebook Followers	503	503	503	503
Facebook Engagement	192	2	192	2
Instagram Followers	68	74	68	74
Instagram Engagement	0	3	0	3

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

In July the position of student success specialist was posted; applicant resumes have been reviewed and we are currently scheduling interviews with qualified candidates.

Also in July, E-Learning moved the Intelligent Learning Platform (ILP) piece of Banner integration into production. Minor challenges faced with making the change are being resolved quickly with the assistance of ITS.

As part of the implantation of ILP, the department conducted two training sessions on the new grading mechanism during the August professional development schedule; one for full-time faculty and one for adjunct faculty. This training will be repeated as grade reporting approaches.

In September, E-Learning will offer the Canvas 1-2-3 training series developed in early 2022 as an introduction to Canvas for new faculty and as a refresher for existing faculty.

### ***Success Coach***

The BCCC VISTA Success Coach attached to MAT 107 is currently assigned to support seven of the fourteen sections for Fall 2022 to assist students in navigating college services to aid student retention and success. The project has seen modest improvement (2 percentage points) in the success rates of students within MAT 107 since the beginning of the project a year ago.

### ***Tutoring***

In the time since the last report an additional 2,000 page views (30,408 for the semester) were made by students and an additional nine actions (275 for the semester) taken for review and feedback by tutors. The usage trends consistently reflect ENG 101, CLT 101, and MAT 107 with significantly more engagement than other courses. BCCC's eTutor worked with 76 BCCC students over summer, to review written work and answer questions.



## **SCHOOL OF ARTS AND SOCIAL SCIENCES (SASS)**

### ***Associate Dean Search***

The SASS Associate Dean search came to a successful conclusion with the hiring of Dr. Anthony McEachern. Dr. McEachern has a Ph.D. in Mass Communications and Media Studies and an M.F.A. in Design, both from Howard University. He joins BCCC most recently from North Carolina Agricultural and Technical State University, where he was the Chair of the Department of Visual and Performing Arts. Prior to this, he was the Assistant Dean of Visual Arts, Performing Arts, and World Languages at Anne Arundel Community College. He has also held various administrative positions at Howard University.

### ***Summer Course Offerings***

SASS ran a significant number of courses in the P-TECH and Mayor's Scholars Program (MSP) this summer, in addition to the usual summer credit schedule. The P-TECH offerings included courses in English, Health and Life Fitness, Speech, and PRE-100. The MSP courses included three sections of English, four of Psychology, three Developmental English classes, three Speech sections, and ten PRE-100 classes.

## **SCHOOL OF NURSING AND HEALTH PROFESSIONS (SNHP)**

### ***Dental Hygiene***

The Dental Hygiene Program has begun working on its Self-study (due in October 2022). The team continues recruiting, interviewing, and hiring credentialed faculty and staff for full-time and adjunct positions. One new full-time assistant professor has been recruited. Ms. Kohlhepp, a graduate of BCCC, has worked as an adjunct instructor in the Dental Clinic and has several years of experience working as a dental hygienist within the industry.

### ***Emergency Medical Services (EMS)***

The EMS program submitted its Annual Report to the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMPS) on May 15<sup>th</sup>, 2022.

Using the Perkins IV Grant, the EMS program has purchased new training equipment that will enhance student learning. The new Lifecast Vivienne Geriatric Female Patient Simulator features lifelike fine details such as replication of veins and underlying structures as well as hair and includes an airway and an articulated mouth for airway management. This simulator encourages more natural handling, bringing a new level of realism to medical training.

The EMS team also conducted several Basic Life Support (BLS) – American Heart Association CPR and AED training sessions for faculty over the summer. This team collaborates with other areas, such as Dental Hygiene, to ensure program students gain CPR certification.

### ***Health Information Technology (HIT)***

The HIT program remains in good standing with its accrediting agency; The Commission on Accreditation for Health Informatics and Information Management (CAHIIM).

### *Nursing*

The nursing faculty welcomed a new full-time assistant professor, Ms. Amanda Buttry, whose primary focus will be supporting students within the first year of the program.

For academic year 2022-2023, focus will be placed on evaluating the current nursing curriculum to align with new accreditation standards on-time graduation rate metrics. The nursing faculty also continue to work on identifying best practices relating to retention and preparation for the next-generation NCLEX licensing exam.

### *Physical Therapist Assistant (PTA)*

A new student orientation was held for students accepted into the program for academic year 2022-2023.

### *Respiratory Science*

The Respiratory Science team completed its annual report on July 1<sup>st</sup>. They obtained a 100% pass rate on the Respiratory Board Certification Exam for the third year in a row.

### *Surgical Technology*

The Surgical Technology Program completed and submitted its annual report on August 1<sup>st</sup>. A new adjunct instructor, Mr. Joey Arciaga, was hired to assist this team.

## **SCHOOL OF BUSINESS, SCIENCE, TECHNOLOGY, ENGINEERING AND MATH (BSTEM)**

### *Mathematics and Engineering*

Mathematics for Liberal Arts (MAT 112) was offered this summer for the first time on a pilot basis, alongside two courses for the Mayor's Scholars Program (MSP) and three courses for P-TECH students.

### *Natural and Physical Sciences*

The department welcomed a new full-time faculty, Dr. Kathleen Gillespie, as Assistant Professor and Coordinator of the Biotechnology program. Biotechnology program students participated in summer research internships; one student was selected for a paid internship at Delaware State University and three students participated in the Towson University BRIDGES program. Perkins grant funding provided for the installation of a chest freezer, ice makers and lab refrigerators for the Biotechnology labs.

### *Business & Technology*

Department faculty have been recognized this summer; Dr. Charice Hayes will be participating in the Lumen Learning Improvement Challenge and Associate Dean Quintin Davis, CPA became the Secretary for Region 2 of the Accreditation Council for Business Schools (ACBSP).

The first PTECH graduates from the New Era Academy received degrees and certificates in the Transportation and Supply Chain Management program.

Academic year 2022-2023 will see a focus on reaccreditation with the Council for Business Schools (ACBSP) Programs, including Accounting, Business Administration Management, Marketing, Office Administration, and Computer Information Systems.

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, September 21, 2022**

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

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

WDCE classes have moved to a combination of in-person and virtual instruction, with additional resources for academic support and both remote and in-person testing.

***ABE/ELS Program Improvement*** – Community ABE, ESL, and Refugee classes start each month. In addition, Citizenship classes start quarterly.

- On Saturday, June 25, 2022, ABE/GED program held its High School Commencement Ceremony at the Fine Arts Theatre. The graduation class consisted of Class of 2020, (39 graduates), 2021 (25 graduates) and 2022 (34 graduates). 20% of graduates of 2022 either enrolled in college or in a workforce training program at BCCC.
- In FY22, BCCC enrolled 1077 unduplicated students across all program areas including 596 Adult Basic Education students and 481 English Language Learners under the MD LABOR grant. We offered 112 ABE/ASE classes, 80 ESL classes (5 levels of ABE/ASE and 6 levels of ESL (English as a Second Language), and 1 IET and 3 IECLE workforce training courses in CNA and CHW.
- 55% of IET and IECLE students enrolled in the workforce training successfully attained an industry-recognized certification, the majority of whom received a Certified Nursing Assistant license.
- Starting in March through June of last fiscal year, we began offering 24-hour prep classes except for a math clinic strategically to the Advanced 1 & Advanced 2 students. There was a total of 6 prep (24 hrs) and 1 (60 hrs) math clinic classes that ran. 23 students took a GED (General Educational Development) Ready test 14 students passed the GED exam per content class they enrolled in and attended; meaning 61% of the students who took a GED ready passed that content area. A total of 22 additional students during that period passed all sections of the GED and graduated from our program.
- Based on the success of the aforementioned model, we will continue to offer academic prep classes as well as content specific clinics to get more students to take and pass that part/s of the GED exam. We will also continue to target students who need to take and pass one or two subject areas to attain the MD high school diploma. By doing this, we were able to increase our GED graduation rate.
- As per our data, the ESL program had a total of 179 students post-tested and 108 received an MSG (Measurable Skill Gain) (60.34%) As per the ABE/GED program, a total of 260 students were post-tested and 145 received an MSG (55.77%).
- Both ABE/GED and ESL programs provided an array of professional development workshops for instructors throughout the year, such as integration of technology in the classroom, basic and advanced CANVAS training, lesson planning and assessments.

## **English Language Institute (ELI)**

- English Language Instruction (ELI) partnered with CASA de Maryland in late Spring/Summer to recruit, enroll, and monitor participation of new MSP students, the majority of whom were undocumented and required more support. CASA provided educational awards to those undocumented MSP Summer Bridge participants who were not eligible to receive YouthWorks funding, bridging the equity gap that exists for this population.
- Total of 11 classes are underway, including 3 additional classes (80-level, 14-week) to meet demand
- All 11 ELI Fall classes are in-person, marking a drastic change from FY '22 where all classes remained online.
- Had 4 ELI classes as part of MSP Summer Bridge
- 2 classes were ELI (high/low levels) and 2 classes were Pre-100
- 29 ESL students total were enrolled in Summer Bridge
- ELI staff participated in MSP field trip to Morgan State University

## **Citizenship**

- 86 students were enrolled in 8 classes across the summer months of July and August
- 1 class is in-person at RPC, the remaining are virtual due to the incredible reach of the program (some students attend virtual classes from the Eastern Shore).
- 1 of the 8 classes is Basic Citizenship, SOR-funded for older refugees mainly
- 7 students received their naturalization this summer, and another 9 have scheduled USCIS interviews
- ELS staff Participated in USCIS Operation Afghan Welcome event at Baltimore Convention Center (USCIS/MORA Welcome Center) during the week of August 15<sup>th</sup>.

## **Refugee Youth Project (RYP) and Refugee Assistance Program (RAP)**

- The ELS department, in partnership with City Schools, continued its Refugee Youth Project (RYP) afterschool programming at Patterson High School this summer. 38 students were registered for the ISA (International Summer Academy). These students received YouthWorks stipends while attending ESL, College and Career Readiness, Dance, Soccer, and Robotics classes. Some students also took credit recovery classes with City Schools in tandem with their ISA electives.
- BCCC/RYP received a \$750,000 ARPA Grant award from the Mayor's office. This money will be used to support Refugee Youth Project's mission of serving refugee and asylee youth, one of the most vulnerable populations in Baltimore.
- Over 200 Refugee and Asylee students were registered for classes during the summer term. Many newly resettled Ukrainian parolees escaping the war with Russia were served and registered for classes and referred to partner organizations in order to receive necessary benefits.

***Workforce Development Program Development and Expansion*** – The Workforce Development (WD) Department continues to expand partnerships with local community and health agencies to provide opportunities for students to gain training and improve their career outlook.

- Workforce is working closely with Baltimore Alliance for Careers in Healthcare to offer healthcare training for Baltimore City Residents over the summer months. Collaborating with

BACH has assisted with enrollment increases in healthcare programs. The partnership has yielded a total of fifty-seven students, including five Patient Care Technician Cohorts (44 students); one Multi-Skilled Medical Technician (4 students); and Emergency Medical Technician (9 students). *This partnership has yielded approximately \$125,000 in revenue and 22 completers so far (there are four cohorts still enrolled)*

- Workforce worked closely with Center for Urban Families to enroll over seventy-five students in Certified Nursing Assistant (CNA) and Community Health Worker Programs (CHW), Diesel Mechanics, and Commercial Driving License (CDL) programs. Workforce is entering the final year of the BOOST grant partnering with Center for Urban Families (CFUF). CFUF has also received funding for an additional seventy-five students (total 150). *This partnership has yielded approximately \$320,000 in revenue and 51 completers (there are 75 students still enrolled)*
- Workforce Development has worked closely with University of Maryland Medical Center to provide, workforce training, for Patient Care Technician. Partnered with the Southwest Partnership, UMMC has contracted with BCCC to provide two PCT cohorts (16 students). *This partnership has yielded approximately \$30,000 in revenue and 6 completers.*
- Workforce Development has worked closely with Concerted Care to provide training opportunities for Baltimore City residents that have been impacted by the opioid epidemic. Students participated in workforce training in Certified Nursing Assistant and Patient Care Technician (25 students). Concerted Care has received funding for an additional students and training will continue in October. *This partnership has yielded approximately \$47,000 in revenue and 18 completers.*
- Workforce Development offered its first Commercial Driver's License (CDL) class this year. There has been a total of 5 cohorts offered. In the first two (2) cohorts, 90% of students received their Commercial Driver's Learners Permit and are scheduled to sit for their CDL by the end of October 2022. The third cohort will complete their Commercial Driver's Learners Permits and license in September and October. The fourth and fifth cohorts began in August and will complete the CDL Permit License in November and December.
- Workforce Development has expanded its partnership with Baltimore City Public Schools and offered two workforce training opportunities Green Street Academy. In September 2022, a cohort of twenty (20) students at will begin training for Certified Nursing Assistant leading to licensing.

### **Other Funding Opportunities**

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

## **Career Services Updates**

- Career Services continues to work with partners to create career placement trainings opportunities for students. This includes placing students with Kennedy Krieger to work with children and young adults with developmental disabilities in the Neurobehavioral Unit. There were approximately (9) Community Health Workers placed over the summer.
- Career Services has also partnered with Gaudenzia to provide employment placements opportunities for students enrolled in nursing, Certified Nursing Assistant, and Addiction Counseling programs
- Career Services worked closely with MSP over the summer with Youthworks. Youth worksites included Mayors Scholars Program, Upward Bound, and the Refugee Youth Project. There were approximately 137 Youthwork participants and across all programs.
- Career Services lead all food program efforts for 2022 youth programs. The program provided breakfast and lunch each day, Monday through Friday. There were 200 meals served each day, a total of 5200 meals over the summer. All excess food was donated to nearby shelters, a senior center, and other youth programs.
- Career Services continues to coordinate with Workforce to connect students to job opportunities directly related to their training experiences. The Career Services Team coordinates recruitment efforts with Workforce to provide a more comprehensive vision and scope for students.

***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.

- P-Tech Continued to work with rising sophomore students and families on Virtual New Student Admissions and Orientation Events. Students and families were informed regarding the BCCC admissions process, student MyBCCC login information, and student support services. Working in conjunction with a panel of BCCC departments, representatives from e-learning, Student Support and Wellness Services, Center for Academic Achievement, BCCC LIBRARY, and Disability Support Services Center
- P-Tech created individual student scope and sequence plans used to develop the P-TECH fall schedules.
- P-Tech worked collaboratively with external partners BCPSS schools New Era, Dunbar, and Carver High Schools to review and create fall schedules.
- P-Tech collaborated with internal partners Deans, Associate Deans, and Program Coordinators to complete P-TECH Schedules.
- The ELS department, in partnership with City Schools, continued its Refugee Youth Project (RYP) afterschool programming at Patterson High School this summer. 38 students were registered for the ISA (International Summer Academy). These students received YouthWorks stipends while attending ESL, College and Career Readiness, Dance, Soccer, and Robotics

classes. Some students also took credit recovery classes with City Schools in tandem with their ISA electives.

- BCCC/RYP received a \$750,000 ARPA Grant award from the Mayor's office. This money will be used to support Refugee Youth Project's mission of serving refugee and asylee youth, one of the most vulnerable populations in Baltimore.

## **ENVIRONMENTAL SERVICES AND FACILITIES**

*Environmental Services and Facilities* – This department provides ongoing cleaning, maintenance, and repairs for all campus facilities. This team also supports campus special events, the mailroom, and property control. In addition, the department plans and manages the 10-Year Facilities Master Plan.

- The College campus has fully reopened, including the Cafeteria, the Bookstore, and the recently renovated Student Center. To prevent the spread of COVID-19 and keep the students, faculty, and staff safe and healthy, the College has installed plexiglass barriers at all public transaction counters, MERV 13 air filters in the air handlers, additional HEPA air purifiers in the hallways, and temperature and sanitizer stations at the entrances. Facilities is providing deep cleaning, routine fogging, disinfecting on a regular basis, and cleaning kits for all classrooms.
- The Loop Road construction project awarded September 1, 2021 is ongoing and 50% complete. The demolition of Harper Hall, installation of the new exit, new curbs, new landscaping, and new bioretention areas are complete.
- The project continues with the installation of the new HVAC system in the Physical Education Center and the installation of the new stairs allowing access to the campus from Liberty Heights Avenue. The lighting in the quad is being repaired and the handrails in the quad are also being installed to improve accessibility. In the few weeks, the ADA entrance at the Fine Arts door will be complete, and then the contractor will work on replacing the stairs behind the main building with concrete steps. The contractor will also be drilling to complete the retaining wall for the next two months. This is the final phase that will allow for the completion of the road behind the PE Center. The project is scheduled for completion in the Summer 2023.
- Since January, the following construction projects have been completed: Greenhouse flooring project, Student Center renovation, South Pavilion Roof Replacement, South Pavilion HVAC Repairs, South Pavilion carpet and rubber stairwells, Life Science Building Chiller Repairs, Life Science Building IT/Data Room HVAC Upgrades, Main Building/Nursing IT/Data Room HVAC Upgrades, Life Science Building Duct Work Cleaning, Main Building Duct Work Cleaning, Flagpole lighting installation, and the Bottle Filler Water Fountains Installation. Ongoing projects include the Cameras and Access Control project, Pavilion lighting repairs, and the Life Science Fire Alarm Replacement. The Life Science Building skylight repairs and the West Pavilion Fire Alarm project have bid and ready for contract award.



- BCCC submitted to DBM the Capital Budget request on July 1, 2022 to request capital funds for Deferred Maintenance, the Learning Commons Renovation and Addition, the Nursing Renovation and Addition, the Facilities Building replacement, and the new Wellness Center. Members of DBM and DLS toured the campus on August 26<sup>th</sup> to better understand the facilities' needs and priorities. In addition, based on recent cost estimates, several project costs have escalated due to the volatility in the market, and there is a need for additional funds for deferred maintenance, the Bard Building demolition, and the Main Cooling Tower replacement. The College is planning a community meeting in September to inform downtown community groups on the progress of the Bard Building demolition project.

## **PUBLIC SAFETY AND SECURITY**

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

- Public Safety supported the ABE/GED program's High School Commencement Ceremony at the Fine Arts Theatre on June 25th.
- Public Safety continued to support the Camera and Access Control project. Public Safety will continue to attend bi-weekly meetings and support this project for the upcoming months.
- Public Safety supported the in-person CDL, GED, and ESL programs at RPC and WDCED including weekend classes.
- Public Safety continues to support the return to on-campus activities for the college community. Public Safety members continues to enforce safety measures including mask-wearing and COVID screening procedures, especially as the volume of students has increased for the Fall 2022 term.
- Public Safety staff continued to produce and distribute identification cards for students and faculty/staff while following safety protocols including masking, social distancing and physical barriers. An appointment system using [idcards@bccc.edu](mailto:idcards@bccc.edu) was implemented and has been utilized to enhance safety by limiting the number of people serviced at one time.

Public Safety supported the Loop Road construction project, managing campus access and enforcing COVID related safety measures.

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, September 21, 2022**

*Becky L. Burrell, Interim Vice President of Student Affairs*

### **STUDENT LIFE & ENGAGEMENT**

July and August 2022 were busy engagement months for Student Life & Engagement. The department collaborated with the Mayor's Scholars Program (MSP) as well as Welcome Week activities and Fall 2022 program planning. Student Life & Engagement supported the 2 – 3pm Monday through Thursday events for MSP, which are listed below. The events were chosen and planned in May and June 2022, and Student Life & Engagement staff oversaw all work orders, media service requests, and request for purchase of items/item needs. The office also hosted other summer events for all students, with an emphasis on promoting these events to the Mayor's Scholars Program.

During the month of August 2022, the Office of Student Life & Engagement oversaw Welcome Week. Information is below regarding these events. Further, the staff planned for fall programming including hours for the Student Center, beginning the process of hiring work study students, and continued cleaning and reorganization of the Panther Food Pantry and all storage closets. The staff updated standard operating procedures for all areas.

#### **Activities and Events**

Mayor's Scholars Program (all workshops below took place 2:00 – 3:00 pm in the Fine Arts Theater)

There were 150+ Mayors Scholars Program students, but the average attendance at the 2pm session was ~100 students.

1. Tuesday, July 5, Learning Styles: This workshop was facilitated by Aquila Evans in the Center for Academic Achievement. Students learned about learning styles and how that would assist them in their education.
2. Wednesday, July 6, Speed Friending: This event was facilitated by Valerie Grays in Student Life & Engagement. Through icebreakers and activities, students met one another and began to form bonds on campus.
3. Thursday, July 7, Time Management: This workshop was facilitated by Cortney Merritt in Student Support & Wellness Services. Information included guides for time management, how to ensure students are using their time wisely, and more.
4. Monday, July 11, Cohort Naming Challenge: This event was facilitated by the MSP Staff. It was a fun getting to know you type of activity.
5. Tuesday, July 12, First Semester Success Tips: This workshop was facilitated by Angela Donn in Student Support & Wellness Services. They talked about success tips for the summer, and through an icebreaker with balloons and writing what they're nervous about on them, students saw that others have similar or the same fears about school.
6. Wednesday, July 13, Vision Boards: This event was facilitated by Liz Purswani in Student Life & Engagement. Using canvas, students created virtual vision boards and spoke about them.
7. Thursday, July 14, Test Anxiety: This workshop was facilitated by Angela Donn in Student Support & Wellness Services. Students learned about test anxiety, how to notice the signs, and tips to help it.
8. Monday, July 18, Shark Tank: This event was facilitated by MSP Staff.
9. Tuesday, July 19, Mental Health 101- Kahoot Trivia: This event was facilitated by Cortney Merritt in Student Support & Wellness Services. Students played Kahoot trivia on their phones and learned all about mental health. The top 3 winners were given BCCC swag bags.

10. Wednesday, July 20, Healthy Relationships Bingo: This event was facilitated by Liz Purswani in Student Life & Engagement. Students played bingo on paper to learn about healthy relationships. Staff explained each word used in the Bingo game.
11. Thursday, July 21, Positive Sexual Health Education: This event was facilitated by The JACQUES Initiative. They spoke about positive sexual health education and STI and HIV Testing. They stayed until 4pm for students who were interested in testing.
12. Monday, July 25, Registration: This event was facilitated by MSP staff. Staff oversaw registration with students.
13. Tuesday, July 26, Social Media Diet: This event was facilitated by Cortney Merritt in Student Support & Wellness Services and Liz Purswani in Student Life & Engagement. The workshop was about the pros and cons of social media, and how to ensure that social media isn't getting in the way of education, life, etc.
14. Wednesday, July 27, FAFSA Preparation and Registration: This event was facilitated by MSP staff. Financial Aid and registration were discussed.
15. Thursday, July 28, MSP Field Trip to Morgan State University, 8:30 am – 3pm: This event was facilitated by MSP staff, and chaperoned by various staff on campus (Liz Purswani, Cortney Merritt, and others). Students sat in a MSU session about the campus, went on a tour, and had lunch in their cafeteria. Students also talks to student leaders on a panel.
16. August 1 – 4: MSP Staff oversaw workshops regarding registration and a Closing Ceremony on August 4 where they had Dr. Borne speak as well as their staff, and they gave out superlatives.

### **Other Summer Events**

1. Thursday, July 7, Movie- Shang Chi and The Ten Rings, 3:00 – 5:00 pm, Fine Arts Theater
2. Friday, July 8, Movie- Shang Chi and The Ten Rings, 1:00 – 3:00 pm, Mini Conference Room
3. Tuesday, July 12, Student Center Open, 3:30 – 5pm, MNB 07
4. Wednesday, July 13, Movie- Dr. Strange & The Multiverse of Madness Part 1, 12:00 – 1:00 pm, Mini Conference Room
5. Wednesday, July 13 Student Engagement Fair, 3:30 – 5:00 pm, MNB Lower Atrium
6. Thursday, July 14, Movie- Dr. Strange & The Multiverse of Madness Part 2, 12:00 – 1:00 pm, Mini Conference Room
7. Thursday, July 14, Movie- Dr. Strange & The Multiverse of Madness Part 1, 3:00 - 5:00 pm, Mini Conference Room
8. Wednesday, July 20, Student Center Open, 3:30 – 5pm, MNB 07
9. Thursday, July 21, Student Engagement Fair and The JACQUES Initiative Tabling, 12:00 – 1:00 pm, MNB Upper and Lower Atrium
10. Thursday, July 21, The JACQUES Initiative HIV Testing, 3:00 – 4:00 pm, Fine Arts Theater
11. Wednesday, July 27, Student Center Open, 11:00 am – 1:45 pm and 3:15 – 5:00 pm, MNB 07

### **Welcome Week**

The goal of welcome week was to welcome every student to BCCC. Students were encouraged to take part in a variety of fun, relaxing, and educational programs so their semester can start on a positive note. The events were marketed to students in their Canvas portals, via daily Constant Contact newsletters, via text to the Mayor's Scholars Program students, as well as on the home page via a direct link to the Welcome Week Website. This week of events was planned and implemented by Student Life & Engagement, with widespread support from Student Affairs and the Welcome Week Committee.

There were many great giveaways from the Marketing Department including fans, trucker hats, drawstring bag, t-shirts, pendants, frisbees, mini footballs, lanyards, pens, and more. Each day a different giveaway was given out at Welcome Week Greeters tabling and/or other events. The Welcome Week Greeters assisted students with any questions, pointed them in the right direction for their classes, gave out giveaways, talked about BCCC, and overall were a helping hand. Greeters included Student Affairs

Staff, Marketing Staff, Academic Affairs Staff, and the Board of Trustees Student Representative for 22-23. All information is listed below including approximate attendance. We had paper and/or virtual QR code sign ins for majority events.

The Student Center opened this week with daily hours, and promotion was done for the Panther Food Pantry. There were 2 students who utilized the food pantry during this week, and \*\*\* students who utilized the Student Center over the week. They are included in the overall attendance number for the week, and Student Center information is listed below for each day.

Two scheduled events- Welcome Week Greeters from 12 – 1pm on 8/22 and Student Life & Engagement Hang out from 12:30 – 1:30pm on 8/23 did not occur and instead were morphed into the Welcome Week Greeters Tabling.

There was a total of 661 attendees over the 15 events between August 22 – 26. At this time, we do not have the number for unique attendees (students who attended multiple events) but will have that information soon once all items are inputted into excel.

- Monday, August 22
  - Welcome Week Greeters, 9:30 – 11:00 am/12:00– 1:00 pm/2:00 – 3:00 pm, MNB Lower-Level Atrium, 85 attendees
  - Student Center Open 10:00 am – 4:30 pm, MNB 07 Student Center, 35 attendees
  - Student Meet & Greet, 4:00 – 5:00 pm, MNB Lower-Level Atrium, 12 attendees
- Tuesday, August 23
  - Welcome Week Greeters, 1:00 – 3:00 pm, 72 attendees
  - Student Center Open 10:00 am – 6:30 pm, MNB 07 Student Center, 20 attendees
  - New Student Orientation, 3:00 – 5:00 pm, Fine Arts Theater, 33 attendees
  - Bingo, 5:00 – 6:00 pm, Zoom, 4 attendees
- Wednesday, August 24
  - Welcome Week Greeters, 9:30 – 11:00 am/12:00– 2:00 pm, MNB Lower-Level Atrium, 78 attendees
  - Panther Fun Day, 11:00 am – 2:00 pm, Center of Campus, 150 attendees
    - This event included fun oversized/giant games, card games, yard games, slushies, as well as Baltimore City community organizations that the Office of Student Life & Engagement works with or is beginning to work with. Such organizations included Turnaround Inc., Baltimore City Department of Social Services- Foster and Adoption Care, The JACQUES Initiative, Black Women Build Baltimore, Navy recruiters, and Army recruiters.
    - Other organizations were invited but unable to attend or did not reply such as Baltimore Center Stage, Baltimore City Recreation & Parks, Family Survivor Network, League of Women Voters, NAMI Baltimore, Marine recruiters, Roberta's House, and STAR TRACK.
  - Student Center Open 3:00 – 6:30 pm, MNB 07 Student Center, 22 attendees
- Thursday, August 25
  - Welcome Week Greeters, 9:30 – 11:00 am, MNB Lower-Level Atrium, 28 attendees
  - Student Center Open 10:00 am – 4:30 pm, MNB 07 Student Center, 16 attendees
  - Student Engagement Fair, 12:00 – 3:00 pm, MNB Upper & Lower Atrium, 85 attendees
    - This event included student facing campus departments and a few student clubs/organizations. Those who tabled were Student Life & Engagement, Admissions, Bard Library, Center for Academic Achievement- Tutoring Services, TRIO- Student Support Services Program, Student Support & Wellness

Services, IT Technology Services, Anthropology & Sociology Club, and International Student Club. Student Life & Engagement pushed involvement in SGA and Student Clubs & Organizations, as well as handed out some giveaways.

- Other campus departments and student clubs/organizations were invited but unable to attend. They include- LatinX Uni2 Student Club, Phi Theta Kappa Honor Society, History Club, Disability Support Services, Mayor's Scholars Program, Granville T. Woods Scholars, Athletics, Financial Aid, Canvas & E-Learning, Student Accounting, Career Services, BCCC Bookstore, and Records & Registration.
- Friday, August 26
  - Community Service Event, 9:00 am – 12:00 pm, MNB Lower Atrium, 2 attendees
  - Student Center Open 2:00 – 4:00 pm, MNB 07 Student Center, 3 attendees

### **Student Government Association**

- There were no summer SGA meetings, activities, or events. The 22-23 SGA application was relaunched in July and has been promoted to potential leaders on campus, as well as via Canvas, email listservs, events, and flyers on campus. The application is due September 23. Currently, there are 11 applications for positions. We are beginning to do qualification checks currently and will finalize those the afternoon of September 23. During the week of September 26 there will be candidate meetings and a candidate meet and greet. Staff was able to promote at Welcome Week for all positions.
- Elections will take place via a canvas SGA Elections page for all currently enrolled students and that will be open from noon on October 4 through noon on October 6. Staff are currently working on getting that page set up and they will be working with IT to get the listing of students to upload for voting in October. Staff are currently working with marketing to push applications and will be working with marketing to develop elections marketing.
- At this time, many students are interested in joining current or creating new student clubs and organizations. The current clubs and organizations that are being contacted to register for the 22-23 academic year are LatinXUni 2 Club, International Students Club, Anthropology & Sociology Club, and the History Club. The Psychology Club was in the process of getting started last year, but Professor Hawk will be moving forward with a Social Sciences Club to encourage all students in social sciences to be involved. Staff are currently working with her to promote that interest.
- The LatinXUni 2 Club lost their advisor this past summer, so they are currently trying to find a new advisor. We also have interest in a Boxing Club, Music Club, Cheerleading Pep Squad, and Dance Team (among other ideas students have passed our way). We have sent students all necessary information in order to start clubs or organizations on campus, with the first step having 5 members who will make up the executive board, a name, a mission, and a faculty and/or staff advisor (preference for 2 advisors), and a constitution. All information is listed on the Student Life & Engagement website for students, and they are asked to set up a meeting with staff to get the process in motion.

### **FINANCIAL AID**

The Financial Aid office has awarded \$ 744,0121.09, Federal, State, and Institutional funding for Fall 21, Spring 2022, and Summer 22. Financial Aid awards are ongoing for fall 2022.

The Financial Aid office is in the final stage to go live with Inceptia Verification Gateway on September 12th. The FA office revamped the Financial Aid webpage with the Inceptia Verification Gateway information to all students and consumers for the federal verification process.

The Financial Aid Office is working on the process for the FWS (Federal Work Study) that will be presented to Cabinet.

The Financial Aid Office is working on the final 21-22 Award Year reconciliation to prepare for the FISAP (Fiscal Operations and Application to Participate) and submit it by September 20th.

While the FA office worked hard to streamline the new Banner system tasks for the supplement data migration, the process of serving students continued. The data below reflects services provided to students on campus and via the virtual help desk, phone, and email.

### **Students Served**

- VHD 372
- Walk-ins 1506
- Phone calls 350
- Emails 145

### **Other Reports**

The financial aid department completes the following reports daily and weekly for Title IV compliance:

- Verification and C- Codes Reports
- SAP (Satisfactory Academic Progress) report.
- IT (Information Technology) problem ticket report
- Negative disbursement report.
- Program Changes report
- SBL Reports: SBL issues affecting student funding some of the students' courses are not coming into Regent and reversing the awards.
- Awards/ Disbursement report, and run EST twice a week, and streamlined the EST automation process and configurations in the Regent system to work more effectively.

### **Banner Implementation**

The Financial Aid Department completed the supplement data validation for fall 21, spring 22, and summer 22. Although there were some issues with SAP code mapping within HPLAN and Banner, the department worked collectively to meet the deadline.

## **MAYORS SCHOLAR PROGRAM**

### **Staffing**

The Special Programs Office which houses the Mayor's Scholars Program expanded its office from an office of one staff to now an office of three staff members. The team includes a Director, Aaries Coleman; Coordinator, Danielle Ballard; and an Advisor, Tanquarae McCadney. Once the office specialist (administrative assistant) position is filled the office will be fully staffed with four positions to oversee the Mayor's Scholars Program, Granville T. Woods Scholars Program, and Near Completers.

### Summer Bridge Program

The 6-week summer bridge program began on June 27, 2022, and ended on August 5, 2022. The program was hosted on the Liberty campus for the first time in two years. Although essential functions of the campus were not in full operation or open for service, i.e., food services, bookstore (paraphernalia, essential items, and snacks), and student center, the MSP worked to provide alternative options. Baltimore City provided a daily breakfast and lunch option for program participants. A soft launch of the MSP lounge space was made available for students but still needs to be furnished to be fully functional. There were approximately 247 students were registered for the summer bridge program. The MSP team registered approximately 117 students for Fall 2022 registration during the last week of the summer program.

### Fall 2022

During the month of September, the Mayor’s Scholar Program is focusing on finalizing student registration. There are approximately 193 MSP Cohort 5 students registered for Fall 2022. Virtual registration workshops, in collaboration with the advising team, were held to provide immediate registration for students. Students who missed the opportunities were provided written instructions on how to access BCCC staff and how to register for classes. The goal of September is to help students gain an understanding of early student success tips and to register as many students as possible for the Fall 2022 semester.

### TEST CENTER

During the month of August 2022, the BCCC Test Center administered a total of 351 exams to BCCC students and members of the community. During this peak registration season, nearly 80% of the exams administered was an Accuplacer test. Accuplacer evaluates students’ skills in reading, writing and math to place them in the appropriate courses that align with their skill sets. This month collaborations includes: DSSC, Virtual Help Desk, Student Success, Admissions, Records and Registration, and Ellucian (Banner Training). The below data table provides a breakdown of the testing appointments that occurred during the month of August.

Exam Name	Total Exams Given	Walk-In Appointments
Accuplacer	256	71
Accuplacer Retest	1	0
Accuplacer (non-BCCC students)	3	1
Accuplacer (Mayor Scholars Program students)	20	3
BCCC Course Exams	2	2
Biology Exemption	15	0
Biology Exemption- Retest	2	0
Computer Literacy Exemption	20	1
Computer Literacy Exemption-Retest	7	1
CLEP	5	0
ParaPro Assessment	20	0
<b>Total Exams Given</b>	<b>351</b>	

<b>Total Number of Walk-In Appointments</b>	<b>79</b>
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### Data Trends

- BCCC Test Center administered 351 exams in-person (272 scheduled appointments, 79 walk-ins)
- Exams for community members (non-BCCC students) accounted for approximately 8% of total exams given
- Busiest Testing Days in August: Monday, Tuesday, Wednesday and Friday
- Busiest Testing Times in August: 10:00am-11:00am; 12:00pm-1:00pm
- Busiest Week in August: August 14<sup>th</sup>-August 20<sup>th</sup>; week before start of Fall term

### Staff Updates

The new Test Center Director, Natasha Williams, started on August 8, 2022.

### Upcoming Testing Administrations and Future Directions

1. The Test Center will administer the Math and English Accuplacer Placement test to students in the Upward Bound Program on Saturday, October 1, 2022.
2. The Test Center is in the process of completing appropriate documentation and contract agreements to begin administering the TEAS exams again for BCCC students interested in applying to the Nursing Program
3. The Director of Testing is in the process of evaluating processes, procedures, tests offered and more. Below is a list of ideas/future for the Test Center
  - a. Become a PearsonVue Certified Testing Center and offer GED Testing to Baltimore City and Maryland Community Members
  - b. Collaborate with Academic Affairs to continuously discuss proctoring services for BCCC course exams, state required exams, placement exams and dual enrollment required testing
  - c. Collaborate with DSSC to assist with proctoring course exams for students with approved accommodations
  - d. Collaborate with Mayor Scholars Program and Upward Bound to improve the scheduling and administration process of the Accuplacer Test for their students along with evaluate result outcomes and create a plan of action to further the students' skills
  - e. Collaborate with WDCE/ELI to fully administer the ESL Accuplacer at the Liberty Heights campus
  - f. Restructure RegisterBlast, the Test Center's appointment scheduling and check-in management system
  - g. Update the Test Center Website

## ADMISSIONS

### Banner Implementation

The Admissions Office participated in numerous training sessions to support Banner implementation and worked closely with Ellucian, Information Technology, Office of Institutional Research, Registrar, Financial Aid, Student Accounting, to continue to build and troubleshoot process applications in CRM Recruit and Banner (Quick Admit and other processes).



The Admissions Office made suggestions for data processing changes in both systems, and design changes in new application to address residency issues for all students, but in particular non-US citizens (“international”).

The Admissions Office requested additional training to help reduce spam applications and remove spam filter from international applications with foreign addresses which system cannot validate.

Mr. William N. Hug, worked with IT programmers and Marketing to send customized outreach process using Connect and CRM Recruit, reaching new applicants and stop out students.

Mr. Hug attended 14 days of Ellucian trainings, consisting of 18 meetings, lasting over 37 hours in August. The International Student Advisor, Dr. Kim, attended many of these meetings as well.

### **Admissions Communication & Training**

The Admissions Office conducted daily formal and informal training with new and veteran Admissions staff in processing and troubleshooting applications and student data in legacy (“HP Lan”) database, Connect, Formstack, Recruit, Banner, and a specialized training on International Student Services. Coordinator implemented MWF Admissions team morning meetings, consisting of live training and troubleshooting using new Ellucian tools and procedures.

### **New Student Orientation & Welcome Week, 8/22-26/2022**

The Admissions Office staff played a key role in organizing the revised New Student Orientation, and as host for the College’s first in-person new student orientation in over three years, on 8/23/2022.

The staff volunteered for over 10 hours as greeter (each day of welcome week), helping new students locate classrooms, navigate registration process, and refer to appropriate offices.

Staff held International New Student Orientation (08/25/2022). Fourteen students participated, most of whom had recently transferred from previous institutions. The vast majority reported learning aspects of F-1 visa regulations they had not received at their previous institutions. Students who could not attend were contacted to complete a self-service video orientation. All new students were added to the International Student Services Canvas course, a vehicle for constant communication with international students: event announcements, regulation updates and reminders, and the like.

### **Enrollment & SEVIS Registration**

Staff completed 90% of SEVIS registrations by the end of the first week of classes. There are 22 new F-1 visa students enrolled for the fall semester.

### **Faculty Academy**

Mr. Hug participated in Faculty Academy as part of Student Affairs panel (8/16/22).

## **Partnership with WDCE**

Mr. Hug met with Vice President of WDCE and other ESL staff to eliminate barriers to F-1 student enrollment in ESL, discuss implications of English proficiency in testing policies, and improve referrals to ESL programs.

## **Partnership with Athletics**

Staff collaborated with Director of Athletics and coaches to address immigration and enrollment needs of foreign-born student athletes. Assisted students with international application process.

## **Study Maryland**

Dr. Sung Yoon Kim attended executive meetings of Maryland International Education Committee, serving as its Treasurer.

## **Recruiting**

The recruitment activities and recruitment territories division, included in Realignment Report #5

### **Trio Student Support Services Program**

TRIO Student Support Services Program offered various mandated and permissible services, such as coaching, advising, assistance with course selection, and career and decision-making. Program staff concentrated efforts this month to assist participants with registration for fall. The TRIO SSS team conducted 71 virtual and in-person advising sessions.

As an annual institutional commitment from the College, TRIO SSS received \$13,500 to provide book award scholarships to qualifying applicants. In addition, the program is working with Financial Aid to streamline and automate the process to increase efficiency and improve the disbursement process. Recruitment efforts this month included participation at ‘Welcome Back Week’ events sponsored by Student Life and Engagement and engaging students on the Virtual Help Desk. Also, the program hosted an Open House Meet and Greet event on Wednesday, August 30. Students enjoyed refreshments and had an opportunity to enter a raffle for Amazon gift cards and other giveaways. As a result of outreach and recruitment efforts, the program received 27 applications. Students and several Student Affairs departments well attended the event. Student Affairs committee collaborations included the planning and implementing of the New Student Orientation event held on August 23.

On Saturday, August 27, Dr. Jackson served as a panel speaker at the Preparing Future Faculty Summer Institute at Howard University, sponsored by the Howard, Hampton, Morgan State – Alliance for Graduate Education, and the Professoriate. The session entitled “Preparing for the Next Generation of Community College Leaders” included facilitator Myrtle Dorsey, Ed.D. (Morgan State Univ), and panelists Carolyn Anderson, Ed.D. (Morgan State Univ), and Roshelle Lemon-Howard, Ed.D. (BCCC). The session covered current statistics for community colleges, AACC leadership competencies, community college leadership and the professoriate, the future of community college leadership, and questions and answers.

## Upward Bound Math & Science

Following a successful Summer Program, the Upward Bound Math & Science Program completed the following recruitment events in September:

Date	School
9/6/2022	Edmondson HS
9/7/2022	National Academy Foundation (NAF)
9/7/2022	Academy for College and Career Exploration (ACCE)
9/7/2022	Digital Harbor HS
9/14/2022	Baltimore Polytechnic

The Student & Parent Fall Kick-off Event will be held on the Liberty Campus, Saturday, 9/17/22, from 10AM-12PM in the Mini Conference Room

## Advising

The new Director of Advising, Johnnie Owens started on September 15, 2022. During September, Mr. Owens will work with the Vice President of Student Affairs to propose the following:

1. Advising Case-Management Cohort Advising – It is proposed to develop an advising case-management advising model that includes advisor assignments by program, advising syllabus with learning outcomes, advising touchpoints to include front-loading career advising into the advising process for new students.
2. Advising Appointments – Students will be encouraged to set 45-minute advising sessions. Additionally, walk-in advising services will be provided.
3. Develop a new “heavy registration advising model” to ensure that all returning students schedule appointments to see their assigned advisor before they leave for the Winter Break. Additionally, a new workflow will be developed to provide “just-in-time” advising services for new students who need advising for spring registration.
4. Advising Pop-Up services will be provided during the fall semester in heavy traffic areas around campus. This will ensure that returning students receive advising in advance of the Winter Break.
5. An “Appreciative Advising” certification program will be proposed for all advisors. This year-long program will work to elevate the level of advising services currently being provided by the advising team.

## Registrar

### **Banner Implementation**

Participated in numerous training sessions to support Banner implementation. Worked closely with Financial Aid, Student Accounting, Ellucian, and IT to process data corrections (to include Records and Registration) for all offices to Go-Live in August 2022.

This office is still working through issues resulting from data migration. One concern is that Banner is unable to execute reports on registration activity, and it is uncertain when (or if) Argos will be ready to generate such reports

## **New or Revised Academic Policies**

Submitted new and revised draft academic policies to coincide with Banner implementation. Policies were reviewed by Academic Affairs and SALT: New Withdrawal policy to include withdrawals from a course or courses but not from the College and a complete withdrawal from the College and military call to emergency service; New Administrative Withdrawal that permits faculty to request a student withdrawal, i.e. withdraw for Never Attended; New Class Attendance and Absence Policy; Revised Academic Renewal Policy; Revised Repetition of Course for Grade Replacement; and Revised Course Load policy.

New/revised policies are ready for submission to Cabinet in preparation for Board of Trustees review and adoption.

## **Course Scheduling for Summer and Fall 2022 sessions**

Collaborated with Academic Affairs and Banner implementation team to upload course schedules into HPLAN and Banner for students to register for summer 2022 and fall 2022.

## **Registration Activity and Outbound Transcripts**

Processed student registrations for summer 2022: 1,145; fall 2022: 1,270. Records and Registration processed 2,044 outbound transcripts.

## **Degree Audits/College Transfer Credit Articulations**

Conducted 219 degree audits for summer 2022 (23 Associates and 10 Certificates conferred). Records and Registration has identified 1,089 degree audits that will be processed for fall 2022 potential graduates.

Graduation Services evaluated 180 transcripts and entered over 1,500 transfer credit into HPLAN student system.

## **Athletics**

The men's coach recruited 22 new student athletes who are enrolled this fall 2022. The Director is reviewing applications for a new Women's Basketball Coach and Athletic Trainer positions.

Arrangements are being made to provide physicals for the new Student Athletes at the University of Maryland Hospital. Tryouts will be held this month to provide an opportunity for enrolled students to make the teams.

A new air conditioning system is being installed in the Physical Education Building. The facility is offline until the work is completed. Request have been made to Coppin State and Local High-schools for space usage, in the event the work has not been completed by the start of team practice.

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, September 21, 2022**

*Becky L. Burrell, Vice President of Institutional Effectiveness, Research & Planning*

#### **OFFICE OF INSTITUTIONAL RESEARCH (OIR)**

##### **State and Federal Reporting Led by OIR**

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

##### Department of Budget Management (DBM)

- *Managing For Results (MFR)* – Based on the newly approved revised goals, objectives, and performance measures, OIR developed updated trend data for new and continuing measures, guided the process to update enrollment and outcomes two-year projections, and provided necessary documentation to support full budget submission including selected schedules with FTE, headcount, outcomes, and student and staff characteristics data. In collaboration with the Budget Coordinator, the Director presented data to Cabinet members and their direct reports to facilitate engagement and establishing targets. OIR met the submission deadline of September 2, 2022.

##### Department of Labor (DLR)

- *Fiscal Year (FY) 2022 Workforce Investment Opportunity Act (WIOA) Performance Workbook* – Led BCCC team comprised of Workforce Development & Continuing Education (WDCE) and Information Technology Services (ITS) colleagues to develop data reflecting enrollment and outcomes of students enrolled in approved WIOA credit and continuing education programs. The team met the submission deadline of August 1, 2022.

##### Maryland Higher Education Commission (MHEC)

- *FY 2021 Foster Care and Homeless Youth Tuition Waivers Survey (S-30 Form)* – In collaboration with the Budget Coordinator, developed data to reflect the number and selected characteristics of students who received the foster care waivers in the reporting period and prior years. Compiled new data required for prior years' recipients of the homeless youth waivers. OIR met the submission deadline of June 1, 2022.
- *Campus Climate and Sexual Assault Survey and Reporting Materials* - In collaboration with Student Affairs and E-Learning, launched the Spring 2022 Campus Climate and Sexual Assault Survey. Constructed SharePoint site with materials from prior years along with MHEC's guidelines. Compiled survey results and developed narrative in collaboration with the Coordinator of Student Support and Wellness and Interim Director of Public Safety. OIR submitted the Survey Narrative Report and the Incident Form prior to the due date of June 1, 2022.
- *National Council for State Authorization Reciprocity Agreements (NC-SARA)* - Led the Academic Affairs Deans and Program Coordinators in compiling the required out-of-state learning placement data; created template for use by Program Coordinators to document information for institutional reference and NC-SARA use; and developed the necessary data for the "Distance Education Enrollment" component. OIR met the submission deadline of June 15, 2022.
- *Near-Completer Initiative File* – In collaboration with ITS, developed data file to reflect student meeting MHEC's criteria for being near completion of earning an Associate degree. OIR met the submission deadline of June 30, 2022.

### Maryland Higher Education Commission (MHEC) continued

- *FY 2021 Report on Exemption for Nonresident Tuition for Undocumented Immigrants* – In collaboration with the Admissions and Budget Offices, developed data to reflect the number of students and the waived amounts by term for students who benefited under DACA. OIR met the submission deadline of July 15, 2022.
- *Enrollment Report for Credit Courses (CC-2) for FY 2022* – August 1, 2022 – Led a BCCC team comprised of staff from ITS, Records & Registration, and Admissions to develop the Full-time Equivalent (FTE) files and summary reports. OIR met the submission deadline of August 1, 2022.
- *Enrollment Report of Continuing Education Courses (CC-3) for FY 2022* – August 1, 2022 – Led a BCCC team comprised of staff from WDCE, ITS, and Records & Registration to develop the Full-time Equivalent course and student level data files. OIR met the submission deadline of August 1, 2022.
- *Tuition and Fee Reduction for Victims of Human Trafficking Survey (S-35)* – Led a BCCC team comprised of staff from Finance and Financial Aid to complete survey regarding policy and reductions for victims of human trafficking to meet the submission deadline of August 1, 2022.
- *Degree Information System for FY 2022* – In collaboration with Records & Registration, developed data file reporting the degrees and certificates conferred, characteristics of the graduates, and details about the awards. OIR met the submission deadline of August 1, 2022.
- *External Credit System for FY 2022* – Developed data file reporting information regarding transfer credits of students who were awarded a degree or certificated in FY 2022. OIR met the submission deadline of August 1, 2022.
- *Winter and Spring 2022 Student Registration System Files* - Developed data files to reflect credit student-level data for winter and spring 2022 enrollment in preparation for submission by the deadline of September 15, 2022.
- *Winter and Spring 2022 Course Information System Files* - Developed data files to reflect credit course section level data for winter and spring 2022 in preparation for submission by the deadline of September 15, 2022.
- *Performance Accountability Report* – Developed current data for 11 characteristics and 28 performance indicators related enrollment, outcomes, finance, and staffing; created customized timelines, data workbooks, and narrative templates for each Cabinet area; and led data workshops and discussions with all Cabinet areas. Developed narrative based on data, input from Cabinet areas, and various reports to prepare draft Performance Accountability Report narrative and performance indicator spreadsheet for presentation to the Board of Trustees at September meeting. Performance Accountability Report package is due to MHEC by September 30, 2022.

### National Center for Education Statistics (NCES)

- Completed registration for 2022-22 Integrated Postsecondary Education Data System (IPEDS) Collection to include Institutional Characteristics Survey by the submission deadline of August 31, 2022.

### **College Collaborations for External Reporting or Stakeholder Needs**

OIR supported other College offices to prepare data, narrative, and/or overall quality assurance related to the following initiatives.

Audit Support – Support Controller and Budget Office in developing and reviewing data to support requests from external auditors.

Baltimore City Public Schools System - Attend regular meetings to provide support as needed for dual enrollment and Mayor's Scholars Program initiatives.

### DBM

- *Capital Budget Request & Meeting* – Served as part of the team to prepare responses to questions in preparation for the Capital Budget Request meeting, held on July 26, 2022, with DBM, Department of Legislative Services (DLS), and the Maryland Higher Education Commission. Prepared data displays related to enrollment trends and projections for BCCC and all Maryland community colleges. Attended meeting and responded to items related to enrollment projections.

### External Meetings

- BCCC Team Meetings with Baltimore City Public Schools System representatives
- DBM's Agency MFR Training Session
- Community College of Baltimore County Enrollment Management Analyst – CRM Process Sharing
- Ellucian Consultant and Leadership Team Meetings
- Ellucian Executive Team/Site Visit Meetings
- LatinX Academic Pathway Program (LAPP) Partnership Meeting (UMBC)
- Maryland Association of Community College's Data Book Review/Standards Workgroup
- Maryland Community College Research Group (MCCRG) monthly meeting
- Maryland Higher Education Commission Enrollment Projections Session

### Grant Support

- *AmeriCorps Vista* – Developed MAT 107 grade distribution and retention data to support the quarterly report submission.
- *Baltimore City Department of Social Services SNAP E&T* – Provided preliminary review of data sharing agreement and coordinated further review by Information Technology Services (ITS) department. Conducted further quality assurance review to meet the deadline of June 27, 2022.
- *LatinX Academic Pathway Proposal (LAPP) Proposal* – Provided updated student enrollment and outcomes data and extensive proposal review and revisions support related to study design, data coordinator responsibilities, data sharing structure and agreement, and budget.
- *Maryland Office for Refugees and Asylees ESOL* – Developed data to support planning targets and provide extensive review and feedback on narrative and budget components.
- *PepsiCo Uplift Scholars* – Created survey for students eligible for Uplift scholarships; conducted review with the team, provided links for administering the survey and monitoring its results, and shared results with team. Provided updated data on student demographics and completion of degrees.
- *Perkins* – Served on internal team managing reporting requirements to include utilization of data storyboards/dashboards based on various data files the College submits to MSDE. Attended meetings with MSDE's liaison held by former Perkins Coordinator. Collaborated with other community college IR Directors to invite MSDE's Director of Career & Technical Education Data and Accountability to a Maryland Community College Research Group meeting to address questions about the data storyboards and file requirements. Follow-up meetings regarding upcoming data files are needed, particularly considering MSDE Director's departure. Provided data for the FY 2022 Perkins Grant Amendment Requests. Provided data to support Plan of Action progress report and conducted review of final progress/narrative report. Provided many suggestions for necessary revisions.
- *TRIO Upward Bound Math & Science* – Provided data to support institutional overview section in addition to review and feedback for Objectives and Evaluation sections to meet the submission deadline of June 3, 2022.

### MHEC

- *S-6 Supplemental Form and CC-Table 3* – Developed data to report credit hours and weekly student contact hours for credit lecture and labs, and faculty and librarian headcount to support the Facilities Office's submission of Capital Budget materials by the submission deadline of July 1, 2022.

- *Survey on Plans for Programs of Cultural Diversity* – Collaborated with the VPIERP and VP for Student Affairs to complete the survey on Cultural Diversity planning and reporting to meet the submission deadline of July 15, 2022.
- *Enrollment Agreed Upon Procedures Audit for FY 2022* – Served on BCCC team led by the Controller to support the FY 2021 Enrollment Agreed Upon Procedures Audit completed by the deadline of July 26, 2022.
- *Cultural Diversity Report* – In accordance with guidelines, provided one-page summary of metrics used to report racial/ethnic diversity of students, faculty, and staff to support initiative led by Student Affairs.

#### Middle States Commission on Higher Education (MSCHE)

- *Annual Institutional Update (AIU)* – The Director serves as the portal delegate for the AIU, which is primarily composed of enrollment, outcomes, and financial data and reports. In addition, responses are required related to the institution's mid-point peer review and topics of interest from the Commission. Collaborating with Cabinet areas to meet submission deadline of September 28, 2022.
- *Core Team, Resource Team, and Working Group* – The Director serves on the Core and Resources team to prepare Self-Study Design, develop working groups, and timelines. Presented history of MSCHE 2013-14 standards and workgroup membership to inform proposed workgroups to support 2023-24 MSCHE Standards. Developed data and components of narrative for the 2023-24 Self-Study Design and acronym list. Created repository on SharePoint for MSCHE documents generated for and from the 2013-14 Self-Study. The Research Analyst II will serve as a member of a working group. The Office will provide research and survey support for all working groups.

#### Program Accreditations

- *Commission on Dental Accreditation* – Revised graduate and employer surveys for administration and provided links for administration and monitoring of results.
- *Accreditation Review Council on Education in Surgical Technology and Surgical Assisting (ARC/STSA)* - Developed data workbook with 10 years of data for program enrollment compared to total credit enrollment, 10 years of degrees and certificates awarded compared to all awarded, four years of grade distribution data for SGT courses, and graduation rate data for two cohorts. Created surveys (with links for administration and monitoring results) based on ARC/STSA requirements for Program Coordinator to distribute to Surgical Technology graduates and their employers. Provided review and input of data sheet.
- *Commission on Accreditation for Respiratory Care* – Participated in preliminary and final review of submission for interim report materials and provided feedback for clarifying data and definitions to meet the due date of July 1, 2022.
- *Maryland Institute for Emergency Medical Services Systems* – Serve on planning team to provide data and organizational support in preparation for mini-site visit scheduled for September 30.

#### Veterans Administration (VA)

- In collaboration with the Admissions Office and Finance, developed data to complete the 85-15 report reflecting FTE enrollment (as defined by the VA) of all credit students by program based on new criteria related to types of financial support to meet the submission deadline of June 30, 2022.

#### **Support for Internal Priorities**

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

#### Enrollment Updates

- *Credit Enrollment Updates* - Developed and distributed for Summer 2022 enrollment via traditional data collection. In August 2022, developed an abridged version for distribution after transition to Banner ERP system.
- *Credit Enrollment Presentation* - Presented enrollment update at June 2022 Board of Trustees meeting.



- *Continuing Education Enrollment Updates* – Develop monthly continuing education enrollment data by term and department to support WDCE leadership team through FY 2022.
- *Enrollment Projections* – Developed summary displays of updated credit and continuing education enrollment projections from MHEC for use in the Capital Budget Request meeting, Board of Trustees meeting, and Professional Development Week presentations. As part of the FY 2024 Budget Submission and MFR process, collaborated with Cabinet areas to develop updated credit and continuing education enrollment projections.

Enterprise Resource Planning (ERP) Implementation - Serve on planning teams for data migration and validation processes and action items related to Reporting, Academic Affairs, WDCE, and Student Affairs. Attend weekly check-in meetings with VPIERP.

- Collaborating with ITS to develop means to extract and report student and course level data with confidence via Banner standard reports or development of queries in the new Argos reporting tool.
- Created a template to coordinate effort to request training for Cabinet areas and key users related to Banner's standard reports and document concerns related to data.
- Developed credit and non-credit registration trend data to assist in planning for rollover from HP-LAN to Banner (the new ERP) for fall 2022 registration and conclusion of summer registration activity for continuing education courses. Developed and provided supplementary data files to support mapping of data in legacy system with Banner fields and configuration.
- Participated in planning and conducting data validation initiatives.
- Conducted data validations to support data migration related to student characteristics, academic history, testing data, and registration holds, contact information, course information, Veterans data, and international student coding, and fall registration activity.
- Meet with Ellucian team to discuss specific details regarding validation issues and provide recommendations for solutions to support institutional reporting needs.
- Participate in End-to-End Testing sessions.
- Share feedback with Ellucian/BCCC leadership team.
- Provide additional support for Student Affairs related to identifying processes needing guidance from Ellucian and further internal decisions.
- Advocate for guidance related to continuing education registration and data collection processes.
- Participate in sessions related to Banner student and accounts receivable areas, CRM Recruit, Elevate, and Degree Works components and integrations. Provide input and data to support efforts.

### Marketing

- Provided updated enrollment, student characteristics, and outcomes data to support fact sheet, Panther Card, and other institutional materials.

### Onboarding New Staff

- At request of Dean of School of Arts and Social Sciences (SASS), participated in onboarding of the Associate Dean of SASS to introduce him to OIR resources and State and federal reporting.

### Policy Development

- *Institutional Review Board (IRB) Materials* – Incorporated feedback from review with the Program Review and Evaluation Planning Team. Conducted review with the Human Resources leadership team; Academic Affairs Associate Vice President, Deans, and Associate Deans; Cabinet; Program Review and Evaluation Planning Team; and Student Affairs Leadership Team. Integrated feedback from various groups. VPIERP

coordinated the distribution of policy and procedures to the College community for review prior to sharing with the Board of Trustees at the September 2022 meeting.

### Professional Development

- ERP Training Sessions
- Focused Banner Training for Standard Reports
- MCCRГ annual professional development session
- Welcome Week Institutional Days Sessions
  - Served as panel member 2023-24 Self-Study for Middle States Commission on Higher Education
  - Provided data and slides to support enrollment presentation
  - Provided data to support faculty presentation related to emphasis on developmental completion.

Student Learning Outcomes Assessment – Developed grade distribution data for ASL and RENG courses to support the Office of Assessment.

### Surveys

- *Surveys of Welcome Week Institutional Days Professional Development Sessions* – Developed and administered surveys to evaluate professional development sessions held as part of the Welcome Week Institutional Days. Shared daily results with VPIERP for Cabinet Review.
- *Program Accreditation Surveys* – As noted above based on respective accreditation requirements.

### Teams/Workgroups

- *Academic Assessment and Reporting Team* – Attend meetings with Academic Affairs leadership and Assessment Director and provide guidance or support related to submission requirements.
- *BCPSS MSP and Dual-Enrollment Team* – Developed grade distribution data for dual-enrolled students for fall 2021 and spring 2022 and for MSP students’ summer 2022 courses.
- *Drop for Non-Payment Team* – Attend meetings with Finance & Administration, Financial Aid, and Student Accounting representatives and provide data as needed.
- *MSCHE Core Team, Resources Team, and Working Group*
- *Program Review and Evaluation Committee (PREC) Planning Team* - Serve as member and participate in weekly meetings.
  - Conducted survey regarding program review and assessment practices over previous five- year period during the Institutional Days professional development session entitled “Assessment and Program Evaluation: Past and Present” facilitated by Academic Affairs and OIERP. Analyzed results and shared with PREC Planning Team. Developed presentation based upon results and strategies, which OIR Director and PREC Chair conducted at a subsequent PD session.
- *Search Committees*
  - Serve as a member of the search committee for the Director of Grants position.
  - Served as a member of the search committee for the Vice President for Academic Affairs
  - Conducting a search for a Research Associate to join the Office of Institutional Research

## **OFFICE OF ASSESSMENT (OA)**

### **Academic Assessment**

The Office of Assessment continues to meet with Academic Affairs to reestablish existing practices for student learning outcomes assessment. The processes are documented in the College’s Assessment Guide and will be reintroduced through professional development.

**Academic Assessment Workbook**

The Office of Assessment developed an excel workbook that documents program- and course-level information by school, discipline, planned assessment cycles, and assigned assessment coordinators. The workbook will be integral for accountability to assessment initiatives. It may also be an insightful tool for course selection, sequencing, and the development of degree and certificate programs.

Figure 1: Academic Assessment Workbook, Courses Sheet

**Office of Assessment SharePoint Site**

The Office of Assessment developed the Office of Assessment SharePoint site, providing real-time, collaborative academic assessment data templates that will be standardized for course- and program-level assessment during the 2023 academic year. These templates accommodate the Academy’s current student learning outcomes assessment processes and provide the opportunity to conduct the quantitative analytics needed to better understand student performance trends.

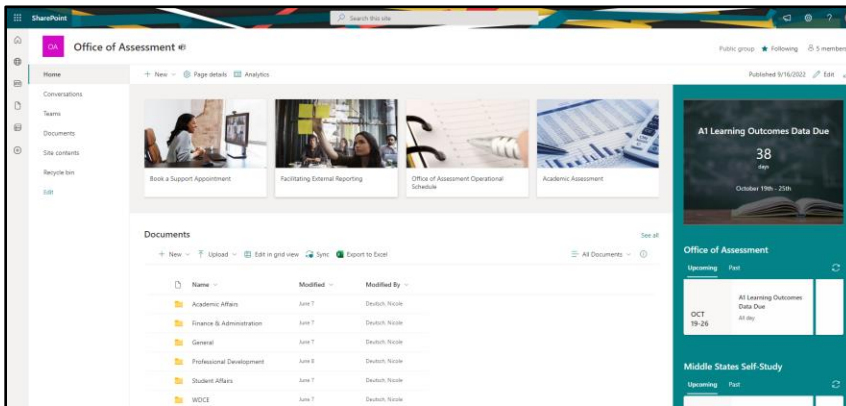


Figure 2: Office of Assessment SharePoint Site

Figure 3: Course-level Learning Outcomes Assessment Template

Year:	Program Learning Outcome Name	Course1	Course2	Course3	Course4	Course5	Course6	Course7	Course8	Mastery Level	Description
										1 Introduced	When the Program's curriculum map is updated, copy and paste the map, legend, and these instructions into the rows above. Change the year that match the academic year that the curriculum map was updated.
										2 Utilized	
										3 Proficient	

Figure 4: Curriculum Mapping, Program-level Learning Outcomes Assessment Template

Templates for non-academic assessment data are in development, following the guidance of the Council for the Advancement of Standards in Higher Education. Institutional assessment templates will facilitate measurable performance indicators that contribute to the College's Strategic Plan.

**Office of Assessment Operational Schedule**

The Office of Assessment continues to build an Operational Schedule, working with leaders across all cabinet areas to ensure the assessment initiatives coincide with key academic dates, faculty responsibilities, and non-academic assessment initiatives.

Category	Item	Start Date (T)	End Date (E)	Frequency	Timeframe1	Timeframe2	Status	Responsible Individual	Notes
Office of Assessment, Faculty Fridays				every	Week	Friday	Ongoing		
Board of Trustees, Open Fora				every third	Wednesday	Month	Ongoing		4:00 PM
Ellician Data Validation Planning				every	Week	Wednesday	Ongoing		11:30 AM
Ellician Weekly Check-in				every	Week	Monday	Ongoing		10:00 AM
ITS-ERP One-on-One				every	Week	Friday	Ongoing		11:30 AM
Program Review & Evaluation Planning Team				every	Week	Wednesday	Ongoing		1:00 PM
MSCHE Self-Study Core Planning Team				every	Week	Thursday	Ongoing		2:00 PM
Institutional	Fall 12-Week Session	2022-10-03	2022-12-16	annually	October			VP Student Affairs	
Reporting	MHEC Audit Report Addressed to Board of Trustees and College Financial Statements	2022-10-01	2022-10-01	annually	October			VP Finance Administration	
Reporting	MHEC CC-4 Annual Financial Report	2022-10-01	2022-10-01	annually	October			VP Student Affairs	
Reporting	MHEC Institutional Policy on Student Concerns about Athletic Programs and Activities	2022-10-01	2022-10-01	annually	October			VP Student Affairs	
Reporting	Report on Use of Naloxone	2022-10-01	2022-10-01	annually	October			VP Student Affairs	
Reporting	USOE Campus Security Report & Clery Act Statistics	2022-10-01	2022-10-01	annually	October			VP Finance Administration	
Reporting	ACEN Annual Report	2022-10-01	2022-10-01	annually	October			AD, SNHP Nursing	
Reporting	CODA Annual Report	2022-10-01	2022-10-01	annually	October			Program Coordinator, Dental Hygiene	
Reporting	MHEC Performance Accountability Report (PAR)	2022-10-01	2022-10-01	annually	October			Director IR	
Reporting	MHEC Graduate Follow-Up Survey Data File	2022-09-30	2022-09-30	biennially	September	February		Director IR	
Grants	Perkins Equipment Inventory Reports	2022-09-30	2022-09-30	annually	September			Perkins Coordinator	purchase and disposition
Grants	Perkins List A Verification Report	2022-09-30	2022-09-30	annually	September			Perkins Coordinator	
Grants	Perkins Prior FY Annual Financial Reports (AFR)	2022-09-30	2022-09-30	annually	September			Perkins Coordinator	
Reporting	MSCHE Annual Institutional Update	2022-09-28	2022-09-28	annually	September			VP Academic Affairs	4:30 PM
Reporting	MD DBM Realignment Plan Update	2022-09-23	2022-09-23	annually	September			President + Director Legislative Affairs	
Reporting	MHEC Previous FY Budget Presentation	2022-09-23	2022-09-23	annually	September				
Institutional	Fall A1 Midterm Reporting	2022-09-20	2022-09-23	annually	September				
Institutional	Fall 12-Week Session	2022-09-19	2022-12-16	annually	September				
Reporting	MD DBM + DLS Contractual Employees & Length of Service	2022-09-17	2022-09-17	annually	September			VP Finance Administration	
Reporting	MHEC Course Information System (CIS) Winter/Spring	2022-09-15	2022-09-15	annually	September			VP ERP	
Reporting	MHEC Student Registration System (SRS) Winter/Spring	2022-09-15	2022-09-15	annually	September			VP ERP	
Reporting	MHEC + NCEIS Request for CIP Code Change	2022-09-14	2022-09-14	annually	September			VP AA + SA	
Reporting	MD DBM COVID-19 Relief Fund Supporting Documentation	2022-09-09	2022-09-09	annually	September			VP Finance Administration	
Institutional	Fall 14-Week Session	2022-09-06	2022-12-16	annually	September				
Reporting	USOE Fiscal Operations Report and Application to Participate (FISAP)	2022-09-05	2022-09-06	annually	September			VP Student Affairs	
Institutional	Labor Day Holiday - College Closed	2022-09-05	2022-09-05	annually	September				
Reporting	MD DBM Managing for Results (MPR)	2022-09-04	2022-09-05	annually	September			VP Finance Administration	
Reporting	MHEC Near-Completers Initiative	2022-09-04	2022-09-05	annually	September			VP Academic Affairs	
Reporting	MHEC Report on Student Concerns about Athletics Programs and Activities	2022-09-01	2022-09-01	annually	September			VP Student Affairs	
Reporting	Affirmative Action Plan	2022-09-01	2022-09-01	annually	September			VP ERP	
Reporting	MD DBM + DLS Joint Chairmen's Report (JCR)	2022-09-01	2022-09-01	annually	September				

Figure 5: Office of Assessment Operational Schedule

**Professional Development & Office of Assessment Resources**

The Office of Assessment continues to build the professional development resources for the upcoming academic year (AY). Topics of focus for AY2023 include curriculum mapping, developing student learning outcomes, student learning outcomes data collection, and navigation of the updated TracDat assessment platform.

**TracDat (Nuventive Improve) Strategic Maintenance**

The Office of Assessment continues to revise the structure of TracDat to reflect the that of the Academy, the College's Assessment Guide, and best practices.

**Director of Grants Hiring Committee Chair**

The Director of Assessment continues to Chair the ongoing search for a Director of Grants. Four applications were received between June 1<sup>st</sup> and September 9<sup>th</sup> for a total of 14 applicants. One applicant is actively under consideration.

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

The Office of Assessment continues to support the ERP Implementation. In June, the second round of data validations were conducted for fall registration and integrations were kicked-off for the College's learning management system and recruitment platform. The Executive Steering Committee convened in person with Ellucian on June 22<sup>nd</sup> and Banner Student went live in July. The Office of Assessment continues to provide insight and assistance to the implementation team as data issues are identified and resolved.

### **Office of Grants Development Interim Oversight**

The Office of Assessment is providing interim oversight for the Office of Grants Development in the absence of a Director of Grants. This oversight includes the support of grant submissions, maintenance of grant documentation, and meetings with the Controller and Primary Investigators (PIs) to facilitate active grants.

### **Quality Assurance Reviews for the Submission of External Reports**

The Office of Assessment served as a quality assurance reviewer of the following proposals and reports:

- Accreditation Review Council on Education in Surgical Technology & Surgical Assisting (ARC/STSA) Annual Report
- Baltimore City Department of Social Services (BCDSS) Food Supplement Employment and Training (FSET/SNAP) FY2023 Contract
- Commission on Accreditation for Respiratory Care (CoARC) Annual Report
- Maryland Department of Labor Consolidated Adult Education and Family Literacy Services FY2023 Grant Continuation
- Maryland Higher Education Commission (MHEC) One Step Away Grant Close-Out
- Maryland Office for Refugees and Asylees (MORA) English for Speakers of Languages (ESOL) Grant Program FY2023
- Maryland Office for Refugees and Asylees (MORA) Refugee School Impact Grant (RSIG) FY2023
- Maryland Office for Refugees and Asylees (MORA) Services to Older Refugees (SOW) Grant FY2023

### **Middle States Commission on Higher Education (MSCHE) Self-Study Core Team**

The Office of Assessment continues to serve on the Core Team, coauthoring the Self-Study Design and preparing for the visit with the MSCHE liaison in October.

## **OFFICE OF GRANTS DEVELOPMENT**

Howard University and Baltimore City Community College were awarded the “**Bridges to the Baccalaureate (B2B) Research Training Program**” funded by the National Institutes of Health (NIH). The major goals of this project are to take the highly innovative approach to intersect the worlds of research, education, and incarceration by creating a ground-breaking prison-to-college-and-STEM pipeline providing **\$1,442,976 towards direct costs and \$250,000 for indirect costs.**

B2B students per year will be selected via a rigorous review process and provided educational readiness by P2P while still incarcerated, transition to a 2-year associates granting school (BCCC), be provided skills and methods development while at BCCC, participate in a 10-week STEM research internship at Howard in the summer in between years 1 and 2, then transition to a 4-year school, upon completing their associate's degree at BCCC.

The U.S. Department of Education announced that Baltimore City Community College was awarded the “**Upward Bound Math & Science (UBMS) Program**” grant beginning October 1, 2022. The College will receive \$297,601 annually over five years, totaling **\$1,488,005**. Dr. Leslie Jackson led the development of the

grant proposal with support from offices across the College including Institutional Research and Finance and as well as assistance from an external grant writer. The UBMS program is one of two federally funded TRIO programs on the campus of BCCC. The second is the Student Support Services Program which has been services BCCC students for over 30 years.

The U.S. Upward Bound Math and Science program is designed to strengthen the math and science skills of participating students. The goal of the program is to help students recognize and develop their potential to excel in math and science and to encourage them to pursue postsecondary degrees in math and science, and ultimately careers in math and/or science professions.

**Baltimore City Community College**

**CABINET UPDATE**

**Board of Trustees, September 21, 2022**

*Mr. Steven Hardy, Vice President for Finance & Administration*

**BUDGET OFFICE**

**1. Highlights**

- The staff continues to work diligently with Ellucian to transfer the financial data from the State’s Accounting System (FMIS) to Banner and financial data from Banner to the State’s Accounting System (FMIS).
- The Budget Office successfully submitted the Budget request for FY 2024 to the State of Maryland.
- The Budget Office provided training to various departments on how to create budget queries in Banner. Thus, each department head will be able to review their budget timely.

**2. Appropriation Year (AY 23) Revenue Summary as of 08/31/2022**

Revenue Fund	Revenue Amount	Notes
General (Unrestricted)	\$15,927,824	(Includes Bookstore of \$102,081)
Restricted	\$1,387,848	(Includes WBJC of \$145,388)
<b>Total Revenue</b>	<b>\$17,315,672</b>	

**Unrestricted Revenue:** Total Unrestricted Revenue through August 2022 is \$1.05 Million (7.1%), higher than the revenue earnings through the same period in last appropriation year.

- *Tuition & Fees: overall increase 40%* The overall increase in tuition and fees is due to an accounting change. Deferred revenue from AY 2021 was not recognized in 2022 as revenue. However, for AY 2023, the deferred revenue was recognized. Thus, a significant variance.
- *Real Estate Lease: decrease of 73%* Leasing revenues are significantly lower than the same point in time last fiscal year. This is due to a significant decrease in Real Estate Lease Income.
- *Bookstore Revenues: decrease 42%* There is a decrease of 42% in Bookstore Revenue categories compared to the same period last fiscal year. Books were given to the students at no cost during the summer semester to assist them in achieving their academic goals. The bookstore has started full operations in the Fall 2022 semester.

**Restricted Revenue:** Total restricted revenue through August 2022 is \$1,387,848, down 37% or \$829,467 compared to the same period last appropriation year. The primary drivers of the decrease are Federal Grants and State and Local Grants.

**3. Appropriation Year (AY 23) Year Expense Summary as of 08/31/2022**

Expense Fund	Expense Amount	Notes
General (Unrestricted)	\$ 5,573,290	(Includes Bookstore of \$14,072)
Restricted	\$2,496,749	(Includes WBJC of \$134,221)
<b>Total Expenditures</b>	<b>\$8,070,038</b>	

**Unrestricted Expenditures:** AY 2023 Unrestricted expenses increased by 38% or \$1.5 Million compared to this same period in AY 2022, primarily due to an increase in expenses for personnel and contractual vendor services.

**Restricted Expenditures:** AY 2023 restricted funds expenses increased by 8% or \$179,685 compared to this same period in AY 2022, primarily due to an increase in State and contractual employee salary expenses.

**Net Surplus/(Deficit):** As of August 31, 2022, the net surplus for AY 2023 is \$ 8,998,165, down 16% or \$1,736,209 compared to the same period in the last appropriation year.

4. **BCCC Realignment Tasks**

The Office of Fiscal Planning and Reporting is finalizing two methods of projecting revenues and expenditures. The new VP for Finance and Administration will review the projections and then bring it to the President’s Cabinet to review and select the best method. Soon after approval, the initiative to develop a five-year projection model as outlined in the BCCC Alignment Task 5 will be completed.

**CONTROLLER’S OFFICE/GENERAL ACCOUNTING/GRANTS/FOUNDATION**

1. **BCCC Year-End Closing and Audit Prep – College Financial Audit**

- The financial closing has been completed in the State system, FMIS. The State of Maryland closing package was submitted to the General Accounting Division (GAD). The trial balances and various supporting schedules were provided to the auditors. Additional audit requests are being collected, compiled, and prepared for the auditors.

2. **BCCC Foundation Year-End Closing and Audit Prep – Foundation Audit**

- Audit reports and schedules were provided to the auditors. However, new requests will be forthcoming.

3. **WBJC Year-End Closing and Audit Prep – WBJC Financial Audit**

- The trial balances and various supporting schedules were provided to the auditors. Information for various audit requests are being collected, compiled, and prepared for the auditors.

4. **Maryland Higher Education Commission Agreed Upon Procedures Audit**

- The auditors were provided with the information requested and questions necessary to begin the work outlined in the agreed-upon procedures. We will actively engage the auditors to ensure the work is completed timely.

5. **Single Audit** – The auditors have not started collecting data for the state-wide audit

6. **Howard P Rawlings** – The auditors have not started collecting data for this audit. It is completed as part of all 16 community colleges.

**CARES Funding**

1. **Summary Report**

- The Department of Education (DOE) provided emergency funds to respond to institutions of Higher Education to combat the disruption of the operation caused by the Coronavirus disease 2019. The aid was designated into two categories: student portion and institutional portion. The controller and the budget offices track the expenditures, the college’s portion of the aid used to purchase books for students, personal protective equipment, cleaning supplies, employee wages, student support services, infrared thermometers, and other infrastructure to aid in the delivery of



instruction to students. The funding sources are HEERF I (Cares Act), HEERF II (Coronavirus Response and Relief Supplemental Appropriations Act), CRF (Coronavirus Relief Fund), GEER I and II (the Governor s Emergency Education Relief Fund), the PBI (the Predominantly Black Institution – Cares Act) and the HEERF III (the American Rescue Plan). The total amount awarded to BCCC is **\$24,949,068**. The amount available to spend before the June 30, 2023, deadline is **\$8,973,076**, of which **\$5.1 Million** is the student portion and **\$3.6 Million** is the institution portion.

## PROCUREMENT

### 1. Procurements

From June 1, 2022, to August 31, 2022, a total of 68 procurements were conducted in the total amount of \$1,401,956.90:

Category	No. of Awards	Total Amount
Commodities	29	\$366,688.03
IT Services / Hardware	12	\$331,489.72
Maintenance	11	\$113,310.67
Services	16	\$590,468.48

Credit Card: 308 credit card transactions were processed during the period between June 1<sup>st</sup> to August 31<sup>st</sup> in the accumulated amount of \$221,490.69.

### 2. Upcoming Reports

- **FY2022 Annual MBE Report** is due on September 30, 2022. This report shows the college's MBE achievement in the past year in providing subcontracting opportunities through the college's designated procurements. The college is required to meet the state's MBE goal of 29% by providing subcontracting opportunities through its solicited contracts.
- **FY22 Annual SBR Report** is due on September 30, 2022. This report shows the college's SBR achievement in the past year in awarding procurement dollars to the Small Business Enterprises. The college is required to meet the State's SBR goal of 15%.

### 3. Personnel

- Currently we have one vacant position and hope to have it filled by the end of September.
- Congratulations to Agency Procurement Specialist Mr. Antwan DeGross, on receiving the Certified Maryland Procurement Officer certification. This certification is good for five years upon receipt. Mr. DeGross received his certificate after six weeks of training with the Office of State Procurement, and he has only been with the college for eight months. Also, Mr. DeGross is a recent BCCC graduate.

## **Baltimore City Community College**

### **CABINET UPDATE**

**Board of Trustees, September 21, 2022**

*Mr. Michael Rading, Chief Information Officer*

### **INFORMATION TECHNOLOGY SYSTEMS OPERATIONS**

The ITS Leadership team continues to focus on three IT focus lenses to support the college's goals that include:

1. Stability
  - a. Evaluation of current technology and vendors
  - b. Investing in upgrades and modernization
  - c. Focus on improving uptime and availability
2. Simplicity
  - a. Empower faculty, students, and staff to achieve goals and objectives using technology
  - b. Focus on ease of use and building efficiency
3. Security
  - a. Cybersecurity threats are growing at an exponential rate
  - b. Implement industry best practices to improve BCCC's security posture and protect our data

Ahead of the start of the Fall 2022 Semester, ITS checked and updated computers and audio-visual technology in labs and classrooms to ensure they were operational. As part of the Information Technology Infrastructure Renovation work, an evaluation of the college's current data center environment which supports mission-critical software applications was completed. Details on the final proposal that includes hardware and software to upgrade the college data center infrastructure, making it more secure, has been developed and will be presented to the board of trustees along with necessary hardware and software procurements that will help move the college's data center to a future state that modernizes and secures infrastructure for critical applications, significantly reduce the risk of outages and failures, simplify management and operations, and move the college to a more secure state that provides a higher level of security that includes a solution that helps to mitigate the risk of ransomware which is a threat that BCCC (Baltimore City Community College) and other colleges face. This work supports realignment task #9 work around addressing the information technology (IT) and infrastructure needs of BCCC.

The CIO attended and represented BCCC at the in-person Agency IT Leadership meeting conducted by the State of Maryland on May 26, 2022. The meeting included key IT-related updates from the state on key state initiatives, operational changes, current and upcoming projects, and IT Security related matters.

### **IT Staffing**

Continued work is being done to fill vacant IT positions.

- Director of Client Services – 15 applications were received for the position; the top 3 candidates were interviewed. The new Director was selected and began on Monday, September 12
- Director of Enterprise Applications – 12 applications were received for the position; interviews are underway that include the top 3 candidates

## **IT Security**

### **Safeguarding Student Data**

The new Banner ERP system does not use Personally Identification Information (PII) as a key identifier, but instead uses system generated Banner IDs that will reduce the use of PII within the College. The new ERP system uses industry standard security provisions to safeguard all data including PII both in transit and at rest. In addition to this, the College continues to use Proof Point PII scanning software that allows the information technology department to identify where PII is inappropriately stored on computers and on the network.

### ***Upgrading the College's Data Center***

An assessment of the College's current data center in the last few months revealed that a data center upgrade would modernize and secure infrastructure for critical applications, drastically reduce risk of outages and failures, simplify management and operations, move the College to a hardened, immutable ransomware proofed data protection and create opportunities for a more comprehensive disaster recovery strategy to safeguard College resources. The planned upgrades would be conducted in two phases:

- Data Center Refresh (Phase 1) – This would involve updating servers and storage that is over 10-year-old to ensure reliability and increase cybersecurity protection
- Disaster Recovery (Phase 2) – Creates additional redundancy and enhances the speed at which the College can recover from a disaster

### ***Cybersecurity Enhancements***

In addition to addressing PII and modernizing the data center, there are several other IT security initiatives that the College is undertaking to protect institutional, student, faculty, and staff data:

- Continued use of Multi-factor Authentication for privileged account users to prevent the unauthorized use of user accounts with plans underway to expand the use of this technology across the entire campus
- Upgrade of all servers and desktop computers, where applicable, to ensure the latest operating systems and security patches are in place.
- Inventory and assessment of all software used by the College to ensure there are current support and maintenance agreements and that the latest updates and security patches are installed.
- Review of an external security assessment performed in FY 2022 (a follow-up meeting was held with the state on this on September 7, 2022) in conjunction with the State of Maryland to determine the College's current security state, any existing gaps and recommendations that could enhance security moving forward.

**Baltimore City Community College**

**PRESIDENT'S UPDATE**

**Board of Trustees, September 21, 2022**

*Ms. Lyllis M. Green, Chief Internal Auditor*

**INTERNAL AUDITS (IA), REVIEWS, and INVESTGATIONS**

The Office of Internal Audits has been primarily focused on the findings from the Legislative Audit Report that was issued on February 9, 2022. Particular attention has been given to how the findings can be resolved given the current project on implementation of the Enterprise Resource Planning (ERP). As previously reported, there are some processes related to audit findings (Personally Identifiable Information (PII), PII Inventory and Safeguards, and manual financial aid adjustments) that will not experience improved internal controls to resolve the findings until the ERP is implemented.

Other IA Office activities included onboarding meetings with Cabinet level staff with particular emphasis on the impact of audit findings to their specific area of responsibility, an exercise recommended by President McCurdy. This exercise has proven to be beneficial in not only tracking the progress in resolving the finding, but also in identifying and tracking the effect of resolved and unresolved findings on other divisional processes. For example, the Information Technology Services (ITS) finding related to Disaster Recovery has a budgetary impact that was also discussed with the VP Administration & Finance.

**EXTERNAL AUDITS**

*Office Legislative Auditors (OLA)*

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

**Status of 2016 Findings**

Prior Audit Finding	Finding Description	Implementation Status	Internal Auditor Comments
Finding 5	Sensitive personally identifiable information maintained by BCCC was stored without adequate safeguards.	<b>Repeated</b> (Current Finding 6) Partially implemented	It was noted that some SSNs that remained in the legacy system are now in Banner and in process of being removed. ITS estimates that most of the SSNs from the Legacy system have been removed. <b>Follow-up January 2023</b>
Finding 8	BCCC did not maintain complete and accurate equipment records, could not locate certain equipment, and could not document that it conducted physical inventories of equipment as required. In addition, 40 computers purchased several years ago were never placed into service.	<b>Repeated</b> (Current Finding 8) Procurement in progress – expected posting before 9/21	Confirmed with the Procurement Director that the procurement for an inventory service is in progress. On September 13, 2022 we received notification from the eMaryland Marketplace Advantage (eMMA's) acknowledgement service that the solicitation was posted on eMMA, Maryland's public portal. <b>Follow-up December 2022</b>

The follow-up to current findings began in May 2022. Although, the ERP implementation as well as summer vacations have pre-empted several planned activities, some follow-up progress was made, including:

- Bi-weekly meetings between the Internal Auditor and InformationTechnology (IT) staff to discuss all IT-related findings and provide an opportunity to present evidence in support of resolving the finding. Meeting notes are attached as Exhibit 1.
- Periodic (at least monthly) communication with the Procurement Director to track progress on procurement activity needed to eliminate or mitigate audit findings.
- Periodic communication with the Director and staff the Office of Human resources to ensure that the College's responses to payroll-related findings remain accurate.
- Monthly follow-up of all resolved findings to ensure current compliance

Results of current follow-ups are provided in the next chart (*Note: the chart does not include payroll issues as these items are considered sensitive and are discussed in closed session*):

<i>Finding</i>	<i>OLA Recommendation (excerpt from February 9, 2022, Report)</i>	<i>Response</i>	<i>Internal Auditor's review as of 9/09/2022</i>
1. Student PII	“Comply with State law by having the vendor to obtain a formal control assessment report, such as a SOC 2, Type 2 report, and implement a process to obtain and review the results to ensure sensitive student information provided to the vendor is properly safeguarded.”	Agree.	The vendor did not have a SOC 2 Type 2 report, however; did provide a report showing the required compliance and internal controls.
2. Student Financial Aid	“...ensure that manual adjustments to financial aid awards, as well as required verification of financial application data and satisfactory academic progress by financial aid recipients is subject to independent supervisory review and approval”	Agree	Transitioning to the new ERP began during March 2022; however, follow-up is delayed due to some transition issues.
3. Payroll	Description and details removed from report due to sensitive information		
4. Procurements and Disbursements	<p>“...ensure that:</p> <ul style="list-style-type: none"> <li>a. Contracts are awarded through a competitive procurement process as appropriate, and other documentation of the procurement be maintained;</li> <li>b. all bid solicitation and award publishing requirements are adhered to;</li> <li>c. contracts receive proper independent approval as applicable;</li> <li>d. vendor invoices are correct by verifying invoice charges to contractual billing rates; and</li> <li>e. purchases from vendors are consolidated to maximize the State’s purchasing power.”</li> </ul>	Agree	The recommendations are being implemented and will be reviewed with the Procurement Director. It should be noted that Recommendation “e” will be reviewed as soon as a consolidated procurement is executed.
5. Resource Sharing Agreements (RSAs)	<ul style="list-style-type: none"> <li>a. “Establish new agreements for any expired RSAs which include consideration for higher rates”</li> <li>b. Consider widely advertising solicitations for RSAs and submit them to the appropriate authorities...</li> <li>c. Include all significant provisions in future RSAs, and modify its existing agreements to include those provisions to the extent allowed.”</li> </ul>	Agree	As of 9/09/22, no new RSAs have been created since the June 2022 report. The latest agreement includes a 3% increase in the annual rent due, payable in monthly installments.

It should be noted that since the issuance of the OLA February 2022 report, the OLA issued the College’s closeout letter on Tuesday, April 5, 2022, stating in part:

“We found the actions indicated in the response address the recommendations contained in the audit report...

We will review the actions taken with respect to the recommendations in the audit report during the next audit of BCCC.”

The Legislative Auditors are expected to return to the College during or after 2024 in accordance with their scheduled review plan of every three years. BCCC’s OLA Report may be found on OLA’s website at: <https://www.ola.state.md.us/Search/Report?keyword=&agencyId=5a8ac903cc9d721804e01114&dateFrom=&dateTo=&reportTypeId=1>

<i>Finding</i>	<i>Recommendation</i>	<i>Response</i>	<i>Internal Auditor’s review as of 9/09/2022</i>
6. Information Systems	“Perform inventories of all servers, identify all PII...”	a. Agree	Over the next month, BCCC will be reviewing the remaining values in the legacy ID field to ensure there are no remaining SSNs.
7. Malware Protection Controls	“Ensure malware protection software is installed and maintained on all computers by regularly monitoring related software management consoles”	a. Agree	The malware report is expected to be generated on September 30 for an Internal Audit review.
8.		b.	
9. Equipment – physical inventories	a. “Conduct timely periodic documented physical inventories of sensitive and non-sensitive equipment and reconcile the results to the detail inventory record (repeat)”	a. Agree	Over the next month, BCCC will be reviewing the remaining values in the legacy ID field to ensure there are no remaining SSNs.

BALTIMORE CITY COMMUNITY COLLEGE  
 Follow-up Reviews and Updates to  
 February 2022 OLA Audit Report IT Findings  
 and Other IT Issues

Finding	1. Prior 2017 & Current 2022: PII	Prior 2017 & Current 2022: Inventory	Other Issues: Disaster Recovery	Other Issues: SOC 2 Type 2 Compliance
Update: Y/N				
Progress / Setback	9/9/22 – The majority of “Legacy ID” fields (SSN) have been cleared out of Production Banner. Over the next month, BCCC will be reviewing the remaining values in the legacy ID field to ensure there are no remaining SSNs.	9/9/22 – ITS staff have been assigned to have a biweekly report schedule from ProofPoint by September 30.	9/9/22 – We met with CFO Hardy to discuss the needs and upcoming procurements. Finance is looking into securing necessary funding so these procurements can go to the Board for approval at September’s BOT meeting.	9/9/22 – no new updates.  Previous update: 8/22/22 - A SOC 2 Type 2 compliance report is requested on all new technology software purchases by procurement. For vendors that have not completed a SOC 2, Type 2 report, additional security information is requested and vetted to ensure it meets similar requirements.  These requirements also extend to subcontractors as well.
Expected Completion	6/30/23	3/31/23	6/30/23	Ongoing with new procurements



## **Baltimore City Community College**

### **CABINET UPDATE**

**Board of Trustees, September 21, 2022**

*Advancement & Strategic Partnerships*

### **MARKETING**

The College developed numerous initiatives to support efforts by departments in the following areas:

#### **Internal Office Support**

##### ***Registrar: Fall Credit Schedule***

A new English and Spanish version of the Fall 2022 Credit Schedule has been produced and edited for posting to the BCCC website.

##### ***PepsiCo Foundation Scholarship Marketing Materials***

A new social tile, email, and flyer have been developed for the PepsiCo Foundation Scholarship.

##### ***Billboards***

New billboards have been created for Welcome Week, searching for classes in the Panther Portal, Labor Day, Deferred Payment Plan, and fall registration have been completed and posted.

##### ***Campus Map***

The Website Campus Map has been updated and simplified and is now available on the BCCC website.

##### ***Fall Forum***

A Fall Forum graphic was completed for the President's Office

##### ***Pole Signs (update)***

Pole signs have been hung at the main campus, many more scheduled to be installed on Liberty Heights, Towanda Avenue, and downtown Baltimore during the week of August 21 and 29, 2022.

##### ***Academic Program Cards***

Additional edits for program cards have been submitted, with new drafts now completed and sent to each Dean for final approval.

##### ***President's Portrait***

A portrait of Dr. McCurdy has been completed, matted and framed.

#### **Brochure Racks**

Brochure racks have been ordered for use in the Admissions area.

##### ***Holiday Gift, Card & Video***

Initial designs for holiday cards and gifts have been discussed. We are continuing research on options.

##### ***Biteable Enrollment Video***

A new enrollment Biteable video is being developed for use on Facebook, Instagram, and Twitter.

##### ***Upward Bound Scholarship***

A new Upward Bound Math and Science flyer has been developed. Additional edits were made to the web page.

**Workforce Recruitment Flyers**

The College is currently redesigning recruitment flyers for Workforce Training.

**Upward Bound Flyer**

The College is redesigning a Upward Bound flyer and has updated the Upward Bound web page.

**Rebranding**

The College is working to rebrand the following brochures:






- Bookstore signage
- Welcome Week materials & social posts
- BCCC Viewbook

**Brand Building**

**Brand Guidelines**

The completed Brand Guidelines (Style Guide) has been completed and is being reviewed for edits or approval. The College will also create web pages to provide brand guideline information and guidance.

**Facebook Paid Fall Digital Advertising Campaign Update – 7/18/2022 - 8/31/2022 (Start date through 8/31/2022)**

Ads	Reach	Objective	Amount spent
<p>Website promotion</p>  <p>Jul 18 Website visitors Veterans can co...</p> <p><b>Active</b></p>	66,578 Reach	810 Link clicks	\$937.96 Spent at \$30.00 per day
<p>Website promotion</p>  <p>Jul 18 Website visitors BCCC has the wo...</p> <p><b>Active</b></p>	65,479 Reach	1,013 Link clicks	\$939.04 Spent at \$30.00 per day
<p>Website promotion</p>  <p>Jul 18 Website visitors Did you take a br...</p> <p><b>Active</b></p>	77,390 Reach	873 Link clicks	\$940.60 Spent at \$30.00 per day
<p>Website promotion</p>  <p>Jul 18 Website visitors For 75 years BCC...</p> <p><b>Active</b></p>	63,886 Reach	825 Link clicks	\$938.80 Spent at \$30.00 per day
<p>Website promotion</p>  <p>Jul 18 Website visitors Current BCCC stu...</p> <p><b>Active</b></p>	64,788 Reach	885 Link clicks	\$943.23 Spent at \$30.00 per day

**Google Paid Fall Digital Advertising Campaign Update: 7/28/2022 – 8/31/2022**



**Market Research**

- Wall lettering for Board Room
- Panther Illustrator
- Brochure display racks
- Crisis plan
- Scholarship deadlines/portal access
- Initial pricing on campus tour video

**Social Media Analytics:**

- **Facebook: 8/1/2022 – 8/31/2022**

Page Reach: 219,986 (Up 85.6%)  
Page Visits: 3,576 (up 36.5%)  
New followers: 38 (Up 72.7%)

- **YouTube: : 8/1/2022 – 8/31/2022**

Monthly views: 1,598 (Down 2)  
Watch time: 64.2 (Same as usual stats)  
Subscribers: Flat

- **Instagram: : 8/1/2022 – 8/31/2022**

Reach: 8,561 (Up 0.2%)  
Profile Visits: 622 (Up 59.9%)  
New followers: 46 (Up 21.1%)

- **Twitter (28-day summary)**

# Tweets: 16 (Up 11.8%)  
Tweet Impressions: 2,613 (Down 11.9%)  
Profile visits: 2,023 (Up 79.0%)  
Mentions: 14 (Up 7.7%)  
Followers: 1,734 (Up 17)

## Web page Content Updates

The College continues to develop web page edits, page restructuring, and navigation changes that can improve the user experience continue. Additional edits to pages include:

- Coronavirus Updates
  - Purple Alert Bar renewed
  
- Website Billboards
  - Labor Day
  - Fall 2022 Class Registration
  - Welcome Week
  - Deferred Payment Plan
  - New Panther Portal
  - Federal Work-Study Jobs
  
- Information To Know
  - Apply to Federal Work-Study
  - CDC's Guidance
  - BCCC Shuttle Bus Schedule 2022-23

## Routine Website Maintenance and Webpage Content Updates

- Analytics
- Website Calendar updates
- Nursing webpage update
- Updated Homepage published
- Page/Link Name Project – Mike updates published
- Banner Application link published site wide
- Board of Trustees webpage update
- New Panther Portal links published site wide
- Bookstore webpage update
- Student Support & Wellness Services webpage update
- About Us website section refresh drafted & published
- Board of Trustees Meeting Schedule webpage update
- Touchnet website payment system launched site wide
- Economic Impact Report webpage updated
- Citizenship webpage updated (August & September schedules)
- Welcome week webpage updated and published
- Federal Work-Study positions added and published
- Federal Work-Study webpage updated
- Deferred Payment Plans webpage drafted and published
- COVID-19 Icon published on header of homepage
- 2022 Campus Map published
- Adult Basic Education webpage update
- Veteran's Day Billboard (Draft)
- Election Day Billboard (Draft)
- TRIO Student Support Services webpage update
- HR Staff webpage update
- Payment Plan Schedules update

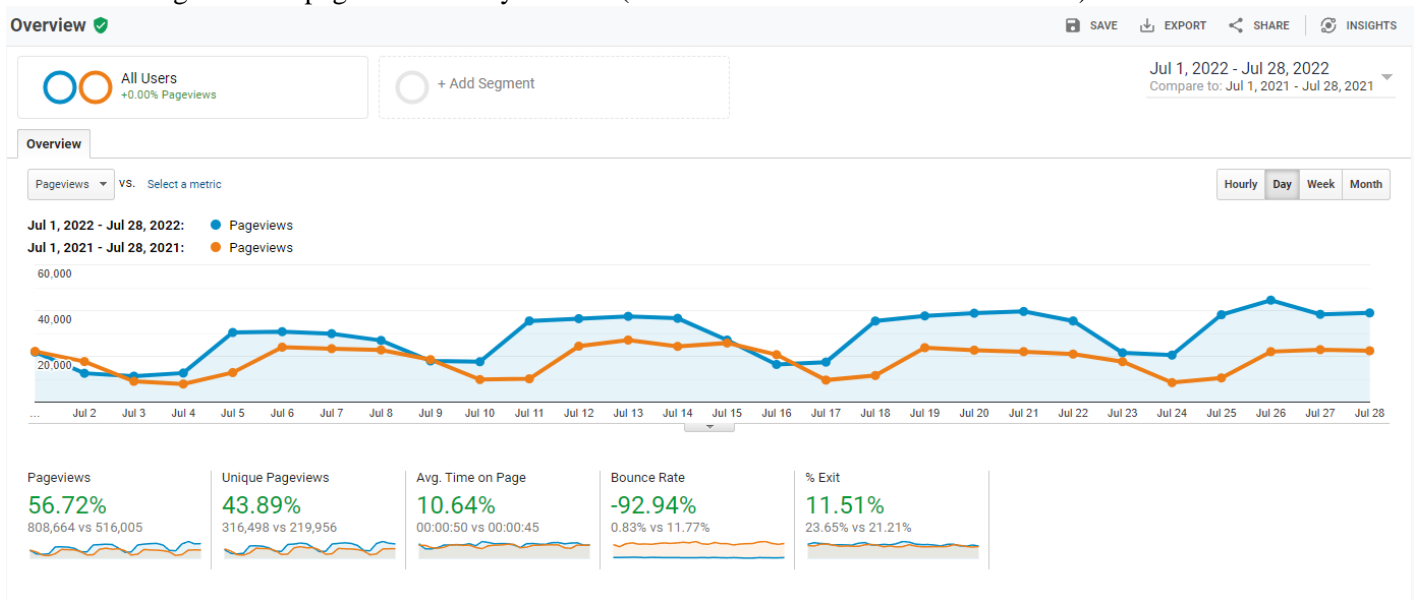
- BCCC Shuttle Schedule published
- Marketing – Redirects created alongside program cards
  
- **Other**
  - User Experience Design
  - Infosec IQ training
  - Removal of outdated PDF's
  - President's forum
  
- **Ongoing**
  - CRM Recruit Meetings
  - Website Refresh project
  - Hannon Hill presentation
  - Blackboard Research
  - Marketing team meetings

**Website Statistics**

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home, Apply and Register web pages, with increases across the board.

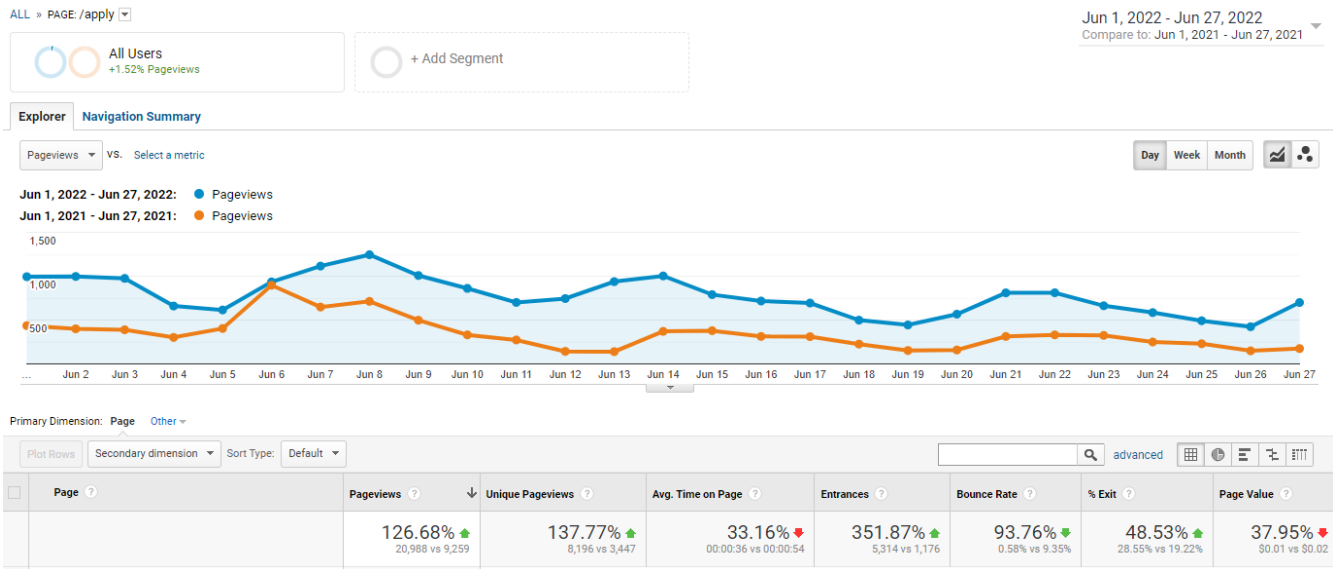
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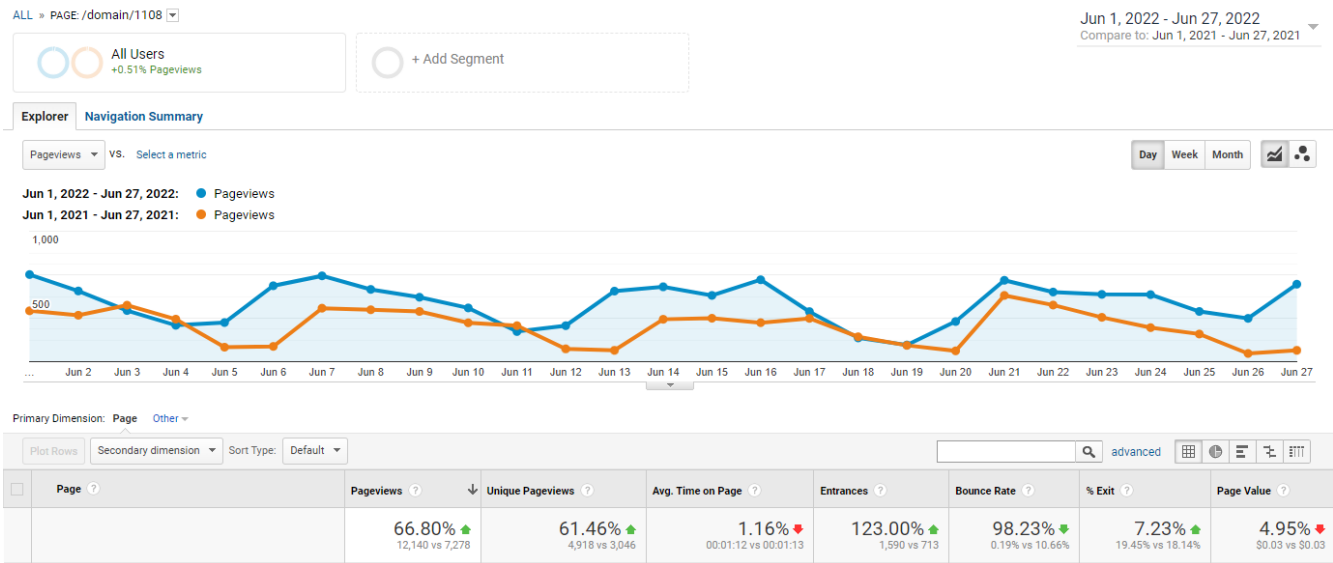
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**Register Webpage: August 1, 2022 – August 31, 2022 vs. same period in 2021**

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## Community Engagement

The College worked with the PepsiCo Foundation to provide scholarships in support of Black and Hispanic students through the Uplift Scholarship program. This program provides scholarships, coaching, and job placement assistance to help students achieve greater academic success and ultimately obtain jobs in high-demand career fields by increasing access and removing barriers.

The program provides scholarships up to \$2,000 for both direct and indirect costs for students pursuing associate degree and/or workforce training programs (credit and non-credit). Direct costs include tuition, fees, and books. Indirect costs include transportation, housing, childcare and other personal costs. Additionally, the PepsiCo Foundation support will include the creation of an emergency grant fund that will support scholars with potential unexpected expenses that may arise during their tenure at the school. Eligible Programs include associate degrees and workforce training programs in Transportation & Supply Chain Management, Computer Information Systems, and Cyber Security & Assurance. Supporting materials were created, including a social tile/post, flyer, and email.

## Future Projects

- Long-range plan to advertise with the AFRO in print or online.
- Research and discussion with iHeart Media on advertising opportunities
- Discuss flat panel for Admissions Welcome Center vs. BCCC map
- Refreshed CUBE, bus, and entrance signage
- New promotional item order
- Campus lettering
- Academic Program Cards
- Program billboards

## WBJC, 91.5FM WBJC Staff Community Engagement

Opportunities taken by WBJC staff to extend the BCCC brand in the community via WBJC:

- Baltimore Symphony Orchestra: Composers Roxanna Panufnik and Anna Clyne, were interviewed about WBJC's presentation of the BSO encore series by Kati Harrison.
- Chesapeake Shakespeare Company: Producing Executive Director, Lesley Malin, was interviewed about CSC's 20<sup>th</sup> Anniversary season by Judith Krummeck.
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- Fort McHenry: Park Ranger, Shannon McLucas, was interviewed about the Defender's Day celebrations and how Baltimoreans of all ethnic groups joined forces against British Troops, by Dyana Neal.
- Har Sinai Congregation: Jonathan Palevsky gave a series of lectures on Jewish music.
- Myerberg Center: Jonathan Palevsky gave a series of lectures titled *Music that Changed Music*.

### **BCCC Event Promotion**

BCCC campus events and initiatives that were promoted on-air during the month.

- Public Service Announcements: multiple daily reads by WBJC hosts.
  - Panther Portal

### **WBJC Corporate Support Partnerships**

Businesses who underwrite programs and content on WBJC

#### ***Returning Clients***

Elville and Associates, Freedom Car, Culligan Water, Zeke's, Annapolis Chamber Orchestra, Opera Baltimore, Baltimore Symphony Orchestra, PNC Bank, Maryland State Boys Choir.

### **WBJC Program Highlights**

WBJC programs and content of note for the month.

#### ***Music in Maryland***

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

#### **August Highlights:**

- 8-6-22 BSO Performances of music by George Gershwin and Samuel Barber.
- 8-13-22 Celebration of New BSO Music Director Jonathan Heyward.
- 8-20-22 BSO Performances of music by Maurice Ravel.

#### ***Book Notes***

Interview series on WBJC hosted by Judith Krummeck and devoted to the world of books — from different genres to book awards, to local and national authors.

- 8-6-22 Baltimore writer, Dan Fesperman, former foreign correspondent for the Baltimore Sun, was interviewed about his new novel, *Winter Works*.
- 8-20-22 highlighted a tribute to Salman Rushdie including *The Last White Man* by Mohsin Hamid, *Glory* by Noviolet Bulawayo, *Oh William!* By Elizabeth Strout, and *Booth* by Karen Joy Fowler.

### **Marketing & Communications**

The College developed numerous initiatives to support efforts by departments in the following areas:

#### **Internal Office Support**

##### ***Registrar: Fall Credit Schedule***

A new English and Spanish version of the Fall 2022 Credit Schedule has been produced and edited for posting to the BCCC website.

##### ***PepsiCo Foundation Scholarship Marketing Materials***

A new social tile, email, and flyer have been developed for the PepsiCo Foundation Scholarship.



### ***Billboards***

New billboards have been created for Welcome Week, searching for classes in the Panther Portal, Labor Day, Deferred Payment Plan, and fall registration have been completed and posted.

### ***Welcome Week***

Social tiles, flyers and signs have been created in support of Welcome Week.

### ***Trio Student Support Services Program***

A flier and social ad have been designed in support of Open House.

### ***Pole Signs (update)***

Pole signs have been hung at the main campus, many more scheduled to be installed on Liberty Heights, Towanda Avenue, and downtown Baltimore during the week of August 21 and 29, 2022.

### ***Academic Program Cards***

Additional edits for program cards have been submitted, with new drafts now completed and sent to each Dean for final approval.

### ***President's Portrait***

A portrait of Dr. McCurdy has been completed, matted and framed.

### ***Brochure Racks***

Brochure racks have been ordered for use in the Admissions area.

### ***Holiday Gift, Card & Video***

Initial designs for holiday cards and gifts have been discussed. We are continuing research on options.

### ***Enrollment Video Ad***

A new enrollment video is being developed for use on Facebook, Instagram, and Twitter.

### ***Upward Bound Scholarship***

A new Upward Bound Math and Science flyer has been developed. Additional edits were made to the web page.

### ***Workforce Recruitment Flyers***

The College is currently redesigning recruitment flyers for Workforce Training.

### ***Upward Bound Flyer***

The College is redesigning a Upward Bound flyer and has updated the Upward Bound web page.

### ***Economic Value Report Covers; Website Posting***

New covers have been created for the Executive Summary and Main Report of *The Economic Value of Baltimore City Community College* and are ready to be posted to the website when approved.

### ***Rebranding***

The College is working to rebrand the following brochures:

- Bookstore signage
- Welcome Week materials & social posts
- BCCC Viewbook

## **Brand Building**

### ***Brand Guidelines***

The completed Brand Guidelines (Style Guide) has been completed and is being reviewed for edits or approval. The College will also create web pages to provide brand guideline information and guidance.

### ***Fall Advertising Campaign***

*Facebook Fall Digital Advertising Campaign Update – 7/18/2022 - 8/31/2022 (Start date through 8/31/2022):*

- Cumulative ad reach: 350,777
- Cumulative Clicks: 4,664

Google Paid Digital Advertising Campaign Update – 7/28/2022 – 8/31/2022 (Start date through 8/31/2022):

- Cumulative: 18,000
- Cumulative Clicks: 5,132

### ***Website refresh***

The College edited more than 60 pages to align nomenclature of links as compared to page names. Additionally, reformatting of pages (layout only) continues to enhance the User experience. The College is updating web pages as approved.

### ***Brand Guidelines (Style Guide)***

The College has completed a draft of a new Brand Guidelines (Style Guide) brochure that is pending discussion and approval.

## **Social Media Analytics:**

- ***Facebook: 8/1/2022 – 8/31/2022***

Page Reach: 219,986 (Up 85.6%)  
Page Visits: 3,576 (up 36.5%)  
New followers: 38 (Up 72.7%)

- ***YouTube: 8/1/2022 – 8/31/2022***

Monthly views: 1,598 (Down 2)  
Watch time: 64.2 (Same as usual stats)  
Subscribers: Flat

- ***Instagram: : 8/1/2022 – 8/31/2022***

Reach: 8,561 (Up 0.2%)  
Profile Visits: 622 (Up 59.9%)  
New followers: 46 (Up 21.1%)

- ***Twitter (28-day summary)***

# Tweets: 16 (Up 11.8%)  
Tweet Impressions: 2,613 (Down 11.9%)  
Profile visits: 2,023 (Up 79.0%)  
Mentions: 14 (Up 7.7%)  
Followers:1,734 (Up 17)

### **Web page Content Updates (Ongoing)**

The College continues to develop web page edits, page restructuring, and navigation/page nomenclature that can improve the user experience and align with best practices. Additional edits to pages include:

- ***Webpages Content Updates (Ongoing)***

- Coronavirus Updates
  - Purple Alert Bar renewed
- Website Billboards
  - New Panther Portal
  - Labor Day
  - New Deferred Payment Plan
  - Federal Work-Study Program
  - Masks are required
  - Independence Day
  - Welcome MSP Students
- Information To Know
  - FWS Program
  - New Deferred Payment Plan
  - New Panther Portal

- ***Routine Website Maintenance and Webpage Content Updates***

- Analytics
- Website Calendar updates
- Nursing webpage update
- Practical Nursing (PN) webpage update
- Website directory update (HR)
- Paying for College webpage update
- Apply webpage update (Fall 2022 Sessions)
- President's webpage update
- EMS webpages updated
- Current Students webpage update
- MSP webpages reformatted
- ESL Webpage update
- Register webpage update
- New Panther Portal launched
- MyBCCC webpage updated
- TRIO webpages updated
- COVID Relief webpage updated

- ABE Webpages updated
- Deferred Payment plan webpage update
- New Student Info sessions updated
- Student Resources updated
- Federal Work-Study updated
- Mission and Values webpage edit
- Facilities ‘Communications’ webpage created and launched
- Updated Degree & Certificates webpage published
- Board of Trustees webpage updated
- Facilities contacts webpage updated
  
- **Other**
  - Sandbox Homepage created
  - User Experience Design
  - Infosec IQ training
  - Financial Aid (Meetings) - Communications plan
  - Ellucian (Meetings)
  - Removal of outdated PDF’s
  - Search for unfillable forms
  
- **Ongoing**
  - Website Refresh project
  - Website Student Testing
  - Hannon Hill presentation
  - Blackboard Research
  - Marketing team meetings

## Website Statistics

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home, Apply and Register web pages, with increases across the board.

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## **Future Projects**

- Long-range plan to advertise with the AFRO in print or online.
- Research and discussion with iHeart Media on advertising opportunities
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## **Community Engagement**

The College worked with the PepsiCo Foundation to provide scholarships in support of Black and Hispanic students through the Uplift Scholarship program. This program provides scholarships, coaching, and job placement assistance to help students achieve greater academic success and ultimately obtain jobs in high-demand career fields by increasing access and removing barriers.

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Supporting materials were created, including a social tile/post, flyer, and email.

**Baltimore City Community College**  
**Realignment Tasks Update**  
**Board of Trustees, June 15, 2022**

**Realignment Task #1**

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

*Dr. Laura Cripps, Vice President, Academic Affairs*

Since joining BCCC on September 7<sup>th</sup> 2022, Dr. Cripps has met daily with the deans and associate deans to learn more about program offerings and potential opportunities for curriculum growth and revision. She has also met with the program review and evaluation planning group and through the month of September will meet independently with academic divisions, program chairs and the curriculum and instruction committee. These ongoing meetings will inform future work on Realignment Task 1.

Immediate tasks for fall include updating course prefixes in the academic catalog to reflect changes resulting from Banner implementation and updating the BCCC Educational Manual for Academic Year 2022-2023. In addition, current program offerings will be evaluated in terms of historic and current enrollment and in conjunction with an environmental scan of labor force needs at both state and city level.

Dr. Cripps is a qualified MSCHE peer evaluator and completed additional MSCHE Accreditation Liaison Officer training on September 13<sup>th</sup> 2022. She met with MSCHE commission staff liaison, Dr. Terence Peavey on September 15<sup>th</sup> 2022. Dr. Cripps will be working with the MSCHE self-study team to submit the BCCC self study by October 14<sup>th</sup> 2022 and to prepare for the self-study visit on October 24<sup>th</sup> 2022.

**Realignment Task #2**

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

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

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

- Workforce is working closely with Baltimore Alliance for Careers in Healthcare to offer healthcare training for Baltimore City Residents over the summer months. Collaborating with BACH has assisted with enrollment increases in healthcare programs. The partnership has yielded a total of fifty-seven students, including five Patient Care Technician Cohorts (44 students); one Multi-Skilled Medical Technician (4 students); and Emergency Medical Technician (9 students). *This partnership has yielded approximately \$125,000 in revenue and 22 completers so far (there are four cohorts still enrolled)*
- Workforce worked closely with the Center for Urban Families to enroll over seventy-five students in Certified Nursing Assistant (CNA) and Community Health Worker Programs (CHW), Diesel Mechanics, and Commercial Driving License (CDL) programs. Workforce is entering the final year of the BOOST grant partnering with Center for Urban Families (CFUF). CFUF has also received funding for an additional seventy-five students (total 150). *This partnership has yielded approximately \$320,000 in revenue and 51 completers (there are 75 students still enrolled)*

- Workforce Development has worked closely with University of Maryland Medical Center to provide, workforce training, for Patient Care Technician. Partnered with the Southwest Partnership, UMMC has contracted with BCCC to provide two PCT cohorts (16 students). *This partnership has yielded approximately \$30,000 in revenue and 6 completers.*
- Workforce Development has worked closely with Concerted Care to provide training opportunities for Baltimore City residents that have been impacted by the opioid epidemic. Students participated in workforce training in Certified Nursing Assistant and Patient Care Technician (25 students). Concerted Care has received funding for an additional students and training will continue in October. *This partnership has yielded approximately \$47,000 in revenue and 18 completers.*
- Workforce Development offered its first Commercial Driver’s License (CDL) class this year. There has been a total of 5 cohorts offered. In the first two (2) cohorts, 90% of students received their Commercial Driver’s Learners Permit and are scheduled to sit for their CDL by the end of October 2022. The third cohort will complete their Commercial Driver’s Learners Permits and license in September and October. The fourth and fifth cohorts began in August and will complete the CDL Permit License in November and December.
- Workforce Development has expanded its partnership with Baltimore City Public Schools and offered two workforce training opportunities Green Street Academy. In September 2022, a cohort of twenty (20) students at will begin training for Certified Nursing Assistant that will lead to licensing.

### **Other Funding Opportunities**

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

### **Career Services Updates**

- Career Services continues to work with partners to create career placement trainings opportunities for students. This includes placing students with Kennedy Krieger to work with children and young adults with developmental disabilities in the Neurobehavioral Unit. There were approximately (9) Community Health Workers placed over the summer.
- Career Services has also partnered with Gaudenzia to provide employment placements opportunities for students enrolled in nursing, Certified Nursing Assistant, and Addiction Counseling programs
- Career Services worked closely with MSP over the summer with Youthworks. Youth worksites included Mayors Scholars Program, Upward Bound, and the Refugee Youth Project. There were approximately 137 Youthwork participants and across all programs.

- Career Services lead all food program efforts for 2022 youth programs. The program provided breakfast and lunch each day, Monday through Friday. There were 200 meals served each day, a total of 5200 meals over the summer. All access food was donated to nearby shelters, a senior center, and other youth programs.

Career Services continues to coordinate with Workforce to connect students to job opportunities directly related to their training experiences. The Career Services Team coordinates recruitment efforts with Workforce to provide a more comprehensive vision and scope for students.

**Realignment Task #3**

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

*Dr. Laura Cripps, Vice President, Academic Affairs*

This fall, BCCC faculty will be updated on guidance connected with the Transfer with Success Act and reinforced as part of conversations connected to curriculum proposals passing through Curriculum and Instruction Committee. This act has implications for course design and learning outcomes and requires new program articulations be established with four-year transfer partners.

Updated program cards for Academic Year 2022-2023, showing program courses, proposed sequence and required pre-requisites have been generated and are being verified by deans.

Over summer, faculty from the School of Arts and social Sciences met with the University of Baltimore (UB) to create an articulation agreement between BCCC’s Law Enforcement program and UB’s Criminal Justice program. A draft agreement is currently under review by both institutions.

A total of 215 students (duplicated) took developmental courses over summer 2022. Web-based asynchronous courses in mathematics show the lowest success rates. Summer and fall data will be used to inform a comprehensive discussion of developmental coursework this fall. A strategy will be developed for winter and spring courses with extra consideration of modality and wrap-around support services for students in developmental courses.

<b>Unduplicated Count of Students Who Received Grades in Summer 2022 Developmental Courses</b>		
<b>course_id</b>	<b>Course name</b>	<b>Distinct Count of std_id_no</b>
<b>ELI 80L</b>	Listening & Presentation Skill	21
<b>ELI 81L</b>	Oral Communication	8
<b>MAT 86</b>	Integ Pre & Intro Algebra	93
<b>MAT 92</b>	Intermediate Algebra	17
<b>RENG 91</b>	Reading & English Skills	37
<b>RENG 92</b>	Reading & English Skills II	63
<b>Grand Total</b>		<b>215</b>



<b>Pass Rates for Summer 2022 Developmental Courses</b>			
<b>Count of grade</b>	<b>Column Labels</b>		
<b>Row Labels</b>	<b>ABCD</b>	<b>FIW</b>	<b>Grand Total</b>
ELI 80L	90.5%	9.5%	100.0%
ELI 81L	100.0%	0.0%	100.0%
MAT 86	58.1%	41.9%	100.0%
MAT 92	58.8%	41.2%	100.0%
RENG 91	67.6%	32.4%	100.0%
RENG 92	82.8%	17.2%	100.0%
<b>Grand Total</b>	<b>70.4%</b>	<b>29.6%</b>	<b>100.0%</b>

**Realignment Task #4**

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

*Dr. Laura Cripps, Vice President, Academic Affairs*

A total of 384 dual-enrolled students (duplicated) registered for 29 different courses over the summer.

Registration for dual-enrolled students for fall 2022 is ongoing. The following schools are registering students for courses taught at both the high school campuses, Liberty Campus and at BioPark.

<b>School</b>	<b>Course(s)</b>	<b>Number of students*</b>	<b>Fall Term Length</b>
Forest Park		30	12 week
Dunbar		80	12 week
New Era		2	12 week
Green Street		66	12 week
Baisy Yaakov		48	12 week
Baltimore Design		20	12 week
Vivian Thomas		20	12 week

\*Registration is ongoing

In addition, 54 P-TECH sections are running in fall 2022.

**Realignment Task #5**

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

*Mr. Steven Hardy, Vice President, Finance & Administration*

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

The Office of Fiscal Planning and Reporting is finalizing two methods of projecting revenues and expenditures. The new VP for Finance and Administration will review the projections and then bring it to the President’s Cabinet to review and select the best method. Soon after approval, the initiative to develop a five-year projection model as outlined in the BCCC Alignment Task 5 will be completed.

## 2022 Performance Accountability Report

The Office of Institutional Research leads the preparation of the Performance Accountability Report (PAR) which is an annual requirement of the Maryland Higher Education Commission (MHEC) that applies to all Maryland public colleges and universities. The PAR operates on a five-year cycle and 2021 marked the beginning of a new cycle. At the beginning of each cycle, institutions must establish five-year benchmarks for a series of indicators established by MHEC. The benchmarks are based on four years of trend data (that each institution must provide) which were presented and developed at work sessions conducted by the Director of Institutional Research with teams from each of the College's Cabinet areas. The Board of Trustees approved the current cycle's benchmarks at its meeting in September 2021. There are 28 performance indicators, and many are broken down further into sub-groups. The indicators are organized by the three goals of the *2017-2021 State Plan for Postsecondary Education: Student Success with Less Debt* (State Plan) which are Access, Success, and Innovation. Additionally, 11 student characteristics are required to clarify institutional missions and provide context when reviewing the indicators. Each year, colleges must update the trend data for the characteristics and indicators with the recent year's information.

In addition to the indicators and benchmarks, two narrative sections are required: Institutional Assessment and Community Outreach and Impact. The Institutional Assessment section is the key to explaining what the College is doing to address its performance in the areas measured by the indicators in keeping with the goals of the State Plan. New, current, and planned initiatives are discussed as well as external and internal factors. The activities and initiatives the College has underway are equally, if not more, important as whatever progress is shown via the indicators. The Community Outreach and Impact section provides a valuable opportunity to share initiatives, particularly in consideration of the pandemic, that the College has conducted to serve its community.

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

The College's progress in meeting our benchmarks is monitored carefully. If satisfactory progress is not met at any point in the cycle, the Secretary of Higher Education may require a response detailing specific activities designed to improve BCCC's progress in meeting its goals. Thus, a proactive and comprehensive Institutional Assessment section is critical. This year, MHEC has posed questions related to the College's responses to the equitably meeting the goals of the State Plan; BCCC's responses are included at the end of the Institutional Assessment section, as per MHEC's guidelines. BCCC's PAR submissions have been received well in prior years and the same is expected this year. MHEC requires that each institution's governing board approve their PAR. The 2022 PAR must be submitted to MHEC by September 30, 2022.

See the section for PAR Board of Trustees approval for additional details.

## **Realignment Task #7**

*“Establish strong relationships with key stakeholders.”*

*Advancement & Strategic Partnerships*

### ***WBJC Staff Community Engagement***

Opportunities taken by WBJC staff to extend the BCCC brand in the community via WBJC:

- Baltimore Symphony Orchestra: Composers Roxanna Panufnik and Anna Clyne, were interviewed about WBJC’s presentation of the BSO encore series by Kati Harrison.
- Chesapeake Shakespeare Company: Producing Executive Director, Lesley Malin, was interviewed about CSC’s 20th Anniversary season by Judith Krummeck.
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Supporting materials were created, including a social tile/post, flyer, and email.

## **REALIGNMENT TASK # 8**

*“Develop and market a brand for BCCC.”*

*Advancement & Strategic Partnerships*

The College developed numerous initiatives to support efforts by departments in the following areas:

### **Internal Office Support**

#### ***Registrar: Fall Credit Schedule***

A new English and Spanish version of the Fall 2022 Credit Schedule has been produced and edited for posting to the BCCC website.

***PepsiCo Foundation Scholarship Marketing Materials***

A new social tile, email, and flyer have been developed for the PepsiCo Foundation Scholarship.

***Billboards***

New billboards have been created for Welcome Week, searching for classes in the Panther Portal, Labor Day, Deferred Payment Plan, and fall registration have been completed and posted.

***Campus Map***

The Website Campus Map has been updated and simplified and is now available on the BCCC website.

***Fall Forum***

A Fall Forum graphic was completed for the President's Office

***Pole Signs (update)***

Pole signs have been hung at the main campus, many more scheduled to be installed on Liberty Heights, Towanda Avenue, and downtown Baltimore during the week of August 21 and 29, 2022.

***Academic Program Cards***

Additional edits for program cards have been submitted, with new drafts now completed and sent to each Dean for final approval.

***President's Portrait***

A portrait of Dr. McCurdy has been completed, matted and framed.

***Brochure Racks***

Brochure racks have been ordered for use in the Admissions area.

***Holiday Gift, Card & Video***

Initial designs for holiday cards and gifts have been discussed. We are continuing research on options.

***Biteable Enrollment Video***

A new enrollment Biteable video is being developed for use on Facebook, Instagram, and Twitter.

***Upward Bound Scholarship***

A new Upward Bound Math and Science flyer has been developed. Additional edits were made to the web page.

***Workforce Recruitment Flyers***

The College is currently redesigning recruitment flyers for Workforce Training.

***Upward Bound Flyer***

The College is redesigning a Upward Bound flyer and has updated the Upward Bound web page.

***Rebranding***

The College is working to rebrand the following brochures:

- Bookstore signage
- Welcome Week materials & social posts
- BCCC Viewbook

## Brand Building

### *Brand Guidelines*

The completed Brand Guidelines (Style Guide) has been completed and is being reviewed for edits or approval. The College will also create web pages to provide brand guideline information and guidance.

### Rebranding

The College rebranded the following items:

- Upward Bound Scholarship flyer
- Assorted website billboards supporting Welcome Week, Fall 2022 registration, Deferred Payment Plans, and Federal Work Study programs were created.
- A new BCCC Brand Guide/Style Guide has been developed and is pending approval.
- Program cards for all programs continue to be updated.
- By way of update, new pole signs have been installed at the Liberty campus that feature BCCC values and 75<sup>th</sup> logo. Additional pole signs are scheduled to be installed at East Pavilion, West pavilion, Towanda Avenue, and Lombard Street.

### *Website Refresh*

The College continues to review all website pages for proper nomenclature of links as compared to pages. Additionally, reformatting of pages (layout only) continues to enhance the User experience. The College is updating web pages as approved.

### Social Media Analytics:

During August, The College's social media platforms performed as follows:

- **Facebook: 8/1/2022 – 8/31/2022**  
  
Page Reach: 219,986 (Up 85.6%)  
Page Visits: 3,576 (up 36.5%)  
New followers: 38 (Up 72.7%)
- **YouTube: : 8/1/2022 – 8/31/2022**  
  
Monthly views: 1,598 (Down 2)  
Watch time: 64.2 (Same as usual stats)  
Subscribers: Flat
- **Instagram: : 8/1/2022 – 8/31/2022**  
  
Reach: 8,561 (Up 0.2%)  
Profile Visits: 622 (Up 59.9%)  
New followers: 46 (Up 21.1%)
- **Twitter (28-day summary)**  
  
# Tweets: 16 (Up 11.8%)  
Tweet Impressions: 2,613 (Down 11.9%)  
Profile visits: 2,023 (Up 79.0%)  
Mentions: 14 (Up 7.7%)  
Followers: 1,734 (Up 17)

## **Web Page Content Updates (Ongoing)**

The College continues to develop web page edits, page restructuring, and navigation changes that can improve the user experience continue. Additional edits to pages include:

### **Web page Content Updates**

The College continues to develop web page edits, page restructuring, and navigation changes that can improve the user experience continue. Additional edits to pages include:

- Coronavirus Updates
  - Purple Alert Bar renewed
- Website Billboards
  - Labor Day
  - Fall 2022 Class Registration
  - Welcome Week
  - Deferred Payment Plan
  - New Panther Portal
  - Federal Work-Study Jobs
- Information To Know
  - Apply to Federal Work-Study
  - CDC's Guidance
  - BCCC Shuttle Bus Schedule 2022-23

### **Routine Website Maintenance and Webpage Content Updates**

- Analytics
- Website Calendar updates
- Nursing webpage update
- Updated Homepage published
- Page/Link Name Project – Mike updates published
- Banner Application link published site wide
- Board of Trustees webpage update
- New Panther Portal links published site wide
- Bookstore webpage update
- Student Support & Wellness Services webpage update
- About Us website section refresh drafted & published
- Board of Trustees Meeting Schedule webpage update
- Touchnet website payment system launched site wide
- Economic Impact Report webpage updated
- Citizenship webpage updated (August & September schedules)
- Welcome week webpage updated and published
- Federal Work-Study positions added and published
- Federal Work-Study webpage updated
- Deferred Payment Plans webpage drafted and published
- COVID-19 Icon published on header of homepage
- 2022 Campus Map published
- Adult Basic Education webpage update

- Veteran’s Day Billboard (Draft)
- Election Day Billboard (Draft)
- TRIO Student Support Services webpage update
- HR Staff webpage update
- Payment Plan Schedules update
  - BCCC Shuttle Schedule published
  - Marketing – Redirects created alongside program cards
  
- **Other**
  - User Experience Design
  - Infosec IQ training
  - Removal of outdated PDF’s
  - President’s forum
  
- **Ongoing**
  - CRM Recruit Meetings
  - Website Refresh project
  - Hannon Hill presentation
  - Blackboard Research
  - Marketing team meetings

**Website Statistics**

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home, Apply and Register web pages, with increases across the board.

**REALIGNMENT TASK #9**

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

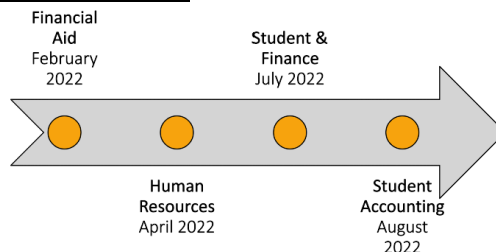
*Mr. Michael Rading, Chief Information Officer*

**ENTERPRISE RESOURCE PLANNING (ERP) PROJECT**

**Implementation Engagements**

The project included key modules that were implemented based on the timeline shown below. Since the last Board meeting in June 2022, Student, Finance and Accounting modules have gone live. All core ERP modules are implemented as of August 2022. The chart shows when the key ERP modules went live.

Chart 1: Key ERP Modules that Went Live in 2022



- Financial Aid
  - Module enables Financial Aid management from creation, management, and monitoring of award packages
  - Helps students meet financial needs while also helping BCCC track and meet related financial goals
- Human Resource
  - Enables HR to manage existing employee records in the new ERP system
  - All new employee records added and managed in the new system
- Student
  - Have a self-service portal that provides them with a consolidated view of key information including courses, registration, and grades
- Finance
  - All financial transactions handled in the new ERP, including budgets, general ledger, requisitions, and purchase orders
  - Self-Service portal for staff to view key information, reports and manage key financial processes
- Student Accounting
  - Students provided with a payment portal to see key financial information
  - Enables students to view statements, make payments, enroll in payment plans, enroll in electronic refunds, and direct deposits

### **Student**

In July, the Fall 2022 registration data was migrated into the production ERP and all student-facing offices began using Ellucian Banner for their day-to-day operations.

### **Finance**

In June and July 2022, collaborative work was done with the State Department of IT (DoIT) to test FMIS related integrations. The Finance office began using Banner for day-to-day operations in July 2022.

### **Student Accounting**

In June 2022, work was done to set up and configure student accounts. Work was also done with General Accounting and Budget team members to complete student accounting detail codes.

Student Accounting went live in August 2022 after additional extensive validation of student account information and verification that account balances were correct first in a non-production environment, and fees were only assessed for students after fee assessment was conducted in an audit mode and information on student balances was verified.

### **Data Migration**

Chart 2: Key ERP Data Migration Steps





A key part of the ERP implementation involved migrating data from the legacy system into the new. The cross-functional teams involved in this work included data owners from different areas, namely, student accounting, financial aid, finance, HR, IT, and expert consultants from the vendor. First, crosswalks were developed by matching key fields from the legacy and new ERP systems. Data was then extracted out of the legacy system and imported into a non-production version of the new ERP system. An extensive validation process that involved multiple rounds of importing data into test environments. As part of this process, data owners across different areas identified and corrected errors in multiple rounds of validation before the data was loaded into the production ERP system.

The table below shows key files that were validated as part of the data migration process.

**Table 1: Key ERP Data Migration Files**

File	Module	Round 1	Round 2	Final (Production)
General Person – Student	Student	9/20/2021	1/31/2022	02/25/2022
General Person – Employees	HR	09/20/2021	03/14/2022	04/01/2022
General Student	Student	06/14/2021	02/28/2022	03/25/2022
Overall & Holds	Student	06/28/2021	05/18/2022	05/27/2022
Academic History	Student	06/14/2021	03/07/2022	03/25/2022
Accounts Receivable	Student Accounting	08/16/2021	06/27/2022	07/05/2022
Fall 22 Registration	Student	04/29/2022	05/27/2022	07/05/2022
Financial Aid	Financial Aid	05/24/2021	10/25/2021	02/25/2022

Note: Some files went through additional rounds of data validation beyond what is show in table 1: Key ERP Data Migration Files.

**Table 2: ERP Training and Support Engagements between June 2022 and September 2022**

Training Period	Title of Training
Week of June 6, 2022	Web Time Entry Demo
	BCCC AR Training and GO LIVE PROD Prep
	Banner: Faculty/Advisor Self-Service Meeting
	Baltimore City Community College - Curriculum Management - ILP Functional Consulting - Ethos Validation
	Quick Admit Review SOP
	Banner: Student Self-Service Meeting
Week of June 13, 2022	BCCC AR training and GO LIVE PROD Prep
	Fall 2022 Registration Data Validation Training (Session 1)
	Ellucian/BCCC Banner SaaS Scenario/Simulation Working Session
Week of June 21, 2022	CRM Recruit Discovery Working Session
	BCCC AR Training and GO LIVE PROD Prep
	CRM Recruit Team: Accessing the On-Demand Training
	CRM Recruit Discovery Working Session (Part II)
	BCCC AR Cashier Training
	CRM Recruit Discovery Working Session (Part III)
Week of June 27, 2022	BCCC AR training and GO LIVE PROD Prep
	Banner Branding Discussion

<b>Training Period</b>	<b>Title of Training</b>
Week of July 4, 2022	Fall 2022 Registration Production Data Validation Training
	BCCC: Records & Registration Training
	BCCC: Training for IR Team
	Block: BCCC Institutional Research Reporting Training
	Banner Registration Training w/ Linda Bloom
	BCCC: Training for IR Team
	BCCC CRM Recruit Discussion and IR Reporting Training
	CRM Recruit Overview/Navigation/Security and System Administration
	Banner Admissions & Advising Training
Week of July 11, 2022	Banner Reporting Training
	Banner: Admissions/Advising Training
	Banner Requisition Training
	Academic Affairs Training
Week of August 1, 2022	Academic Affairs Training
	Ellucian/Banner Training (Deans, Associate Deans, E-Learning)
Week of August 8, 2022	Banner Faculty Self-Service Training
Week of August 15, 2022	Student Profile Banner Training for Advisors
	ERP Project Update at Opening Week for Fall 2022 for Faculty and Staff
	Faculty Self Service Training- Pop- Ups*
Week of August 22, 2022	BCCC-- Faculty Training
	Faculty Self Service Training- Pop- Ups
Week of August 29, 2022	Faculty Self Service Training- Pop- Ups
Week of September 1, 2022	Faculty Self Service Training- Pop- Ups
Week of September 5, 2022	Faculty Self Service Training- Pop- Ups
Week of September 12, 2022	Faculty Self Service Training- Pop- Ups
Week of September 19, 2022	Faculty Self Service Training- Pop- Ups
Week of September 26, 2002	Faculty Self Service Training- Pop- Ups

\* Pop-ups provide staff with opportunities to join sessions where they can bring their questions, review training content and have any issues investigated and resolved.

**REALIGNMENT TASK #10**

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

*Office of the President*

The schematic design cost estimate from August 5, 2022 shows a greater than anticipated project total and the College is requesting additional funding from the state. The College is planning a community meeting in September to inform downtown community groups on the progress of the Bard Building demolition project.

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

TAB 11 | Active Search Listing

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**HR Active Search List As of September 12, 2022**

Baltimore City Community College						
	Div	PIN #	Position	Oversight	Date posted	Status 9/12/2022
1	AA	66682	Assistant Professor of Nursing-Mental Health	Dr. Courtney Ross/ Dr. Harvey Dorrah	11/10/2020	Resumes forwarded for Review
2	AA	81697	Assistant Professor of Nursing-Adult Medical/Surgical	Dr. Courtney Ross/ Dr. Harvey Dorrah	3/12/2021	Resumes forwarded for Review
3	AA	67006	Director of the Academic Success Center	Dr. Harvey Dorrah/ Dr. Jade Borne	12/8/2021	Resumes forwarded for Review
4	AA	66902	Dean of Natural and Physical Sciences, Business, Technology, Engineering & Math	Dr. Harvey Dorrah	5/16/2022	Resumes forwarded for Review
5	AA	66646	E-Learning Student Support Specialist	Dr. Harvey Dorrah	7/12/2022	Resumes forwarded for Review
6	AA	66760	Director of Library & Learning Commons	Dr. Harvey Dorrah	8/8/2022	Resumes forwarded for Review
7	AA	66821	Assistant Professor of Cyber Security	Dr. Harvey Dorrah	8/10/2022	Resumes forwarded for Review
8	AA	66777	Assistant Professor of Fashion Design	Dr. Harvey Dorrah	8/10/2022	Resumes forwarded for Review
9	SA	66705	Assistant Vice President of Student Affairs	Dr. Jade Borne	10/19/2021	Resumes forwarded to Vice President
10	SA	66689	Coordinator of Veteran Services	Dr. Jade Borne	11/1/2021	Resumes forwarded to Vice President
11	SA	74211	Academic Coordinator, TRIO Student Support Services Program	Dr. Jade Borne / Dr. Leslie Jackson	1/19/2022	Resumes forwarded to Vice President
12	SA	66991	Director of Admissions	Dr. Jade Borne	4/4/2022	Resumes forwarded to Vice President
13	SA	66613	Financial Aid Specialist	Dr. Jade Borne / Saleem Chaudhry	8/1/2022	Resumes forwarded to Vice President
14	SA	66844	Work Study Program Coordinator	Dr. Jade Borne	8/11/2022	Resumes forwarded to Vice President
15	SA	66874	Administrative Assistant to the VP of Student Affairs	Dr. Jade Borne	8/23/2022	Resumes forwarded to Vice President
16	SA	TBD	Director of Dual Enrollment	Dr. Jade Borne	8/26/2022	Resumes forwarded to Vice President
17	SA	TBD	Director of Enrollment Management	Dr. Jade Borne	9/7/2022	Resumes forwarded to Vice President
18	SA	TBD	Assistant Director of Financial Aid	Dr. Jade Borne	9/7/2022	Resumes forwarded to Vice President
19	ASP	66686	Vice President of Advancement	Dr. Debra McCurdy	7/23/2021	Resumes forwarded to President
20	ASP	76586	Assistant Director of Content Strategy	Michael Berends	2/4/2022	Resumes forwarded to Oversight
21	ASP	76586	Director of Public Relations/Community Outreach	Dr. Debra McCurdy	4/4/2022	Resumes forwarded to President
22	WDCE	66861	Maintenance Supervisor	Michael Thomas / Kate Zurlage	4/21/2021	Resumes forwarded to Vice President

23	WDCE	66769	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President
24	WDCE	76566	Director of Division Operations & Services	Michael Thomas	1/26/2022	Resumes forwarded to Vice President
25	WDCE	66967	Assistant Director of Capital Projects	Michael Thomas / Kate Zurlage	3/7/2022	Resumes forwarded to Vice President
26	WDCE	66655	Director of Public Safety	Michael Thomas	7/26/2022	Resumes forwarded to Vice President
27	WDCE	76591	P-Tech Coordinator	Michael Thomas	8/1/2022	Resumes forwarded to Vice President
28	WDCE	66649	Workforce Operations Specialist	Michael Thomas	8/1/2022	Resumes forwarded to Vice President
29	WDCE	66851	Environmental Services Manager	Michael Thomas	8/16/2022	Resumes forwarded to Vice President
30	WDCE	TBD	Materials Management Technician	Michael Thomas	8/17/2022	Resumes forwarded to Vice President
31	WDCE	66632	Instructional Specialist	Michael Thomas	8/22/2022	Resumes forwarded to Vice President
32	WDCE	86278	Police Officer III	Michael Thomas	8/24/2022	Resumes forwarded to Vice President
33	WDCE	66830	Contract Technician	Michael Thomas	9/7/2022	Search is Open
34	A&F	66879	Assistant Vice President of Finance & Administration	Steven Hardy	6/8/2021	Resumes forwarded to Vice President
35	A&F	82344	Accounts Payable & CPC Manager	Eileen Waitsman	11/9/2021	Resumes forwarded to Oversight
36	A&F	66757	Senior Accountant	Eileen Waitsman	11/9/2021	Resumes forwarded to Oversight
37	A&F	67013	Senior Accountant- Foundation	Eileen Waitsman	5/12/2021	Resumes forwarded to Oversight
38	A&F	66933	Agency Procurement Specialist	Anna Lansaw	6/6/2022	Resumes forwarded to Oversight
39	A&F	82345	Human Resources Generalist	Charles Hall	5/16/2022	Resumes forwarded to AVP
40	IERP	66640	Director of Grants	Becky Burrell / Nicole Deutsch / Eileen Hawkins	2/1/2022	Resumes forwarded to Vice President
41	IERP	88494	Research Associate	Becky Burrell	7/6/2022	Resumes forwarded to Vice President
42	OP	66855	Director of Government Relations/Special Assistant to the President	Dr. Debra McCurdy	1/18/2022	Resumes forwarded to President
43	OP	66987	Programmer/Analyst	Michael Rading	5/10/2021	Resumes forwarded to CIO
44	OP	66963	Executive Administrative Assistant to the President	Dr. Debra McCurdy	10/13/2021	Resumes forwarded to President
45	OP	73960	Director of Enterprise Applications	Michael Rading	5/16/2022	Resumes forwarded to CIO