



# Baltimore City Community College

**Dr. Debra L. McCurdy**  
President

# Board of Trustees Open Session

**Mr. Kurt L. Schmoke**  
Chair

WEDNESDAY | OCTOBER 16, 2019



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

Open Session Agenda

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

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**BOARD OF TRUSTEES**

Kurt L. Schmoke, Esq.  
*Chair*

Leonor Tannhauser Blum

Jason Perkins-Cohen

John D. Lewis

Peter H. Nachtwey

Lelia F. Parker, Esq.

Rachael Y. Pfeifer, PhD

John C. Weiss, III

**PRESIDENT**

Debra L. McCurdy, PhD



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

**Open Session Agenda | October 16, 2019**

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

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| <b>I. Call to Order</b>  | Mr. Kurt L. Schmoke, <i>Chair</i>   |
| <b>II. Adoption of Agenda</b><br>a. Approval of the October 16, 2019 Agenda (Tab 1)  | Mr. Kurt L. Schmoke, <i>Chair</i>   |
| <b>III. Board Actions / Consent Agenda</b><br>a. Approval of the September 18, 2019 Minutes (Tab 2)<br>b. Student Government Association Report (Tab 3)<br>c. AFSCME Local #1870 at BCCC Repot (Tab 4) | Mr. Kurt L. Schmoke, <i>Chair</i>   |
| <b>IV. Items Removed from the Agenda (Tab 6)</b><br>▪ Faculty Senate Report (Not submitted)  | Mr. Kurt L. Schmoke, <i>Chair</i>   |
| <b>V. New Business (Tab 7)</b><br>▪ None   | Mr. Kurt L. Schmoke, <i>Chair</i>   |
| <b>VI. College Policies (Tab 8)</b><br>▪ None  | Mr. Kurt L. Schmoke, <i>Chair</i>   |
| <b>VII. Presentations (Tab 9)</b><br>a. College's Fiscal 2019 Audited Statements<br>b. College's Fiscal 2019 Audited Statements WBJC-FM Radio<br>c. Foundation's Fiscal 2019 Audited Statements        | Dr. Debra McCurdy, <i>President</i><br>Smith, Booker & Company<br>Smith, Booker & Company<br>Clifton Larson Allen |
| <b>VIII. President's Report (Tab 10)</b><br>a. Cabinet Division Reports (Information)<br>b. Enrollment Report  | Dr. Debra McCurdy, <i>President</i><br>Dr. Stanley Singleton,<br><i>VP Student Affairs</i>                        |
| <b>IX. Active Search Listing (Tab 11)</b>  | Mr. Kurt L. Schmoke, <i>Chair</i>   |
| <b>X. Motion for Adjournment</b>   | Mr. Kurt L. Schmoke, <i>Chair</i>   |



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BOARD OF TRUSTEES  
BALTIMORE CITY COMMUNITY COLLEGE

## TAB 1 | Approval of the October, 16, 2019 Agenda

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BOARD OF TRUSTEES  
BALTIMORE CITY COMMUNITY COLLEGE

***BOARD ACTIONS / CONSENT AGENDA***

- TAB 2 | Approval of the September 18, 2019 Minutes
  - TAB 3 | Student Government Association Report
  - TAB 4 | AFSCME Local #1870 at BCCC Report
  - TAB 5 | Faculty Senate Report
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**BOARD OF TRUSTEES**  
**BALTIMORE CITY COMMUNITY COLLEGE**

**TAB 2 | Approval of the September 18, 2019 Minutes**

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BOARD OF TRUSTEES  
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | September 18, 2019

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

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**Board Members Present:** Kurt L. Schmoke, Esq. (Chair); Dr. Rachel Pfeifer; Mr. Jason Perkins-Cohen; Mr. John D. Lewis (via conference call); Mr. J.C. Weiss, III; Lelia F. Parker, Esq.; Ms. Leonor T. Blum.

**Board Members Absent:**  
Mr. Peter Nachtwey

**Chair Schmoke brought the meeting to order at 4:00 p.m.**

**I. APPROVAL OF THE AGENDA**

Chair Schmoke requested a motion to approve the September 18, 2019 agenda. Dr. Rachel Pfeifer motioned for approval of the agenda and was seconded by Trustee J. C. Weiss, III.

**II. BOARD ACTIONS / CONSENT AGENDA (All actions requiring a vote)**

- A. Approval of the June 19, 2019 Minutes**
- B. Student Government Association, (Mr. Yusuf Olamide, President)**
- C. AFSCME Local # 1870 at BCCC (Ms. Charlene Gray, President)**

Chair Schmoke requested a motion to approve the Board Actions / Consent Agenda. Trustee J. C. Weiss, III motioned for approval of the Board Actions / Consent Agenda, and it was seconded by Dr. Rachel Pfeifer.

**III. ITEMS REMOVED FROM THE AGENDA**

There were no items removed from the agenda.

**IV. NEW BUSINESS**

**A. Introductions**

Dr. McCurdy introduced and gave a brief bio about the newly appointed Trustees, (Lelia F. Parker, Esq. and Ms. Leonor T. Blum) to the Baltimore City Community College Board.

**Lelia Parker, Esq.**, is a member of the Litigation Department in the law firm of Saul Ewing Arnstein & Lehr. She maintains a general litigation practice and handles a variety of matters involving complex commercial disputes. Before joining Saul Ewing Arnstein & Lehr, Lelia was a

law clerk for Judge Clayton Greene Jr. of the Court of Appeals of Maryland. Lelia was a judicial intern for Judge Greene as well while she was earning her J.D. at the University of Baltimore School of Law. She was also a summer associate with the Firm.

**Ms. Leonor T. Blum** is a former student at Wellesley College in Massachusetts and is a native of Argentina. She works with the bilingual community and is considered a native of Baltimore as well. She is also among the 10 semi-finalists for the 2019 "Homecoming Hero Awards." Presented by the nonprofit Baltimore Homecoming Inc., the awards pay tribute to communal and nonprofit leaders, activists, artists and innovators making an impact. Five winners will be announced on October 14.

Trustee Weiss shared that Ms. Blum is now a finalist in the Homecoming Hero Awards.

## **B. Realignment Report Update**

Dr. McCurdy reported that a substantive report was submitted to the Board at the June 18, 2019 meeting, in which the realignment tasks were expanded. The September report is a continuation of Cabinet areas realignment work. The report will be submitted with attachments to the State as a part of the Legislative follow-up to meet the October 1 submission date.

Dr. McCurdy stated that we are moving forward with enrollment strategies, marketing, and discussions about new programs.

Each Cabinet member will continue to provide monthly updates to the Board and move into quarterly updates. Realignment Task will reshape the institution and the culture so that there is continuity to indicate that we are changing our operations.

## **V. COLLEGE POLICIES**

Ms. Michelle Williams presented the **Smoke-Free Environment Policy and Procedure** to the Board for approval.

Ms. Williams explained that this is not a new policy but a revision of a policy that was approved in 2008. Ms. Williams stated faculty, staff, and students have discussed the need to have a tobacco-free campus. The policy change began with Ms. Angela Donn, Health and Wellness Counselor, who teamed with the Truth Initiative program and received a \$20,000 grant in 2017. With the assistance of two student leaders, Mr. Josh Arinze and Ms. Tamia Brown, a task force, and surveys were created that resulted in over ninety percent support from faculty, staff, and students. Josh and Tamia were also able to hold smoking cessation classes for anyone that needed extra support.

Ms. Williams was given the lead on the initiative and with the assistance from Cabinet members and the Assistant Attorney General the policy and procedures were reviewed. From August 29 to September 6, 2019 it was sent to the BCCC Community, Faculty Senate, Union, staff and faculty for review and feedback. Ms. Williams met with the Faculty Senate on September 6, 2019 to review and incorporate edits for presentation to the Board for approval.



Chair Schmoke asked if this policy would include vaping as it would not have been included in the 2008 version. Ms. Williams stated that vaping and all forms of smoking apparatus would be included. Chair Schmoke also inquired if the Assistant Attorney General was in support of this policy and procedures, and Ms. Williams responded that she was.

Dr. McCurdy assured the Board that this policy and procedure was thoroughly reviewed at the Attorney General's office before submission to the Board.

Ms. Williams stated that policy violations would be managed by the Public Safety Department.

Chair Schmoke inquired if this report would be published throughout the campus. Ms Williams responded that the implementation date is January 1, 2020, which will allow time for the marketing the policy and procedures to faculty, students, and staff who may need assistance with smoking cessation.

Chair Schmoke requested a motion to approve the Smoke-Free Environment Policy and Procedure. Trustee Jason Perkins-Cohen motioned for approval of the Smoke-Free Environment Policy and Procedure and was seconded by Dr. Rachel Pfeifer.

## VI. PRESENTATIONS

### A. College Branding

Ms. Dawn Kirstaetter, VP of Advancement and Strategic Partnerships, presented a PowerPoint presentation of the various old and proposed branding items, e.g. seals, logos, and mascots.

As part of Realignment Task eight, "to develop and market a brand for BCCC," we began a process of brand repositioning and brand unification which involved refreshing publications, updating signage, campus beautification, and working with a local Public Relations firm, The Hatcher Group.

The Hatcher Group reviewed our publications, social media, ads, websites, conducted research and reached out to over 4,000 people. As a result, they came up with some preliminary brand pillars which informed some of their work.

**Seals** – The College was founded as Baltimore Junior College and remained such then changed to Community College of Baltimore, then in 1992 became a State Agency with a final name change to Baltimore City Community College. We have been exploring numerous options, with the seal, and have narrowed down to two favorites.

**Logos** - Our current logo has smokestacks; however, it is not our official logo. We are in the process of designing a new BCCC logo and working with The Hatcher Group. Over eighty logo designs have been reviewed. Currently, we are testing the final five logos with students and the next group will be faculty and staff.

**Mascot** - The services of an illustrator are needed to assist with refreshing the mascot. We have replaced the signage in front South Pavilion on Liberty Heights Avenue.

The next steps will include finalizing the seal, logo, and mascot to present to the Board for approval.

Dr. Pfeifer asked what the expected outcomes were from making this shift and if there will be tracking to show people are engaging.

VP Kirstaetter responded that the expected outcome is to change the image of BCCC, and work with Cabinet members and Student Affairs, as a new enrollment management plan is developed.

Chair Schmoke asked if we have the authority to change the Latin on the logo. VP Kirstaetter responded that this is being researched with the assistance of the General Counsel. Dr. McCurdy added that when final branding is completed, the Board might be interested in seeing the number of other colleges that have used aspects of the state flag.

Current Seal



Recommended Seal



Current Logo



Recommended Logos



Student ID



Mascot



## B. Mayor’s Scholars Program (MSP)

Dr. Debora Johnson-Ross presented updates to the MSP, via a PowerPoint presentation.

Chair Schmoke requested that background of the MSP be given for the benefit of the new Trustees.

Dr. Johnson-Ross reported that the MSP is in the second year. The vision of the MSP was initially an anti-violence strategy, making sure that students have a place to go when they graduate high school. This is also part of the College Promise initiative by providing a last-dollar scholarship for students to attend Community Colleges. The MSP at BCCC provides one-hundred and fifty percent of student funding for a two-year program over three years. As most of our students require developmental courses before matriculating to college-level courses, this means that students are financially covered for three years for completion of an associate degree.

To update from the last Board meeting, we have been working with Academic Affairs and Student Affairs to integrate MSP with regular college functions. We have also strengthened our relationships with the Mayor’s Office as well as increasing collaborations with Baltimore City Public Schools. We have increased the enrollment goal from 250 students which doubled from the first year. We also have had scholars highlighted in the Charm TV documentary, ***Making College Possible: The Mayor’s Scholars Program.***

Summer Bridge enrollment update shows a comparison between Cohort 1 and Cohort 2.

	<u>Cohort 2</u>	<u>Cohort 1</u>
Registered	429	387
YouthWorks	250	304
ESL	40	40
CASA Scholarship	38	34
Workforce	4	n/a

This was the first year that a Workforce component was included in the Summer Bridge, but we will be working with Workforce to increase this number.

Trustee Jason Perkins-Cohen inquired if the scholar profile was from the general college population. Dr. Johnson-Ross responded that it was about the same; it was not significantly different. Trustee Perkins-Cohen asked if the college normally had about two times as many females. Dr. Johnson-Ross responded, yes.

Trustee Jason Perkins-Cohen stated that it appeared that students from the 2018 Cohort one are not returning and asked the following questions:

- I. What is being done for returning students from Cohort one to ensure their completion.
- II. What is being done for those that are starting this year.
- III. What is being done to get the 170 Cohort one students back.

Dr. Johnson-Ross responded to the above inquires by stating:

We are working with our academic support services, having embedded tutors in classes where students are struggling especially in Math. We know that there were attendance issues, so we are having them meet with their coaches more frequently. We are apprising students about the textbook scholarships. We are attempting to address barriers; however, there are reasons that students do not want to reveal. We are reviewing the Cohort 1 students who were placed on academic warning and trying to address the barriers that prevented them from returning. We are working with faculty to get assignments and to track attendance.

Trustee Jason Perkins-Cohen's also inquired if the MSP was about promotion and funding or is it a different intervention. Are we doing something special for the ones that are coming in the door? Dr. Johnson-Ross responded that we would like to demonstrate that our interventions make a difference.

Chair Schmoke stated that additional updates would be welcomed, and City Hall would be interested in this information.

## VII. PRESIDENT'S REPORT

- A. Dr. McCurdy stated that the President's Report included the Cabinet Reports as well. Dr. McCurdy noted that with the two new Trustees, and several administrators, we are well on the road to beginning to see the new leadership emerge at BCCC.

The following are new members on the Cabinet;

- Maria Rodriguez has been appointed as General Counsel and began on September 3. Ms. Rodriguez comes to us from the Venable LLP in Baltimore, where she was a commercial and labor litigator.
- Dr. Stanley Singleton has been appointed as Vice President of Student Affairs and began on September 9. Dr. Singleton comes to us from South University in Columbia, South Carolina where he served as Dean and the Chief Student Affairs Officer.
- Mr. Stephan Byam has been appointed as Chief Information Officer (CIO) and began on September 16. Mr. Byam comes to us from LeMoyne-Owen College in Tennessee where he served as the Vice President of Information Technology and CIO.
- Ms. Laurie Farrell also started as the Director of Communications in the Advancement area.

The meetings and activities between the Office of the President with State elected and appointed officials and Business and Corporate Stakeholders are making a difference. The college continues to re-establish itself in both the business and corporate community at the State level. I have also met with many of the State Secretaries. Overall it's about making a difference when it is time to talk about the college initiatives and the changes that need to happen with the State, Mayor's Office, and Baltimore City Public Schools Systems (BCPSS).

Working with Trustee Pfeifer has been a pleasure as we look for new avenues to establish stronger relationships and partnerships with BCPSS. P-Tech and Dual Enrollment are untapped sources.

I have met with many of the Presidents of four-year colleges and universities as well as two-year colleges about new opportunities and partnerships, where we can build. I have met across areas at the college hosting divisional conversations to talk about visions, expectations, changes, growth, a general appreciation, and respect for this institution and how we are going to reestablish ourselves as an educational leader in this community. To date, I have had insightful conversations with over two-hundred individuals across the institution, with follow-up requested.

## **B. ENROLLMENT REPORT**

Dean Sylvia Rochester reported the enrollment Ms. Rochester reported that as of September 18, 2019, enrollment is up by ten percent, headcount is 4684, and FTE's are up by eight percent. What has been done differently this semester is the reach out to students communicating via automated email and personal phone calls.

Dr. McCurdy added that it is not just the personal phone calls; it is more of the realignment and restructuring of the college resources. Many of our students have high needs, and instead of pushing the student out the door, it is a matter of looking at the kinds of resources the College can offer.

Dean Rochester reported that we implemented attendance rosters and asked the faculty to apprise us of who were attending classes. Some of the barriers were financial where the student had not paid for their classes or made payment arrangements.

Trustee Pfeifer thanked Dean Rochester for the implementation of the attendance roster.

## **C. PERFORMANCE ACCOUNTABILITY REPORT (PAR)**

VP Becky Burrell presented, via a PowerPoint presentation, the Performance Accountability Report (PAR) for Board approval.

VP Burrell reported that the PAR is a MHEC required document that has been provided and submitted by the College since 1996. This information is lead out of the Office of Institutional Research to provide data about what is occurring across the institution.

The State of Maryland has a plan that outlines its strategies for post-secondary education. There are three goals that pertain to access, success, and innovation; the approval for the Board allows us to submit this document to MHEC by October 1, 2019.

The BCCC enrollment, in fall of 2011 was close to the 7,000 students then there was a sharp decline in our headcount. At that time there was an elimination of some academic programs, as well as other external factors, including changes in Federal Financial Aid. Before these changes to the Federal Financial Aid, students could repeat, developmental education courses, but the

new requirements limited the number of times. Enrollment is now trending upward as a result of strategies we are implementing.

We are working toward developing our institutional enrollment management plan, which will be led by the President and the VP of Student Affairs along with the Cabinet. One of strategies to increase enrollment is online enrollment. Although we are declining in online credit courses we are increasing on non-credit and continuing education. This is a trend as you look at the MHEC data; community colleges are trending upward in online courses.

Chair Schmoke inquired if this would be for any program. VP Burrell responded that has not been defined as of yet; however, we have the framework for the strategic plan.

Chair Schmoke asked if there were any online courses at Rhodes that showed real strength that may be attractive here. VP Burrell responded that a lot of the business programs were offered online, and some health programs were shifting to online offering. Dr. McCurdy added that they had full programs online as well, which made a big difference. Faculty were very creative, for example, concrete management, and with relationships with other institutions where Rhodes was the host institution. The health consortium proposed at the institution was to be a center for excellence in innovation that would attract students from other institutions. Our drive was to initiate certificate and degree programs online and not just the liberal arts courses.

Chair Schmoke asked if the BCCC faculty were involved in the online strategy. VP Burrell responded that this conversation with faculty has not taken place; however, this is the framework to begin to look at the data. We are looking to bring in consultants to begin to the strategic planning conversations.

Another strategy we are looking at is dual enrollment. The dual enrollment framework at Rhodes was very effective. We had sixty-eight high schools, with a 2,500 student headcount attending the dual enrollment program. We are looking at our enrollment; we are looking at great opportunities and working with Trustee Pfeifer and individuals in the city schools. Four out of the sixteen community colleges offered dual enrollment programs in 2016-2017, and today all sixteen community colleges provide dual enrollment programs.

Dr. McCurdy added that funding for dual enrollment is going to be a significant challenge and will require conversations with the Board and the State to see what latitude we have. At other institutions, dual enrollment was very significant, and we worked out funding models that made sense for the high school and the institution. Dual enrollment was the pipeline to getting students into higher education. We offered no developmental courses through dual enrollment; they were all transfer or pathway programs. I think the model would work effectively at BCCC.

VP Burrell reported that in the Fall of 2018 we had two-hundred and thirty enrolled in the dual enrollment program, and as of fall 2019 we have one-hundred and thirty; however, the dual enrollment twelve-week sections are not represented in this headcount as they begin on September 26, 2019.

Trustee Pfeifer inquired how spring enrollment is captured. VP Burrell responded that we do not capture the spring enrollment on this side; however, we do have that information by semester as far back as 2014. We also have the success rates by course and institution.

Trustee Perkins-Cohen asked if there was a target percentage determined for dual enrollment. VP Burrell responded that there have been conversations with regard to the PAR, year four of five. As Dr. McCurdy has come on board and will set a new target, more conversations will be had. The framework for the strategic plan will encompass strategies for online, workforce, dual enrollment, and other enrollment strategies.

Another untapped population that we have not discussed but will be looking into is homeschoolers. Looking at the trends in community college persistence rates for college-ready students and developmental students that completed, we are at eighty percent. With regard to developmental completers after four years we are trending up.

Chair Schmoke asked if this report would be submitted to MHEC and if MHEC would come back after a year for follow-up. VP Burrell responded that MHEC does not require a follow-up; however, through reports to the state should MHEC have any inquiries they would contact us.

Chair Schmoke asked for a motion for approval of the report, which was motioned by Trustee Weiss, III and seconded by Trustee Perkins-Cohen.

Chair Schmoke stated that Trustee Blum is interested in increasing the Hispanic enrollment. Dr. McCurdy responded that this would be a cross-college effort where strategies would be developed to recruit this population as well as the other populations, where she has begun discussions with Dr. Singleton.

Dr. McCurdy reported that all active searches are being reviewed and receiving good responses and we are looking forward to filling them as soon as possible.

## **CLOSING COMMENTS**

### **MOTION FOR ADJOURNMENT**

Chair Schmoke made a motion under the provision of the State's Open Meetings Law to adjourn the meeting to reconvene into a closed session at 5:20 p.m., which was motioned by Trustee Pfeifer and seconded by Trustee Weiss.

## **IX. NEXT MEETING: *Wednesday, October 16, 2019.***

**ATTENDANCE:**

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

**BCCC Staff Present:**

Renata Allen; Melvin Brooks; Paul Beckham; Maria Cazabon; Angela Donn; Laurie Farrell;;  
Alisha Green; Eileen Hawkins; Dr. Charice Hayes; Marie Hinton; Dorothy Holley; Daniel Izume;  
David Xuday Jin; Valerie Leverette; Tina Mosley; Brian O'Connell; Scott Olden; Dr. Shanta Rao;  
Sylvia Rochester; Scott Saunders; Dr. Chima Ugah; Eileen Waitsman; Andre Williams; Virgie  
Williams; Sung Yoon Kim.

**Others Present:**

Yusuf Olamlde, SGA President  
Ms. Kristen McFarlane, AAG  
Ian Klein - DLS  
Debra Vines, Bellevue University  
Ms. Kathy Styles, Retired  
Ms. Marlene Downs, Retired  
Ms. Christina Lopez

**CLOSED SESSION**

Chair Schmoke requested a motion, under the Open Meetings Act, State Government Article Section 10-508, to convene in Closed Session on June 19, 2019, in the President's Conference Room to discuss real estate, personnel and to obtain legal advice. The motion was given by Dr. Pfeifer and seconded by Trustee Weiss, III.

Respectfully submitted,

Debra L. McCurdy, PhD  
President





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BOARD OF TRUSTEES  
BALTIMORE CITY COMMUNITY COLLEGE

## TAB 3 | Student Government Association Report

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## Baltimore City Community College Student Government Association Board Report - October 2019

**September 16, 2019 – SGA Meet and Greet** - The SGA hosted a Meet and Greet with the clubs and organizations in the Upper Student Atrium on Monday, September 16, 2019. This event gave students another opportunity to meet their SGA leaders, learn more about the different clubs and organizations on campus, ask questions and pick up contact information for the various clubs and organizations. Some organizations handed out their own brochures. The clubs present were as follows: the Math Club, International Students Club, Biotech Student Society, CADD Club, Phi Theta Kappa, History Club, Anthropology and Sociology Club and the Latinx Uni2 Student Club. Jazmine Fleming, from the Student Success Center, also attended. She is helping students to start a new club for BCCC women this semester and wanted to get information out to the students.

**September 17, 2019 - Constitution Day** – BCCC's Annual Constitution Day was co-sponsored by the Student Government Association, History Club, Anthropology and Sociology Club and the Office of Student Life and Engagement. The guest speaker was Dr. Edward Jackson, former BCCC professor and new Chief of Police for Annapolis, MD. He spoke on the importance of the constitution and participating in the Census. There were 119 people in attendance. The event was held in the Mini Conference Center of the Fine Arts Building.



**September 18, 2019 - Passport Leadership** - The first session of the Passport Leadership Series was held in the Mini Conference Center, 12 – 1pm. Professor Cortez Walker was the presenter for this session. He explained the overview of the program, expectations and future topics. A lunch of pizza, cookie, drinks and fruit was provided. There were 88 students and four staff members that attended the program.



**September 18, 2019 - Hispanic Heritage Month program** – The Latinx Uni2 Student Club kicked off Hispanic Heritage Month with a program of dance, music, food and fun in the Student Atrium. There were also vendors that displayed many cultural items. The event was held from 1 – 3pm, and there were 52 people in attendance.



**September 20, 2019 - SGA General Information Meeting** - The meeting was held at 12pm in the Gaare Auditorium. This was an opportunity for student leaders and advisors to be updated on new processes and procedures and to answer any other questions. Deadlines for the club-reactivation, sanctioning process, and event announcements were some of items discussed at this meeting. There were 29 students and staff in attendance.

**September 24, 2019 - National Voter Registration Day** – In recognition of National Voter Registration Day, the Office of Student Life and Engagement, the Student Government Association and the League of Women Voters of Baltimore sponsored a Voter Registration Table. There were 32 individuals that registered during the event, which was held in the Student Atrium from 10:30 am – 1 pm.

**September 25, 2019 - Annual Health and Wellness Fair** - The Office of Student Life and Engagement, Student Success Center, and the Student Government Association held its Annual Health and Wellness Fair from 10am - 2pm in the Student Atrium. There were over 17 organizations in attendance that talked with students and staff, and gave out important health and wellness information. The health screenings done were blood pressure measurements and HIV/STD testing. There were 112 in attendance.



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**BOARD OF TRUSTEES**

**BALTIMORE CITY COMMUNITY COLLEGE**

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

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## **AFSCME Local 1870 Presentation to the BCCC Board of Trustees** **Wednesday, October 16, 2019**

### **LABOR-MANAGEMENT ISSUES:**

1. Negotiations Update:

We submitted our final proposals to management which included bonuses and management rejected all proposals that were remaining for bargaining unit employees. Under the law management has the right to bargain all three of our contracts and it violates our collective bargaining rights that were approved by the general assembly in Annapolis. Simply saying, “no” to our proposals is not considered bargaining in good faith. We are planning on scheduling another bargaining session to see if management is willing to meet with us and to bargain in good faith.

We were also told that the College will be doing a reorganization and titles/duties might be changing, if so, then the Union needs to be informed. According to our MOU the College needs to bargain with us over matters establishing and pertaining to wages, hours and other terms and conditions of employment.

2. Working Hours: Bargaining unit employees are being told not to put in any hours worked over 40 hours in a pay period. There are some areas of the College that employees have worked over their 8-hour workday based on the work demand in their area. Why would supervisors have their staff falsified their time sheets for the hours they have worked?

3. Union table at BCCC Employees Health Fair: The executive leadership will be having a table at the Health Fair Benefits on October 10. We look forward to providing information to the College every year at the Health Fair.

4. Labor Management Committee (LMC): Labor is looking forward to begin our monthly Labor Management Committee meeting starting in November 2019.



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**BOARD OF TRUSTEES**  
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TAB 5 | Faculty Senate Report

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- Not Submitted



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

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- Faculty Senate Report





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**BOARD OF TRUSTEES**  
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TAB 7 | New Business

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- None



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**BOARD OF TRUSTEES**  
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TAB 8 | College Policies

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- None



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**BOARD OF TRUSTEES**  
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**TAB 9 | Presentations**

- A. College's Fiscal 2019 Audited Statements
- B. College's Fiscal 2019 Audited Statements WBJC-FM Radio
- C. Foundation's Fiscal 2019 Audited Statements

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- Documents to be distributed at the meeting.



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**BOARD OF TRUSTEES**  
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**TAB 10 | President's Report**

- A. Cabinet Area Reports
- B. Enrollment Report



## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

**Board of Trustees, October 16, 2019**

**Dr. Debra L. McCurdy, President**

#### **MEETINGS & ACTIVITIES**

**The following denotes some of the meetings and activities of the President since the May 2019 report to the BCCC Board of Trustees.**

*The following represent some of the meetings and activities of the President since the September 2019 Board report:*

#### **Business/ Corporate Stakeholders**

- Featured Speaker at the Greater Baltimore Committee Newsmaker Breakfast- September 27, 2019
- Dr. Ashok Tehim, Sr. VP Pharmaron
- Roland Selby, Executive Director, Year Up- October 8, 2019

#### **State Elected & Appointed Officials**

- Department of Information Technology- September 23, 2019
- Department of General Services (Secretary Churchill and Assistant Secretaries)- October 1, 2019
- Senator Antonio Hayes- October 9, 2019
- Speaker of the House of Delegates Adrienne Jones- October 11, 2019

#### **State of Maryland, Other**

- Annual presentation to the Maryland Higher Education Commission including Secretary Fielder- September 25, 2019
- DGS and Noelker and Hull Associates re Master Facilities Plan- October 8, 2019
- Presentation to the Capital Debt Affordability Committee- October 10, 2019

#### **Mayor's Office**

On-going discussion with Mayor and Mayor's Office re Mayor's Scholars Program.

#### **City Schools**

On going discussions about dual enrollment, PTECH, MSP, assessment. Staff presented at in service for City Schools principals.

#### **Higher Education Leaders and Associations**

- Maryland Council of Community College Presidents- September 20, 2019
- Dr. Freeman Hrabowski, President, UMBC- September 30, 2019
- Dr. Karen Stout, President, Achieving the Dream- October 9, 2019

#### **Philanthropy**

- BIC Foundation Chair Chuck Nabbit, October 7, 2019



### **Campus Meetings**

- Hosted division conversations September 19 and October 8, 2019

### **College Leadership**

- Faculty Senate-September 17, 2019
- Weekly Cabinet meetings
- Weekly Deans meetings
- Faculty Senate-October 11, 2019



## **Baltimore City Community College**

### **CABINET UPDATE**

**Board of Trustees, October 16, 2019**

Office of Academic Affairs

#### **Academic Operations and Services**

- **Near Complete College Baltimore:** The program has identified and successfully enrolled sixty-seven near completers. More than 100 students have been contacted by telephone to invite students to return to BCCC. In conjunction with the Advising Office, the student records were reviewed for potential future enrollments. The Office of Institutional Research is working with the Program Director to develop a survey for students who have returned to the college to be administered before the end of the semester.
- **Transfer Day:** Baltimore City Community has confirmed the participation of 36 schools and universities for its annual Fall Transfer Day. The marketing department created new signage for this event. Additionally, the Spring 2020 Transfer Day is scheduled for March 11, 2020. As well as the Office Transfer Services is scheduled to participate in the Year Up's Academic Fair on 10/23.
- **Bowie State University:** Baltimore City Community College and Bowie State University are currently planning the articulation agreement President signing event.
- **Wepa Print Solution:** The College has installed and implemented the use of the fifth Wepa Print Solution machine, installed on the 2nd floor of the Nursing Building for student printing.
- **Canvas:** The Faculty/Staff Canvas login page has been updated with a "NEW" link to the help page with instructions on how to log in for the first time and guide on faculty use of Canvas. Additionally, faculty can now reset their own Canvas passwords using the Forgot Password link on that same page.

#### **School of Nursing and Health Professions**

- **Dental Hygiene:** The Alzheimer's Association Greater Maryland Chapter is ecstatic that the Baltimore City Community College, Dental Clinic is partnering with us to offer free dental screening. The planning committee met today and are scheduled to walk through the New Psalmist Conference and Retreat Center sometime in October.
- **P-TECH Dunbar:** On October 8, 2019 BCCC representatives attended the "Back to School Night" at Dunbar High School, where more than 40 students and their families attended the event. The College hosted a table for P-TECH and there was space specifically geared toward the Nursing grant stakeholders (students/parents).

#### **School of Arts & Social Sciences**

- **English, Humanities, Visual and Performing Arts:** EHVPA is interviewing adjunct faculty in the areas of French and Spanish in order to offer introductory courses in the spring 2020 semester.
- Dr. Carole Quine has started the implementation of the Open Education Resources (OER) mini grant for her RENG 92 course.
- **Education, Social and Behavioral Sciences:** Dr. Zak Kondo will be featured in the documentary "Who Killed Malcolm X" as a scholar/expert. Ark Media and Louis Henry Gates are the executive producers.



## **Baltimore City Community College**

### **CABINET UPDATE**

#### **Board of Trustees, October 16, 2019**

*Dr. Stanley Singleton, Vice President for Student Affairs*

- The Office of Student Support and Wellness held 85 therapy sessions, made seven mental health and academics presentations to PRE100 classes, began a six-week social anxiety self-improvement group, began partnerships with the National Alliance for Mental Illness and Fostering Change Network foundation to offer free programming on mental health awareness and resources for students raised in foster care respectively. The bi-lingual (English/Spanish) counselor became an adviser for the LatinX Club and helped plan for activities for Hispanic Heritage Month.
- The Office of TRIO/SSS-STAIRS program participants have received a total of \$6,092.00 in book awards. Sixty-nine percent (69% -158/230) of all program participants served in the 2018-19 program year have returned to BCCC, graduated and/or transferred to four year institutions as of this fall. Eight (8) of the 35 participants who graduated did so with honors and 4 with high honors. A major success strategy for the program is the building of a strong student/advisor relationship.
- An alumnus of Baltimore City Community College and former participant in the TRIO/SSS-STAIRS Program, Coach Donte Samuel is making significant difference at Belmont Elementary School recently recognized as one of the healthiest schools in the country. According to a WJZ news report, Donte Samuels (class of 2006) is "a driving factor behind the school's Health push."
- On September 21<sup>st</sup> the Upward Bound Math and Science program held the Fall Academic Program Orientation Session for program participants. A College Success Seminar featuring guest presenter, Dr. Eric Seaborn; a Morgan State University Graduate of Electrical Engineering and recipient of the Technical Achievement award for the class of 2013. He is also an Adjunct Faculty member of the department of Engineering at Morgan and a principal microelectronics engineer at Northrop Grumman Corporation. The Program's Saturday session was held on September 28<sup>th</sup>.
- The Office of Disability Support Services Center (DSSC) conducted 50 student intakes, conducted student conferences with 19 students and 12 parents, and proctored accommodated examinations for ten students. DSSC conducted three departmental meetings with Deans about accommodations for DSSC. Two students in the Master of Social Work program will be serving as interns for the next nine months.
- The Office of Judicial Affairs and Title IX made presentations in 12 BCCC classes where over 276 students participated in information sessions and training. The topics covered for Title IX covered: defining Title IX, how to report, who to report to, understanding consent, and new Title IX regulations. The remaining presentations covered the Student Code of Conduct. In addition, a Title IX and classroom management training was conducted with the College's Science faculty during their staff meeting on September 13<sup>th</sup>. Approximately 17 Science faculty members and the Associate Dean were present.
- The Athletics Department hosted tryouts for the basketball teams on Friday October 4<sup>th</sup>-6<sup>th</sup> at the Physical Education Building.





- The Office of Student Success (OSS) serviced 1218 students in academic advising during the month of September. During the month advisors engaged their advisees through outreach efforts via walk ins, appointments, telephone calls, electronic communication, and “pop up” advising campaigns on various parts of the campus. Advisors also visited all sections of the PRE 100 classes. On September 25<sup>th</sup>, OSS partnered with the Office of Student Life and Engagement and hosted the annual health fair. Currently, four of the academic advisors serve as student organization advisors.

**The Office of Testing and Assessment September Test Administration**

Exam Name	Attended	No Show	Registered	Walk-in
Accuplacer	176	0	176	174
Accuplacer Retest	7	0	7	7
BCCC Course Exams	70	21	91	7
Bio 101 - BCCC Exemption Only	8	5	13	2
Bio 101 - BCCC Exemption Only	3	2	5	0
CLEP	4	0	4	0
Computer Literacy	13	4	17	1
Computer Literacy Retest	4	2	6	1
ParaPro Assessment	13	2	15	0
TEAS BCCC STUDENTS ONLY	23	3	26	2
	321	39	360	194

**Admissions Applications Overview**

Fall 2019	Winter 2020	Spring 2020	Summer I 2020	Summer II 2020	Fall 2020	Grand Total
517	80	144	6	1	90	838

**Recruitment Events for September**

Event	Sponsoring Organization	Prospects
Dual Enrollment Info Session	Coppin Academy	28
3 <sup>rd</sup> Annual Parent Education Summit	Latino Education Advancement Fund	5
Interfaith Call to Action	Baltimore Teacher Network	5
Back to School Night	REACH Partnership	7
Informational	Joseph C. Briscoe	5
Back to School Health & Hygiene Fair	B'MORE for Healthy Babies	9
Informational	NACA Freedom and Democracy Academy II	8
Back to School Night	ACCE	4
Informational	Loch Raven HS	1
Back to School Night	Patterson High School	4
Career Exploration Day	Edmondson Westside HS	34
College Fair- National Academy Foundation	College Bound	12
College Fair- Digital Harbor HS	College Bound	25
Informational	Mergenthaler Vocational Technical HS	34
College Fair- Paul Laurence Dunbar	College Bound	32
College Fair	Baltimore Design School	22



## **Baltimore City Community College**

### **CABINET UPDATE**

#### **Board of Trustees, October 16, 2019**

*Ms. Eileen Waitsman, Controller, Administration & Finance*

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

- Worked with Student Affairs regarding new Veterans Benefits and Transaction Act of 2018 which became effective recently. The communication as it relates to the College Catalog and web pages were updated as it relates to payments and billing.
- Worked with Student Affairs and Academic Affairs on the Purge/No Pay/Never attend process. Once finalized and approved, this will substantially help our students and create more student friendly processes for billing. It will help BCCC retain more students.
- Worked with Student Affairs on the invoicing procedures and under \$30 balances. If approved, this will allow BCCC to write these off going forward and will substantially help our students be able to move forward. This will help BCCC retain more students.
- Served 1,382 students

#### **Bookstore**

- Served 7,788 students/employees with sales of \$293,049.
- Assisted students with obtaining books and supplies for classes.
- Assisted staff on obtaining books for contract courses. (Year-Up and P-TECH)

#### **Procurement**

- Completed the Minority Business Enterprise/Small Business Reserve reports - they ready to submit to the Governor's Office.
- Working with Human Resources to replace the MD TIME program
- Working with various areas such as Facilities on the past due invoices.
- Working on various contracts that need renewal/bidding (Heartland, Class Act)
- Presented to the Cabinet on the appropriate process to procure items.

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

- Finalizing the College and WBJC-FM audit
- Working with College auditors to finalize their Board Presentation

#### **Accounts Payable**

- Processed 391 invoices.
- Worked with Procurement and end users to resolve purchase orders issues so the outstanding bills can be paid.
- Worked on updating recommended travel procedures.



## **Baltimore City Community College**

### **CABINET UPDATE**

#### **Board of Trustees, October 16, 2019**

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

The WDCED provides ongoing enrollment in ABE, ELS and workforce training classes. More than 740 students were registered for continuing education classes in the month of September. Also in this month, 79 workforce students completed their training program and were issued a certificate of completion. The following specific activities were conducted by the WDCED in September 2019.

- In partnership with the International Rescue Committee (IRC) – Baltimore, BCCC was included in the **United States Citizenship and Immigration Services (USCIS) Two-year Grant** totaling \$250,00 to support Citizenship classes in the Baltimore region. BCCC will provide 32 classes per year, serving more than 300 English as a Second Language (ESL) students.
- The Fall Term for **Adult Basic Education (ABE)** and **English as a Second Language (ESL) classes** includes more than 130 classes (62 ABE, 51 ESL, 18 ELI) at the BCCC-Harbor campus and in community-partner locations. ABE and ESL students also participated in tutoring sessions and open computer lab sessions and testing preparation.
- On September 14<sup>th</sup>, conducted **professional development** for 36 ABE and ESL instructors with new curriculum and instructional resources to support increasing success and digital literacy across the curriculum.
- Director Business Development Services continues to expand contract training opportunities, including classes in **Warehouse Logistics for ESL students** in partnership with the IRC.
- Several **Fall 2019 Workforce Training** programs started in September including Pre-Cybersecurity and Cybersecurity programs and a new cohort for Emergency Medical Technician (EMT-B). Additional programs in Healthcare, Transportation, Construction and Business will start in October.
- The Career Development Team (Panther Center) has been working with community partners and recent graduates to offer advanced CDL Drivers Training in partnership with Greyhound. The **Greyhound Driver Training Course** offered 10-days of intense training and employment opportunities with Greyhound.
- More than 220 Returning **P-TECH** students enrolled in college courses for the Fall term. These high school students are progressing through the completion of four (4) targeted degree programs in Healthcare, IT Cybersecurity, and Transportation.
- The ABE Team welcome **two new community partners**, Pimlico Elementary/Middle School and My Brother's Keeper, for FY20. Pimlico Elementary/Middle School will host an ABE class in late October. A second partner, My Brother's Keeper will begin classes in Spring 2020.



## **Environment Services and Facilities**

- Completion of facilities repair orders include; elevators in the Life Science Building, the temperature sensor in Fine Arts auditorium, rerouting of electrical circuit and installation of new breaker in Cafeteria, and restoring Building Automation System (BAS) controls in South Pavilion.
- Coordinated completion of contractor services including: Whiting-Turner insulation repairs to refrigerant line of Administration Building (under DGS warranty) and proposal for maintenance and certification of biosafety cabinets and chemical fume hoods.
- Maintenance of parking lots including: repainting curbs, installing signage for traffic flow and designated parking zones.
- Interior maintenance and cleaning included a strip and wax of all corridors at the Harbor Campus.
- Completed the campus-wide heat transition phase in preparation for winter.

## **Public Safety and Security**

- Issued student and staff Identification Badges (ID) for the Fall 2019 Term for new and returning students and staff (Liberty and Harbor Campus locations).
- Processed orders for parking permits for students, faculty, and staff for the Fall 2019 Term.
- On-going control center and safety monitoring upgrades across campus buildings and locations, including audit of security cameras, door locks and emergency call centers.



## **Baltimore City Community College**

### **CABINET UPDATE**

**Board of Trustees, October 16, 2019**

*Mr. Stephan Byam, Chief Information Officer*

#### **Personnel**

The Office of Information Technology Services (ITS) is in the process of re-aligning its competencies and capacity through thoughtful and expedient hiring of key roles in varying areas of the organization:

#### **Director of Enterprise Applications**

ITS is currently undergoing the recruitment process for the Director of Enterprise Applications. The candidate selected for the Director of Enterprise Applications will have higher education experience and therefore will be familiar with Higher Education business functions, as well as, have adequate knowledge and experience implementing modern ERPs. Subsequently, this role will also be responsible for developing the ERP Implementation team and managing the overall project.

#### **Manager of Infrastructure**

ITS is also beginning the recruitment process for an IT infrastructure, Systems and Telecommunications Manger. This position is critical for providing the continued strategy for the continued support and development of the campus infrastructure, including network, telecommunications and systems.

#### **Other Positions**

The CIO will continue to assess capabilities within the organization and determine where new positions either need to be developed and filled or change in scope.

#### **Technology**

ITS, under the direction of the CIO, is re-establishing momentum for the IT infrastructure plan. Most of the Wi-Fi work has been completed for Phase 1, and the College is currently working with our VOIP phone partners to identify opportunities to strengthen the current VOIP implementation.



# Baltimore City Community College

## CABINET UPDATE

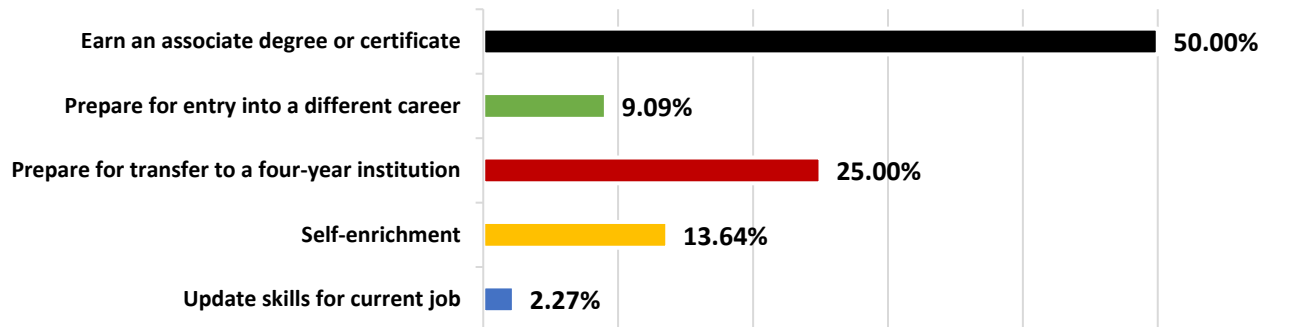
**Board of Trustees, October 16, 2019**

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

### FY 2018 MHEC Graduate Survey

Baltimore City Community College collaborated with the Maryland Higher Education Commission (MHEC) to administer the **2019 Follow-up Survey of FY 2018 Graduates of Maryland Community Colleges**. The 26-question survey is administered every two years and published on the [MHEC website](#). The College uses the results for Program Review & Evaluation and the Core Competency review. Of the **five-hundred and eighty-six (586) FY 2018 BCCC graduates, 97 respondents** completed the survey with a **17% rate of return**. The 2016 Survey yielded a state-wide response rate of 18.2%, from a low of 5% and high of 34%. BCCC’s 2016 response rate was 21.3%. Most recent results will be disseminated to the various divisions for assessment, planning and continuous improvement.

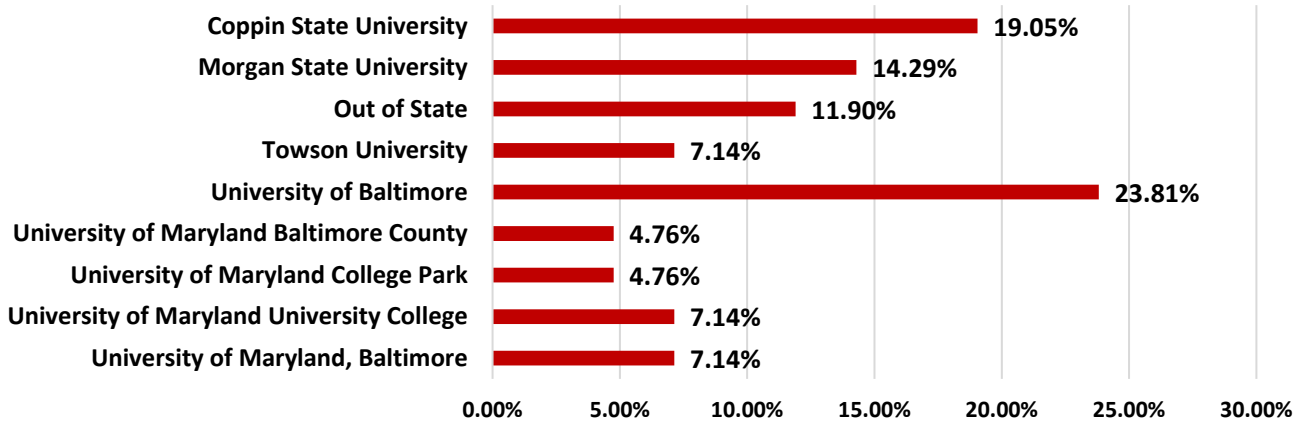
### Single Most Important Objective



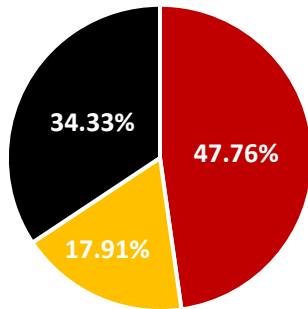
	Very Good	Good	Fair	Poor	Very Poor	No Basis to Judge
Overall college experience	49.43%	25.29%	18.39%	4.60%	2.30%	0.00%
Quality of classroom instruction	44.32%	31.82%	17.05%	4.55%	2.27%	0.00%
Quality of online instruction	36.36%	32.95%	14.77%	4.55%	3.41%	7.95%
Quality of laboratory equipment	36.36%	22.73%	23.86%	6.82%	1.14%	9.09%
Faculty availability/helpfulness	46.59%	27.27%	15.91%	5.68%	2.27%	2.27%
Class scheduling	47.73%	31.82%	12.50%	3.41%	4.55%	0.00%
Academic advising	38.64%	28.41%	19.32%	5.68%	4.55%	0.00%
Library	40.91%	36.36%	13.64%	5.68%	1.14%	2.27%
Tutorial services	30.68%	19.32%	14.77%	2.27%	1.14%	31.82%
Student activities	19.32%	30.68%	13.64%	5.68%	4.55%	26.14%
Career Information	31.82%	26.14%	14.77%	6.82%	3.41%	17.05%
Job search skills	14.77%	25.00%	23.86%	9.09%	3.41%	23.86%
Access to information technology	28.74%	37.93%	18.39%	3.45%	2.30%	9.20%
Overall quality of the college's program & services	38.64%	37.50%	18.18%	3.41%	1.14%	1.14%

**FY 2018 MHEC Graduate Survey**

**To which 4-year college/university did you first transfer after graduation?**

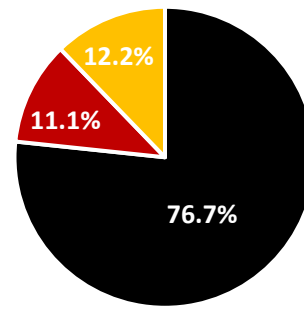


**How is your job related to your BCCC program of study?**



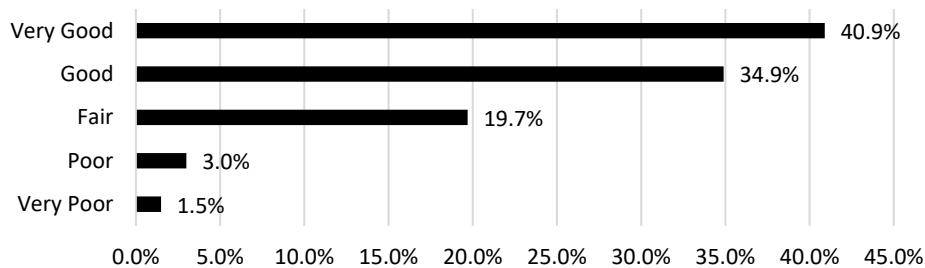
■ Same field ■ Somewhat related field ■ Different field

**If you had to do it over again, would you attend BCCC?**



■ Yes ■ No ■ Not Sure

**How well did BCCC prepare you for employment**



*Please note, due to skip logic, the number of survey respondents per question may vary.*



## Baltimore City Community College

### CABINET UPDATE

#### Board of Trustees, October 16, 2019

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

During the month of September, the College hosted the following community events:

- Senator Hayes’ 40<sup>th</sup> District Community Association Forum (September 14, 2019)
- Mayor’s Office of Employment Development All Staff Meeting (September 25, 2019)
- 7<sup>th</sup> District-Wide Connect Community CIP Forum – Councilman Pinkett Office (September 26, 2019)
- City of Baltimore/ Mayor’s Office/ Department of Housing & Community Development- Community Catalyst Grants Awards (September 27, 2019)
- Baltimore City Child Care Coalition (September 28, 2019)

The College is continuing to make progress with the repositioning, unification and refreshing of the College’s brand. The Hatcher Group is in its final contract phase with the College and is working on edits to promotional materials and has begun to outline the Style Guide and estimates for brand roll out costs. Phase 1 of logo testing (student preference testing) is complete. Phase 2 (student, faculty and staff testing) is underway. Phase 3 will begin in October and consists of campus focus groups with students, faculty and staff.

Webpage content is being reviewed on regular basis. We are using the “Apply Now” webpage to measure, track and monitor prospective student’s engagement, and track patterns associated with promotion pushes, both media and website/billboard, social media, and other sources to garner brand interest:

- Page Views: 4,983
- New Users: 2,437
- Repeat Users: 2,545
- Over all bounce Rate: 54.42%
- Average time spent: 1 minute 59 seconds

#### Monthly Tracking and Distribution Table for Marketing Material and Promotional Items

Event Name/Date	Quantity	Item
Downtown Partnership Annual Meeting	350	Round Mints
BCCC Foundation Board Meeting	5	Drawstring bags
College Bound Fairs (9/29-10/8)	526	Career Pathways brochure
B’more Healthy Babies – Back to School Event	76	Career Pathways brochures
	100	Pens
	35	Lanyards
	50	Wallets
BCMC Annual Celebration	50	Wallets
Back to school night	50	Career Pathways brochure





Total Distribution for September:

- Materials: 652
- Promotional Items: 700

The new Director of Communications, Laurie Farrell, started Sept. 16, 2019 and is refining the BCCC Crisis Communications Plan. The College's media list was updated and a distribution system to efficiently support proactive media outreach and a continuous promotion/publicity program was established. The Communications team wrote and distributed a news release announcing two new College Trustee members and developed talking points for the President for the Greater Baltimore Committee Newsmaker Breakfast on September 27, 2019.



## **Baltimore City Community College**

### **CABINET UPDATE**

#### **Board of Trustees, October 16, 2019**

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

#### **Student Support**

As of October 1, the Middendorf Textbook Scholarship supported 71 students with a total expenditure of \$11,498.70, an average of \$161.95 per student. The remaining balance of the fund (\$11,000) will be reserved for the Spring semester.

Mayor's Scholars Program team members averaged 14 student interactions per day for the month of September. This figure includes outreach to students who have exhibited academic risk factors (academic warning, attendance issues, D/F in Summer school, D/F on early assignments). It also includes advising first-completers (students on track to graduate in Spring or Fall 2020). In total, 96% of MSP's 555 active students have engaged with an Advisor/Coach.

Additional outreach campaigns planned for October are 1) FAFSA renewal, 2) one-on-one Time Management coaching for students on academic warning and 3) referral for targeted academic intervention after midterm grades are reported.

The Transfer Office (Academic Operations) is supporting MSP scholars on-track to graduate in the Spring, as well as providing opportunities to learn more about Coppin State University's Finish4Free scholarship.

#### **Outreach**

MSP is collaborating with Admissions to provide information regarding the program to City Schools and partners such as the CollegeBound Foundation.

Dr. Johnson-Ross will participate on a panel themed "The Promise of Free Community College in Maryland: Where are We Now?" for the Maryland Philanthropy Network on October 31.

#### **Institutional Integration**

Further conversations regarding MSP's integration and collaboration with college operations are taking place, notably with student success advising and tutoring.



## **Baltimore City Community College**

### **CABINET UPDATE**

**Board of Trustees, October 16, 2019**

*Ms. Lyllis Green, Chief Internal Auditor*

#### **Internal Audits, Reviews and Investigations**

Internal Audit activity continued its focus on confidential investigations (whistleblower, fraud allegations, student/parent/staff issues, and adequacy of administrative oversight and internal controls). In addition to the routine testing, follow-up reviews of external audit findings and Key Administrator Reviews, activities included collaboration of efforts between the Offices of the Attorney General's Criminal Investigation Division, the Assistant Attorney General assigned to the College along with the College's new General Counsel, VP Student Affairs, Chief Information Officer and several staff members within the five major divisions of the College.

#### **External Audits**

The financial audit is concluding. Preparation is underway for the annual presentation to the Board of Trustees at its October meeting. SB & Co. is performing the financial audit.

Correspondence was received from the Investigative Auditor of the State's Criminal Investigation Division. Interviews will be performed during the week of October 21 through October 25.

There is an impending Legislative Audit to occur any time after July 1, 2019 in compliance with their 3-year review procedure. The College's last Legislative Audit covered the period October 2013 – November 2016, which was included in the OLA report issued November 2017.

#### **Office Changes**

A new position was posted, which combines the staff auditor responsibilities of Internal auditing with the former EEO responsibilities of Human Resources. The applications and resumes are being reviewed. The next step is the selection and scheduling of applicants for the first round of interviews.



**Larry Hogan**  
Governor

**Boyd K. Rutherford**  
Lt. Governor

**Anwer Hasan**  
Chairperson

**James D. Fielder, Jr., Ph. D.**  
Secretary

## Maryland Higher Education Commission Meeting Agenda

**TIME:** 10:00 a.m.-5:00 p.m.  
Wednesday  
September 25, 2019

**PLACE:** Maryland Higher Education Commission  
6 N. Liberty Street, 7<sup>th</sup> Floor BR  
Baltimore, MD 21201

	<b>Page</b>	<b>Action Item</b>
<b>Call to Order</b>		
<b>Commission Minutes Approval</b> .....	1	*
• June 26, 2019		
• June 26, 2019 Closed Session Minutes		
• July 17, 2019		
• July 17, 2019 Closed Session Minutes		
<b>Chairman’s and Secretary’s Remarks</b>		
<b>Commissioner Committee Updates</b>		
<b>Department of Finance and Administration – Geoffrey Newman</b>		
• Operation and Capital Budget Presentation		
○ 10:15 am – University System of Maryland, Ellen Herbst, Vice Chancellor for Administration & Finance		
○ 10:45 am – St. Mary’s College of Maryland – Dr. Tuajuanda C. Jordan, President		
○ 11:05 am – Morgan State University – Dr. David Wilson, President		
○ 11:25 am – Maryland Independent College and University Association – Tina Bjarekull, President		
○ 11:45 am – Maryland Association of Community Colleges – Brad Phillips, Director of Research		
○ 12:05 pm – Baltimore City Community College – Dr. Debra L. McCurdy, President		
○ 12:25 pm – Regional Higher Education Centers – Geoffrey Newman, Assistant Secretary of Finance and Administration and Center Directors		
<b>Lunch (12:45-1:30)</b>		
<b>Department of Finance and Administration – Geoffrey Newman</b>		
<b>Office of Finance Policy – Geoffrey Newman</b>		
• Regulations for Community College Workforce Readiness Grant		
<b>Office of Student Financial Assistance – Donna Thomas</b>		
• Amendments to Regulations for Maryland Community College Promise Scholarships		

**Department of Academic Affairs – Dr. Emily Dow**

- Regulations Regarding Private Inurement by Nonprofit Institutions of Higher Education

**Review Meeting Regarding a Proposal of Loyola University Maryland to Implement a Master of Business Administration (MBA) at an Off-Campus Location**

**Adjournment**



**MHEC**  
MARYLAND HIGHER EDUCATION COMMISSION

Larry Hogan, Governor  
State of Maryland

## Operating & Capital Budget

**Dr. Debra L. McCurdy**  
President  
Baltimore City Community College

WEDNESDAY | SEPTEMBER 25, 2019

## *“Changing Lives, Building Communities”*

- Baltimore City Community College is the only community college in Maryland that is a State Agency. It is also the only urban community college in the State.
- BCCC’s campus is located in West Baltimore; with several Baltimore City satellite locations. As of fiscal 2019, the College served **Over 13,000 credit and non-credit students** annually, providing transfers to four-year colleges as well as workforce training.
- BCCC buildings are 20+ years old. Buildings located on the Liberty campus date back to 1968. The most recent building on this site is the Life Science Building which was built in the mid-1990s.



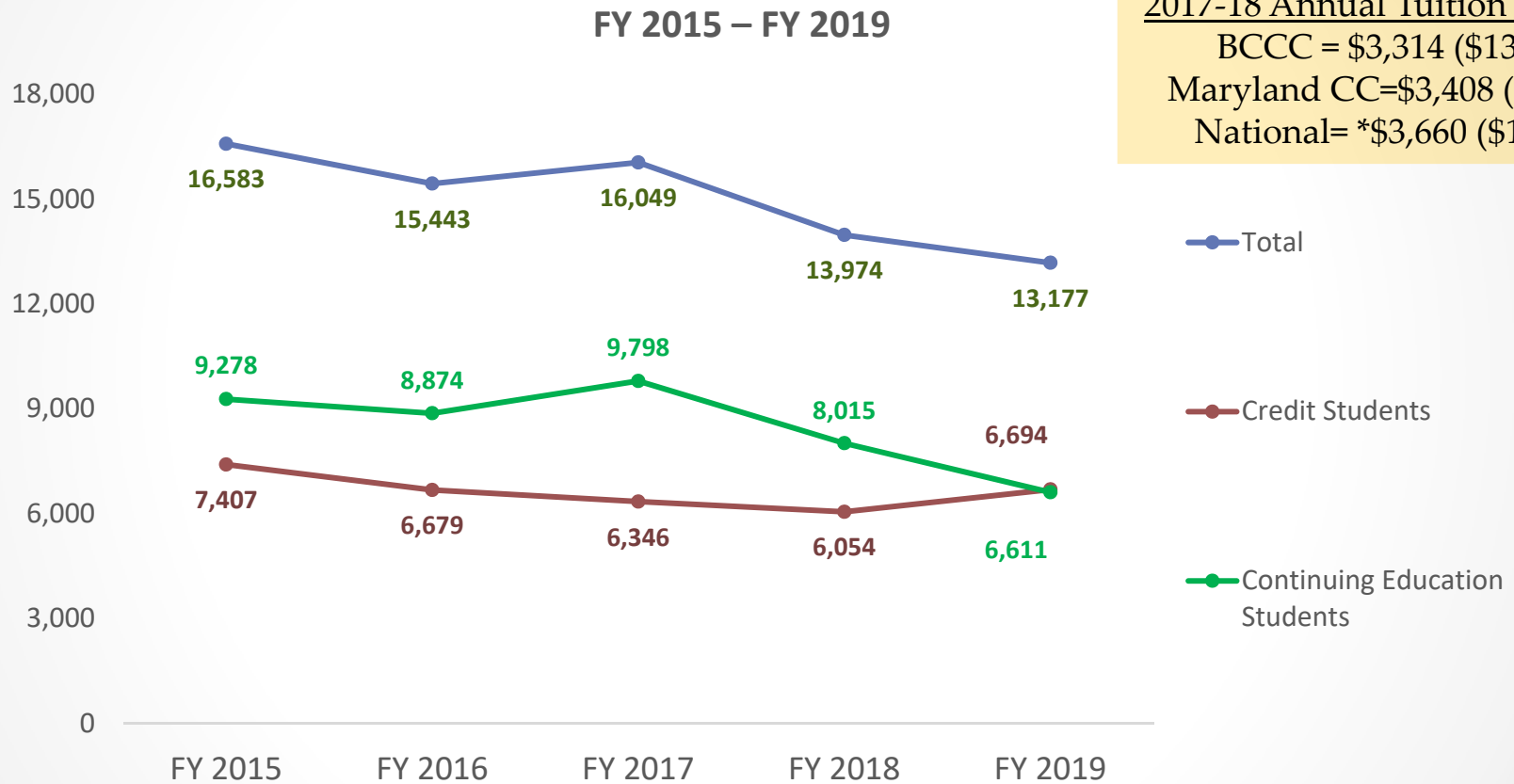
# Realignment Legislation

- Subject to 2017 Realignment Legislation, which required various tasks including “to develop or sell all unused or underutilized real estate...”
- BCCC is working with The Cordish Company, the successful bidder to the RFP on the Redevelopment of the Inner Harbor-Bard Building site. Discussions are ongoing.
- College is assessing all BCCC real estate locations utilized or re-evaluating usage:
  - Lockwood - Multi-Use Property
  - Harbor Park - Workforce Development Classrooms and Administrative
  - Reisterstown Road Plaza - Workforce Development Classrooms, Radio Station (WBJC)
  - Preston Street - Workforce Development Weatherization Center (Construction Mgt.)
  - Bio Park - Credit Classrooms and Administrative Offices
  - North Pavilion – Administrative Offices
  - South Pavilion - Year Up Program Offices & Business Incubator
  - West Pavilion – Administrative Offices





# Annual Unduplicated Headcount

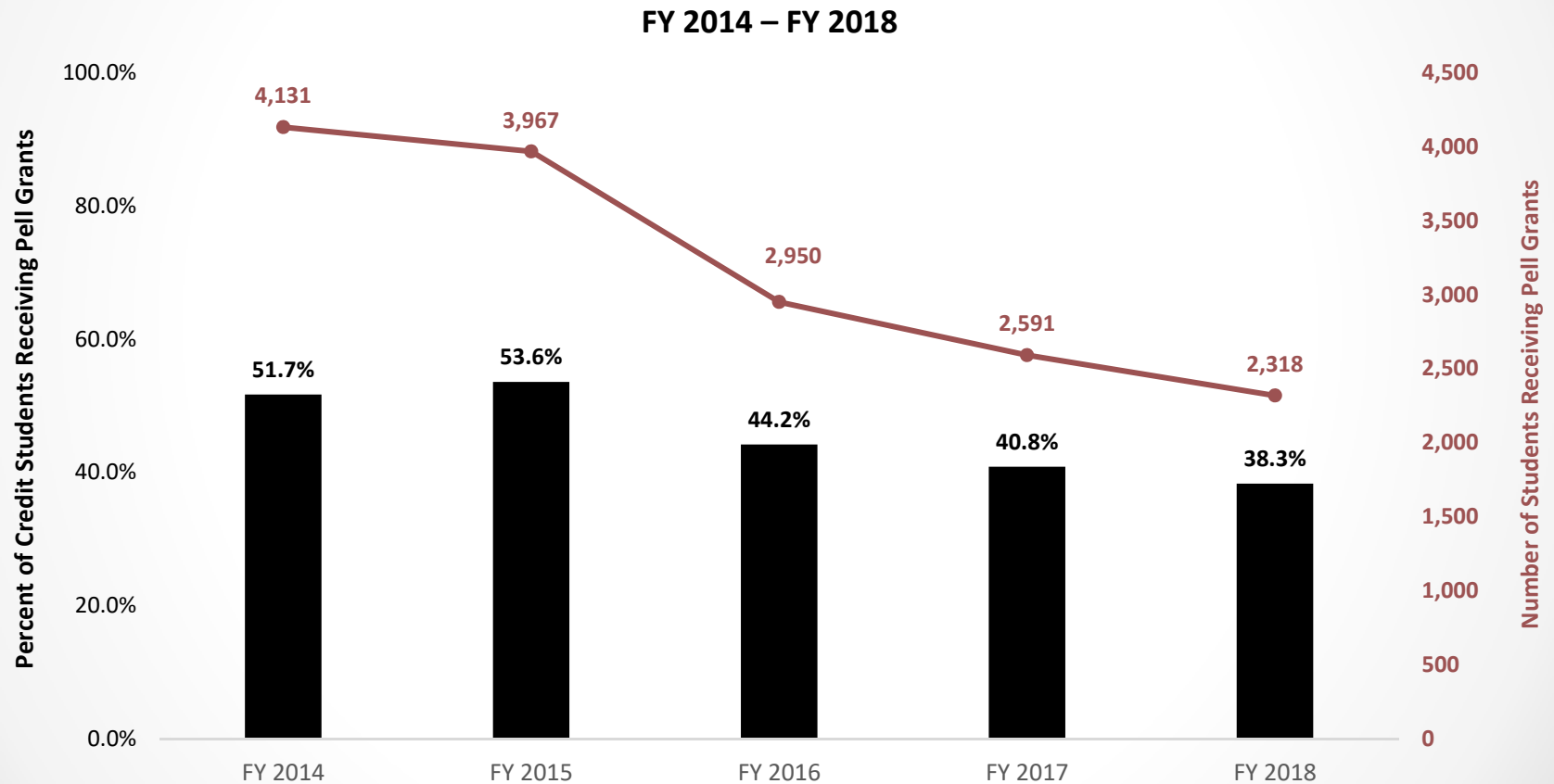


2017-18 Annual Tuition & Fees  
 BCCC = \$3,314 (\$135)  
 Maryland CC=\$3,408 (\$142)  
 National= \*\$3,660 (\$152)

Source: BCCC Performance Accountability Report for MHEC | \*College Board: (2018) Trends in College Pricing: 2018



# Credit Students Receiving Pell Grants

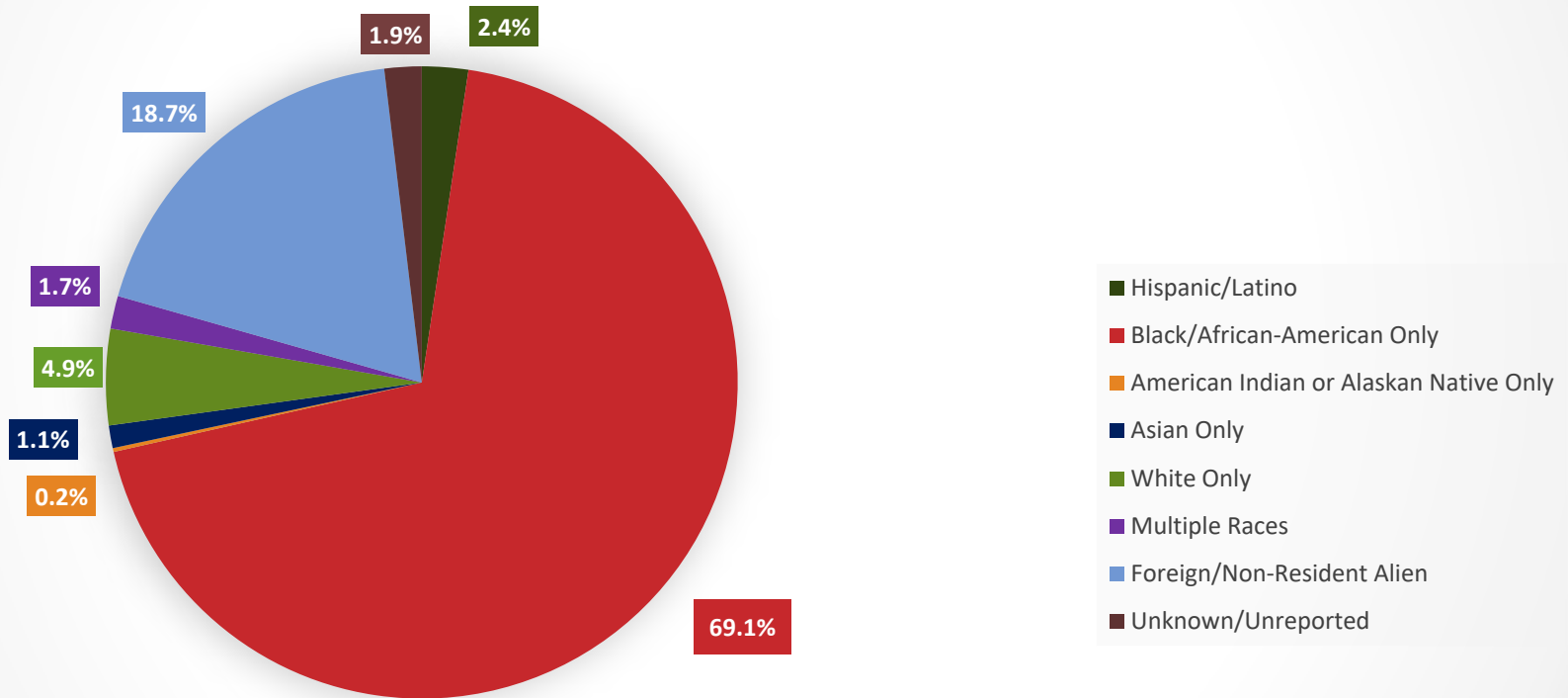


Source: BCCC Performance Accountability Report for MHEC.



# Credit Student Demographics

Fall 2018



Fall 2018 Credit Enrollment = 4,523

Source: BCCC Performance Accountability Report for MHEC.



BCCC Trends in Online Enrollment

Enrollments in online courses	FY 2015	FY 2016	FY 2017	FY 2018	Benchmark FY 2020
a. Credit	7,593	7,489	6,721	6,904	8,491
b. Continuing education	181	374	879	1,318	186

MHEC Trends in Community College & 4-Year Undergraduate Online Enrollment

Enrollment (Credit)	Proportion of Undergraduates Enrolled in at Least One Distance Education Course	
	2012	2017
Community Colleges	21.4%	31.6%
Public Four-Year Institutions with UMUC	30.3%	40.2%
Public Four-Year Institutions without UMUC	8.8%	17.0%
Total	25.4%	36.3%

**39% of BCCC students took one or more online classes**

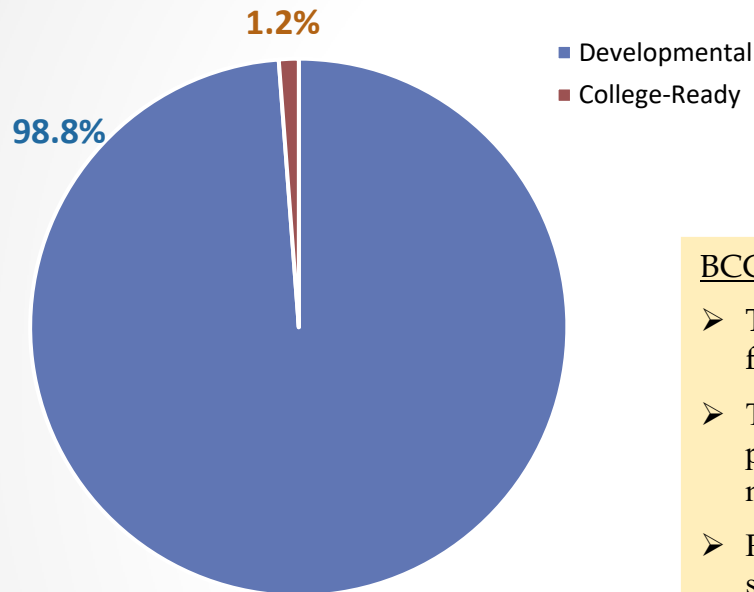
- Associated costs of higher education (transportation, housing, some fees) are lower or non-existent for online learners.
- Ten (10) Maryland public four-year institutions and seven (7) community colleges are authorized, through State Authorization Reciprocity Agreements (SARA), to teach out-of-state students via distance education.
- BCCC became a SARA institution Spring 2019 in an effort to increase accessibility and online enrollment.

Source: IPEDS Fall Enrollment | BCCC Office of Institutional Research



## First-Time Entrants Developmental Status

Fall 2018 First-Time Entrants Developmental Status



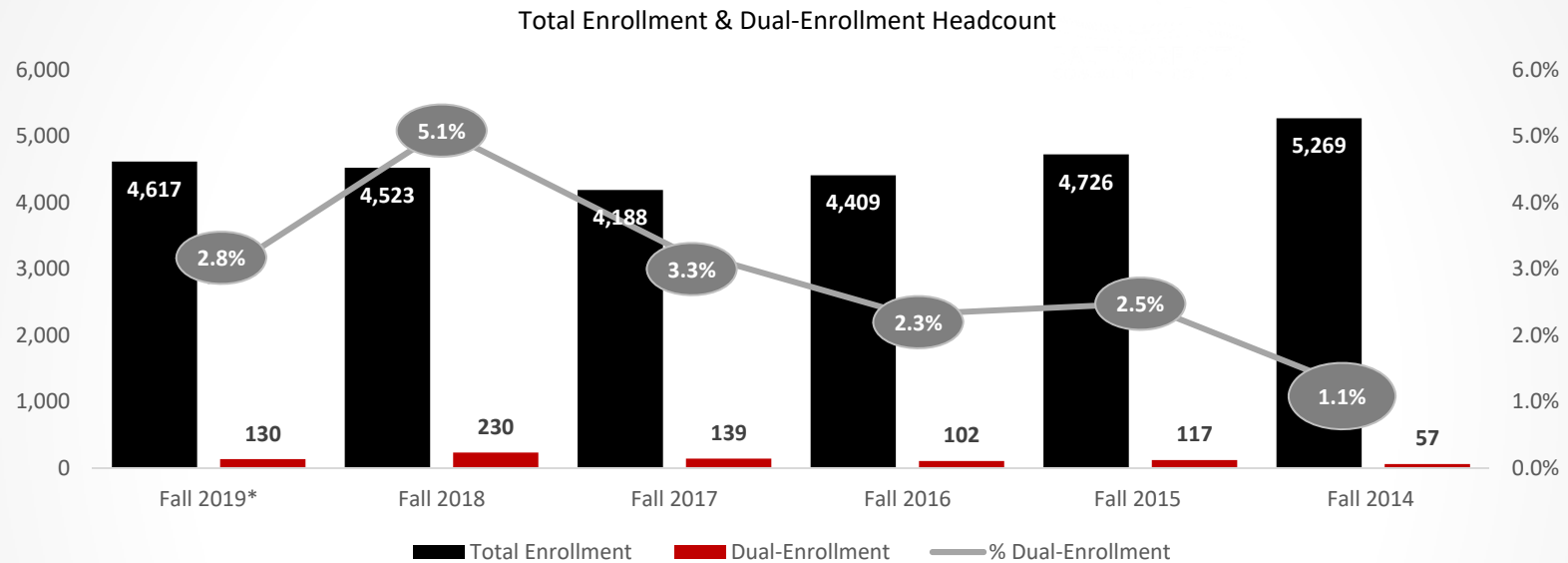
### BCCC Interventions:

- The Accelerated Learning Program (ALP) was piloted in spring 2019 for RENG 92 and ENG 101 for **Mayor's Scholars Program** students.
- The pass rates of 91.7% in the RENG 92 and ENG 101 components; the pass rate in the non-ALP RENG 92 sections was 63.6% and 67.5% in the non-ALP ENG 101 sections.
- RENG and MATH instructors work with the **Promise Academy** to provide students in the lowest levels with supplemental support including embedded tutoring.
- MATH 86 pass rates were higher for the Promise Academy sections than for the non-Promise Academy sections.
- **eTutoring**, students can receive assistance with the following subjects: Writing, Biology, Statistics, Anatomy & Physiology, Chemistry, Math, and Accounting

Source: BCCC Office of Institutional Research & Performance Accountability Report for MHEC.



BCCC Trends in Dual Enrollment of BCCC Students Fall 2014-2019\*



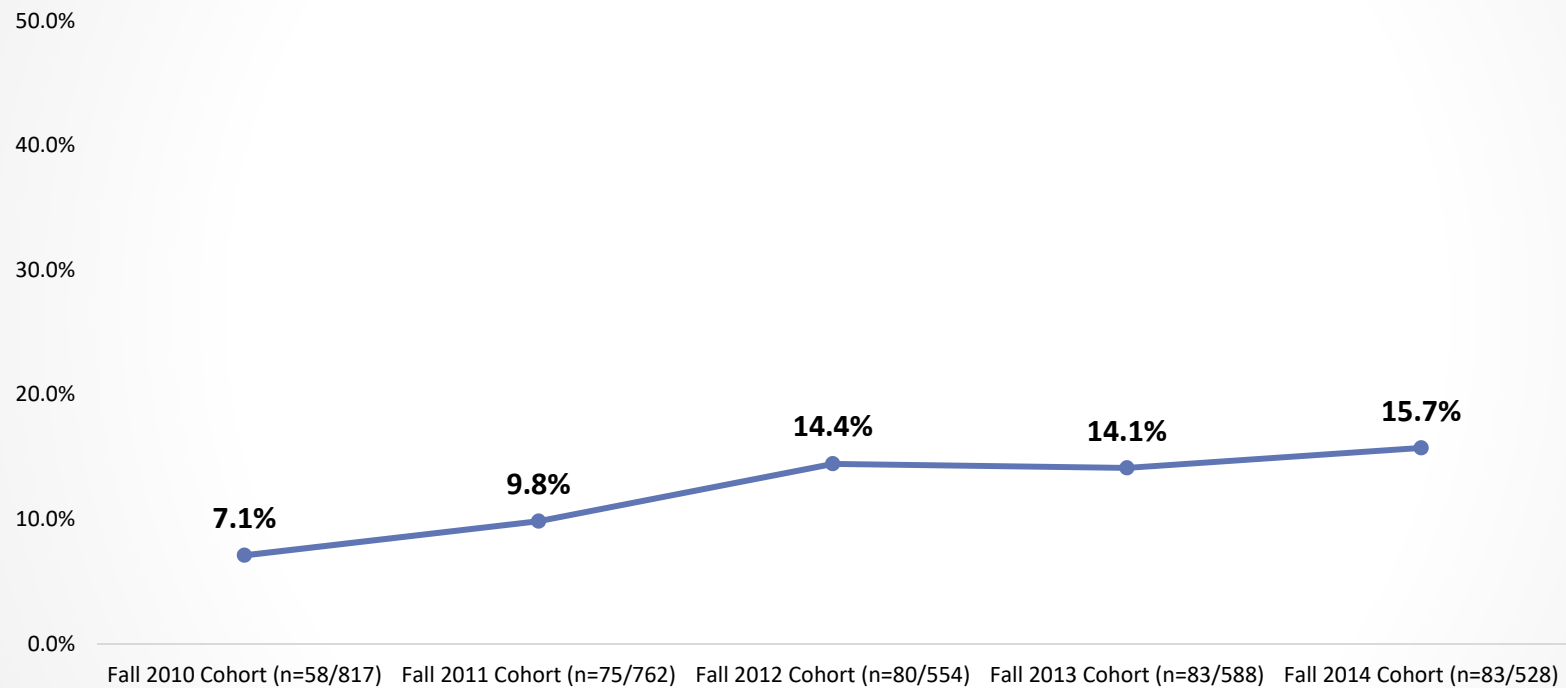
- Enrollment Strategy: Dual Enrollment, Workforce Non-Credit and Online Credit & Non-Credit
- Fall 2019\* Dual Enrollment 12- & 2<sup>nd</sup> 8-week sections are not represented in the 130 headcount
- Fall 2019\* 12-week Dual Enrollment schools: PTECH, Renaissance Academy, Edmondson Westside H.S., Vivian T. Thomas Arts Academy

Source: BCCC Office of Institutional Research



# Four-Year Graduation Rates

Fall 2010 – Fall 2014

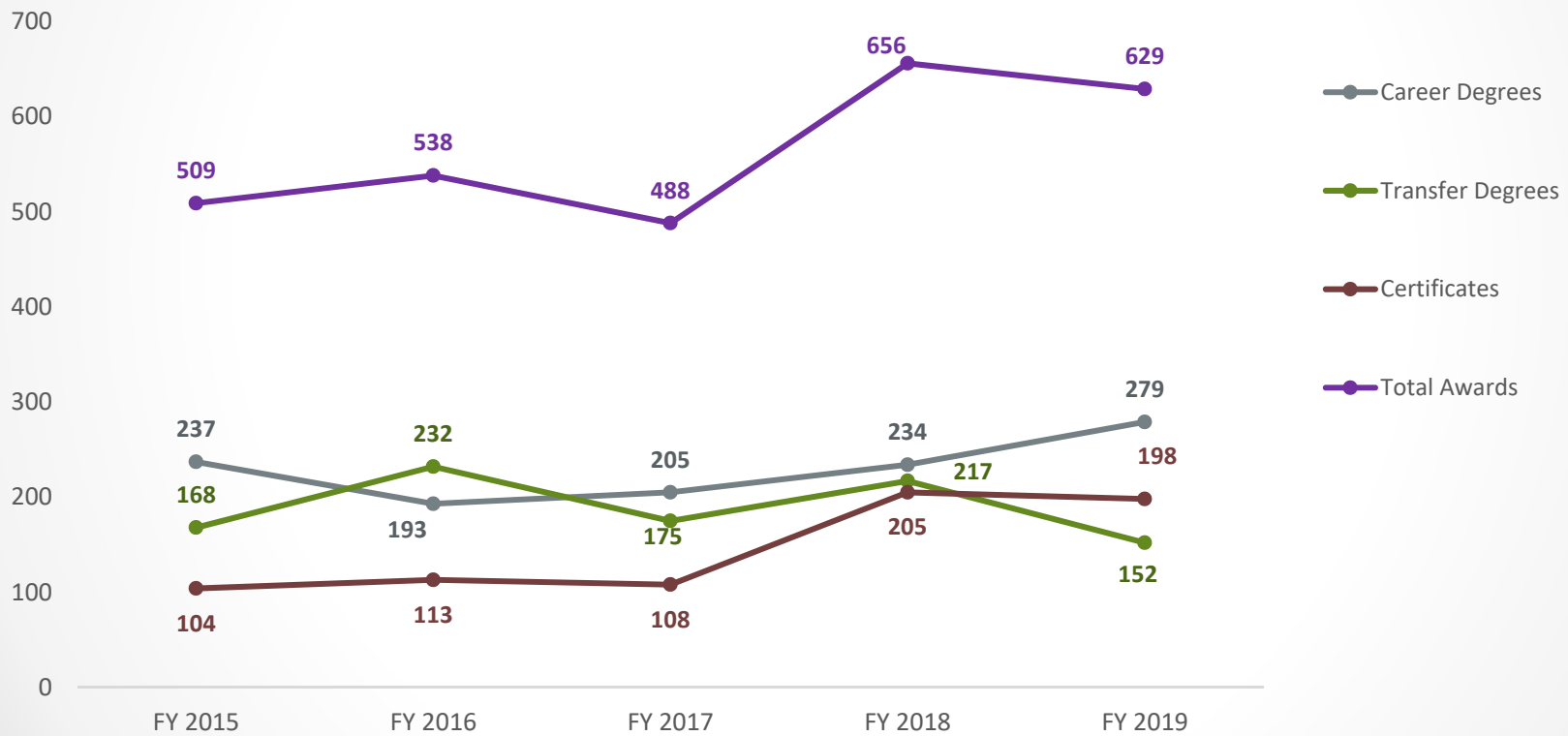


Source: BCCC Degree Progress Analysis reported for MHEC.



# Annual Degrees & Certificates Awarded

FY 2015 – FY 2019



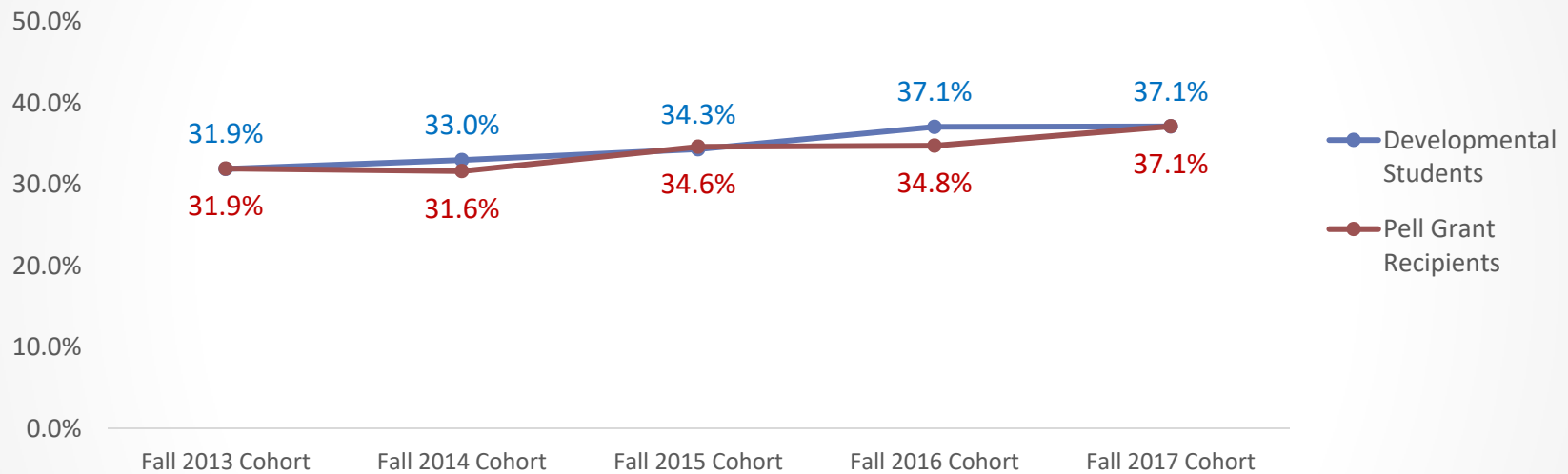
Source: BCCC Performance Accountability Report for MHEC.





# Fall-to-Fall Retention

Fall 2013 – Fall 2017  
**First-Time Developmental Students and Pell Grant Recipients**

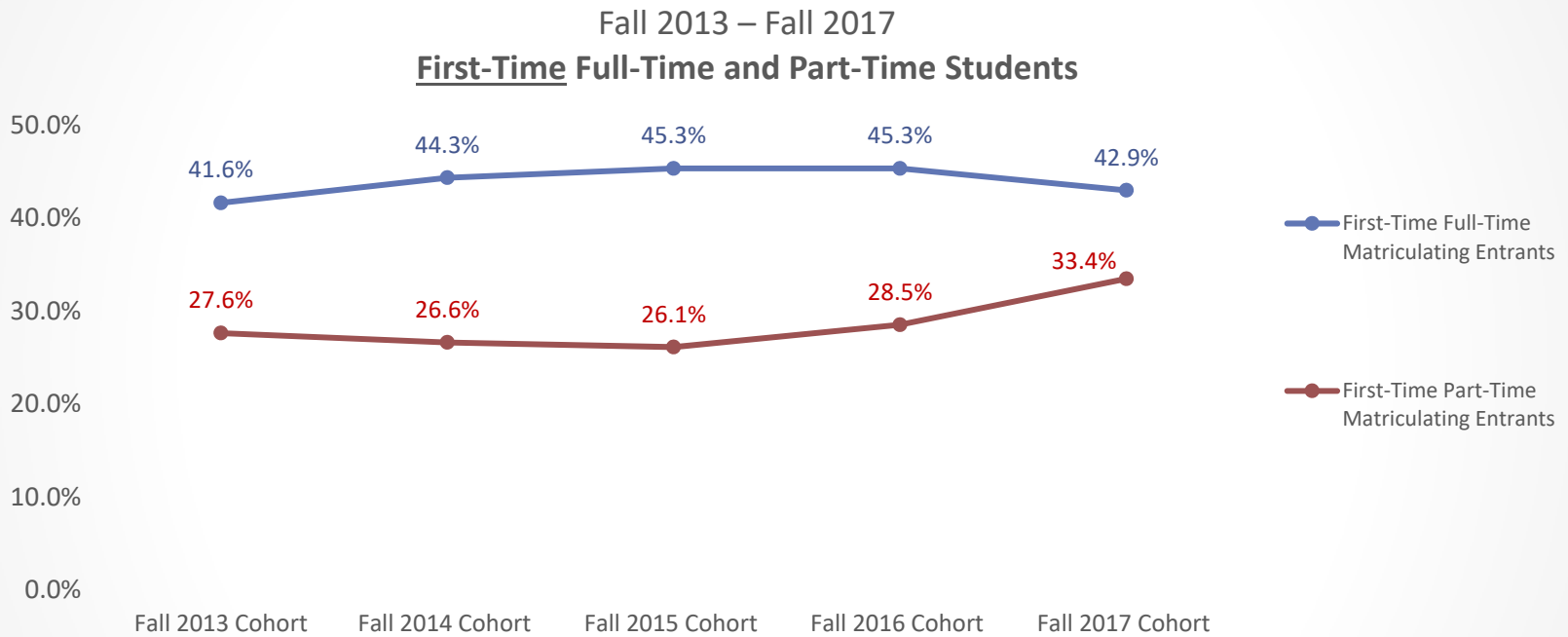


Developmental Students	356/1,116	287/870	292/851	169/456	206/555
Pell Grant Recipients	313/980	235/743	197/569	187/538	166/447

Source: BCCC Performance Accountability Report for MHEC.



# Fall-to-Fall Retention



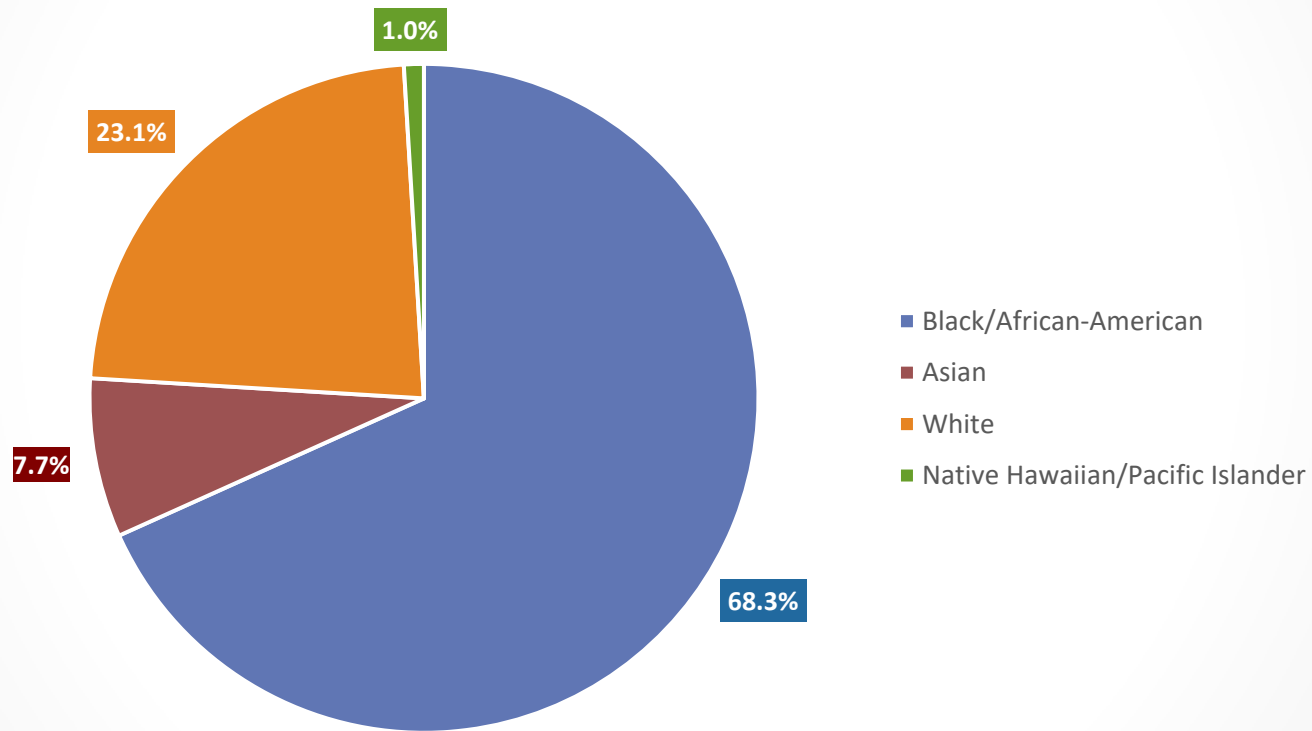
Full-Time Degree/Certificate-Seeking Students	180/435	180/406	178/393	145/320	137/319
Part-Time Degree/Certificate-Seeking Students	162/585	154/579	142/543	123/432	104/311

Source: BCCC Performance Accountability Report for MHEC.



# Full-Time Faculty Demographics

Fall 2018



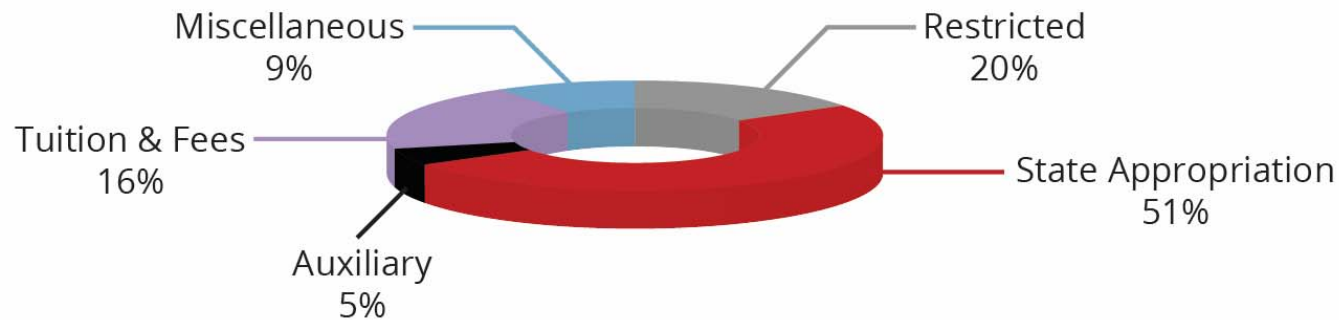
Fall 2018 Full-Time Faculty = 104

Source: BCCC Performance Accountability Report for MHEC.

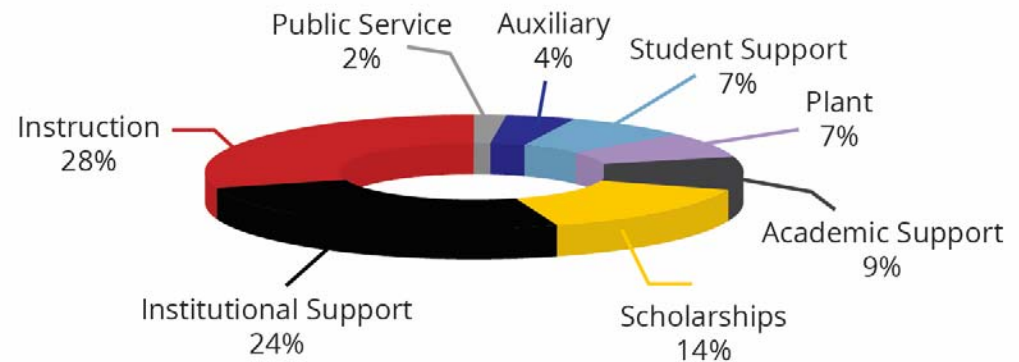


# FY 2019 Unaudited Financials

## Sources of Funding



## Expenditures



Source: BCCC Budget Office



# *FY 2021 Expectations*

- Number of Positions (Budgeted FY2021)
  - Faculty = 116
  - Non-faculty Staff = 321
  
- Number of Academic Programs
  - Undergraduate:
    - 38 degrees
    - 18 certificates
  - Master's = n/a
  - Doctorate = n/a

## **Other Expectations FY 2021 Budget**

- Salaries & Benefits = \$41.77 million
- Financial Aid = \$9.65 million  
(Federal Pell, FSEOG, FWS)
- Deferred Maintenance from  
Operations = \$0.15 million
- Technology Fee = \$0.95 million  
(new beginning FY2020)

Source: BCCC Budget Office



## Operating Budget

- For Fiscal Year 2020, BCCC is authorized to receive \$40.2 million in State funding, the largest portion of total funding of approximately \$85 million.
- Fiscal Year 2021 Operating Budget request to Department of Budget and Management (hearing in early November), totaling approximately \$83 million.
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## Operating Budget Fiscal Year 2021

Salaries, Wages & Benefits	\$41,767
Technical & Special Fees	\$7,629
<u>Other Operating Expenses</u>	<u>\$34,007</u>
<b>TOTAL</b>	<b>\$83,403</b>
<i>(in thousands)</i>	



## Community College Facilities Renewal Grant

- Campus-Wide Water Fountain Replacement = \$20,000
- Fine Arts Theatre
  - Roof Replacement = \$180,000
  - Bathrooms Refurbishment = \$75,000
- Main Building Replacement of Flooring = \$150,000
- Physical Education Center Bathroom Refurbishment = \$75,000





# BCCC Capital Debt Profile

- **Debt Issued in Prior Five Fiscal Years & Amount Authorized but Unissued:**
  - BCCC has not issued debt in the prior five fiscal years
  - Bonding authority is \$65 million for auxiliary and academic facilities
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  - BCCC is currently assessing it's position to issue debt.
  
- **Ten-Year Projection:**
  - Any projected bond issuance has not yet been determined.



# Liberty Campus Main Building

- Renovation are complete to the Administrative Wing. The building is fully occupied.



# Loop Road - Five-Year Capital Program

- The College’s Capital Budget request for **fiscal years 2021-2025**
- **Loop Road** - Inner Loop and Entrance Improvements on Liberty Campus, totaling approximately \$6.55 million. Prior year funding totals \$1,487,000 for Planning efforts.
- Project includes the construction of various safety infrastructure, and site improvements (including handicapped accessibility) for the main campus.

FY2021 Construction	\$	3,749,000
FY2022 Construction	\$	1,000,000
FY2023 none	\$	0
FY2024 none	\$	0
FY2025 none	\$	0

- Construction is slated to begin Summer 2020



# Library Center - Five-Year Capital Program

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- Project includes an update to the library (built in 1965 and renovated in 1989) for a modern LRC.

FY2021	none	\$	0
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FY2023	Planning/Construction	\$	2,352,000
FY2024	Construction/Equipment	\$	14,500,000
FY2025	Construction/Equipment	\$	24,569,000



## Deferred Maintenance - Five-Year Capital Program

The College is requesting \$1 Million for deferred maintenance projects in FY 2021. The College has an extensive backlog of facility improvement needs that are long overdue. The aging utility and building systems have exceeded their life expectancy and are constantly being repaired. A facility assessment of capital and general repair needs (2021-2025 capital program years) was conducted by an independent contractor, Sightlines.

The College is requesting funding for the following projects:

- Fire Alarm System Upgrades throughout campus
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**MHEC**  
MARYLAND HIGHER EDUCATION COMMISSION

Larry Hogan, Governor  
State of Maryland

## Operating & Capital Budget

**Dr. Debra L. McCurdy**  
President  
Baltimore City Community College

WEDNESDAY | SEPTEMBER 25, 2019

# Capital Debt Affordability Committee

Treasurer Nancy K. Kopp, Chair  
Louis L. Goldstein Treasury Building  
80 Calvert Street, Assembly Room  
Annapolis, MD 21401

## Agenda

October 10, 2019

1:00 PM

**1) Treasurer's Opening Comments**

**2) Consolidated Transportation Bonds**

Maryland Department of Transportation, The Secretary's Office: June Hornick, Assistant Director of Debt Management

**3) Maryland Stadium Authority Bonds**

Maryland Stadium Authority: David Raith, Chief Financial Officer

**4) Bay Restoration Bonds**

Maryland Water Quality Financing Administration: Terri Wilson, Director

**5) GARVEE Bonds**

Maryland Transportation Authority: Allen Garman, Director of Treasury and Debt Management

**6) Capital Leases**

State Treasurer's Office: Tanya Mekeal, Lease Administrator

**7) Review of Size and Condition of Debt of Higher Education Institutions:**

- Amount Issued in prior five fiscal years
- Amount outstanding
- Amount authorized but unissued
- Debt service projections for the next 10 fiscal years
- Status of refunding potential
- Current projections for new issuances
- Rating Agency Updates
- 5 year Capital Improvement Plan

**University System of Maryland**

Robert Page, Associate Vice Chancellor for Financial Affairs

**Morgan State University**

Sidney Evans Jr., Vice President for Finance and Management

**St. Mary's College**

Paul Pusecker, Vice President for Business and CFO

**Baltimore City Community College**

Brian O'Connell, Chief Budget Officer

*The final CDAC meeting will be held on Wednesday, October 16, 2019 at 1pm to review and discuss the recommendation of general obligation bond authorizations.*



**CAPITAL DEBT  
AFFORDABILITY COMMITTEE**

**Larry Hogan, Governor**  
State of Maryland

**Operating & Capital Budget** 

**Dr. Debra L. McCurdy**  
President

**Brian O'Connell**  
Chief Budget Officer  
Baltimore City Community College

**THURSDAY | OCTOBER 10, 2019**



## *“Changing Lives, Building Communities”*

- Baltimore City Community College is the only community college in Maryland that is a State Agency. It is also the only urban community college in the State.
- BCCC’s campus is located in West Baltimore; with several Baltimore City satellite locations. As of fiscal 2019, the College served **Over 13,000 credit and non-credit students** annually, providing transfers to four-year colleges as well as workforce training.
- BCCC buildings are 20+ years old. Buildings located on the Liberty campus date back to 1968. The most recent building on this site is the Life Science Building which was built in the mid-1990s.

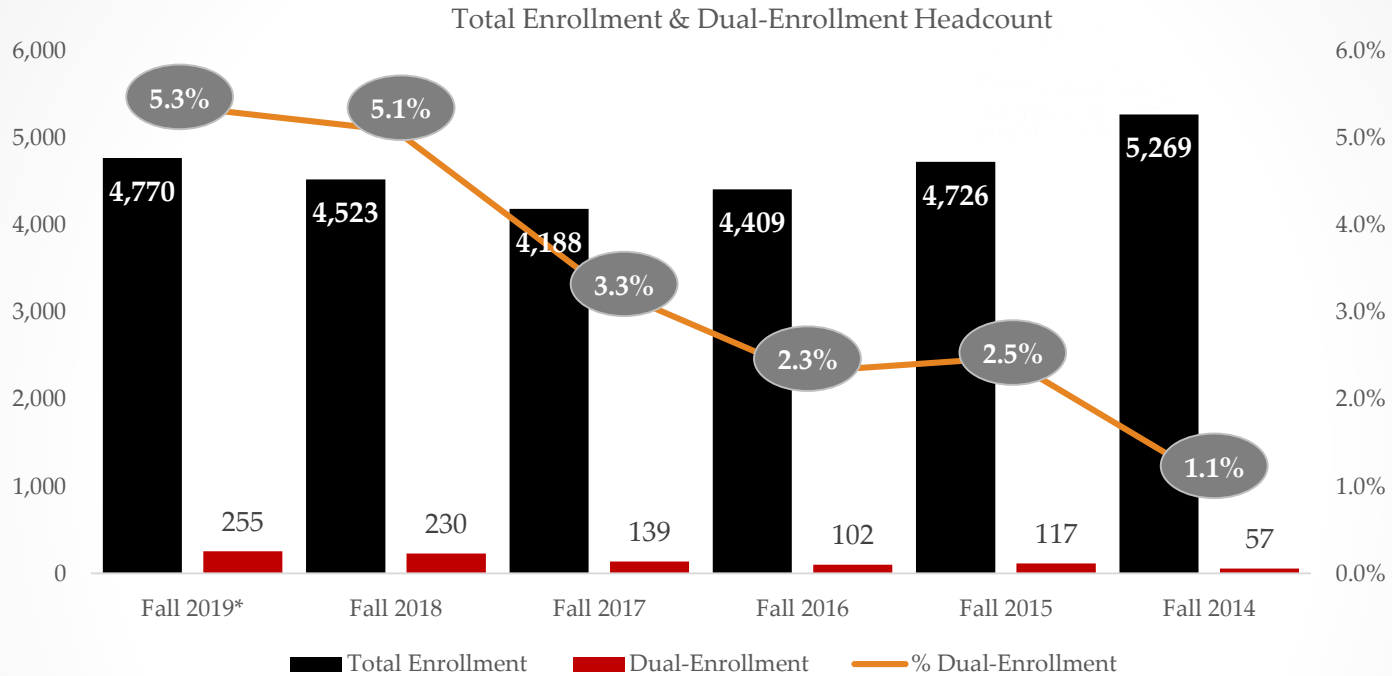


# Realignment Legislation

- Subject to 2017 Realignment Legislation, which required various tasks including “to develop or sell all unused or underutilized real estate...”
- BCCC is working with The Cordish Company, the successful bidder to the RFP on the Redevelopment of the Inner Harbor-Bard Building site. Discussions are ongoing.
- College is assessing all BCCC real estate locations utilized or re-evaluating usage:
  - Lockwood - Multi-Use Property
  - Harbor Park - Workforce Development Classrooms and Administrative
  - Reisterstown Road Plaza - Workforce Development Classrooms, Radio Station (WBJC)
  - Preston Street - Workforce Development Weatherization Center (Construction Mgt.)
  - Bio Park - Credit Classrooms and Administrative Offices
  - North Pavilion – Administrative Offices
  - South Pavilion - Year Up Program Offices & Business Incubator
  - West Pavilion – Administrative Offices



Trends in Enrollment Fall 2014-2019\*

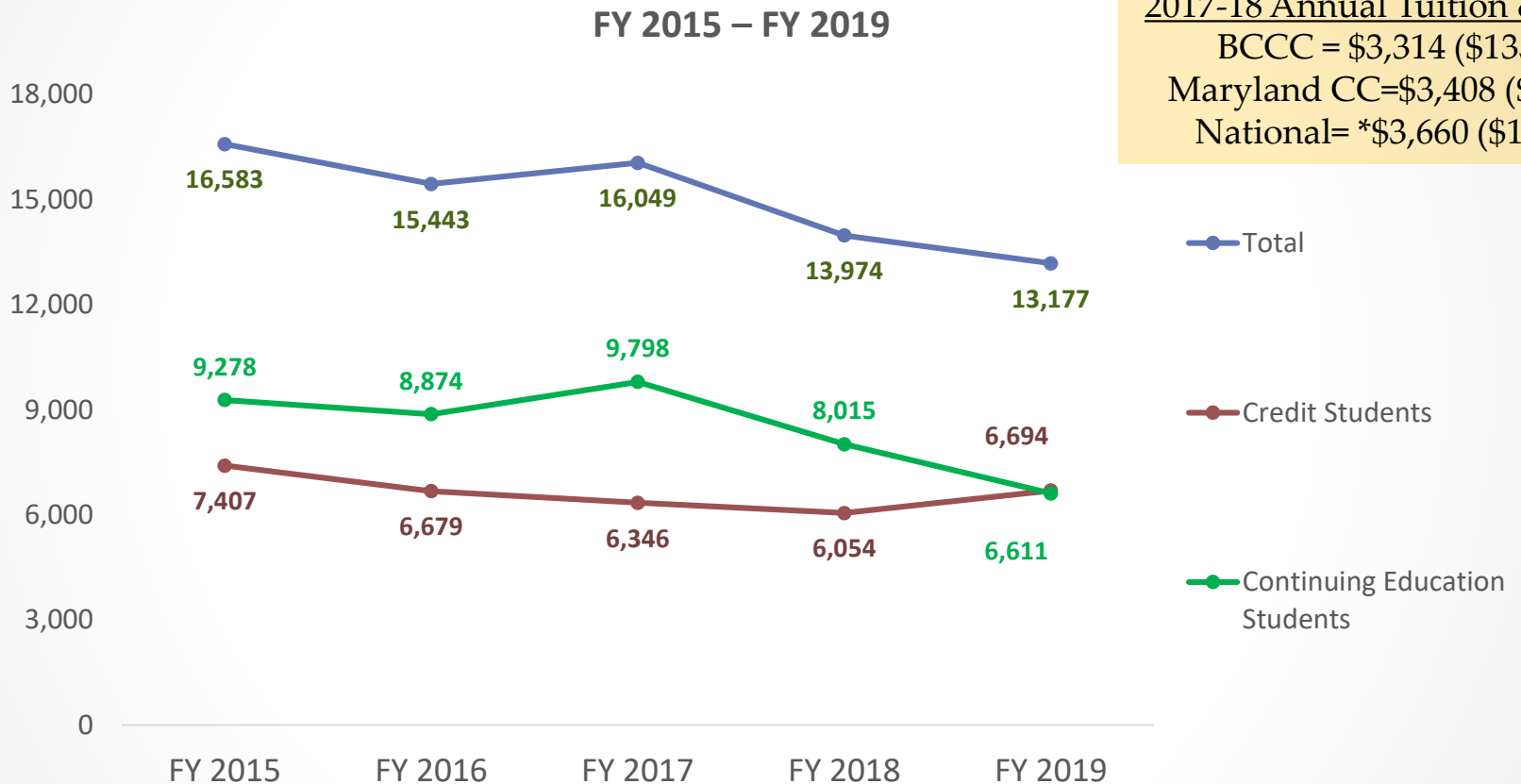


- Enrollment Strategy: Dual Enrollment, Workforce Non-Credit and Online Credit & Non-Credit
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Source: BCCC Office of Institutional Research



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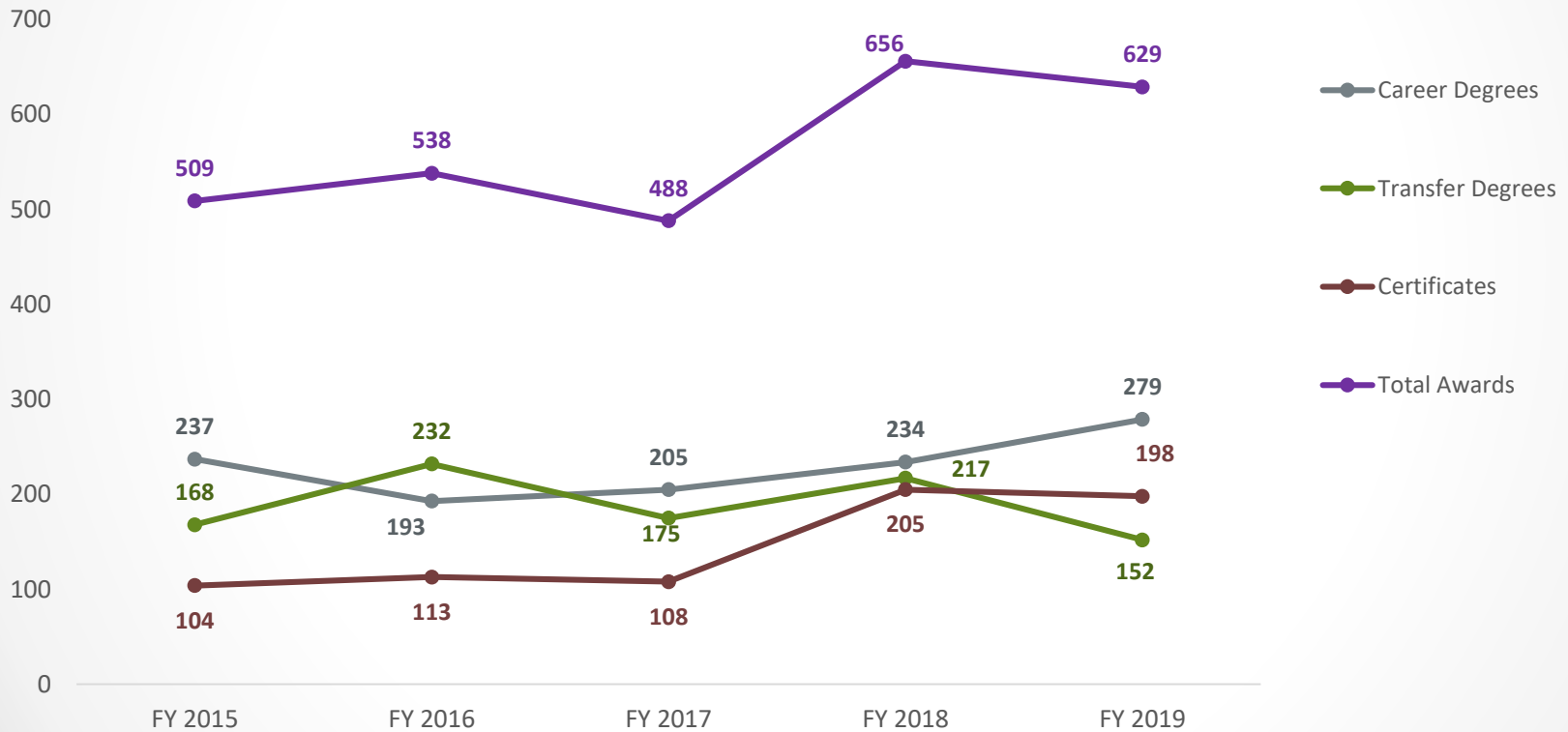
**2017-18 Annual Tuition & Fees**  
 BCCC = \$3,314 (\$135)  
 Maryland CC=\$3,408 (\$142)  
 National= \*\$3,660 (\$152)

Source: BCCC Performance Accountability Report for MHEC | \*College Board: (2018) Trends in College Pricing: 2018



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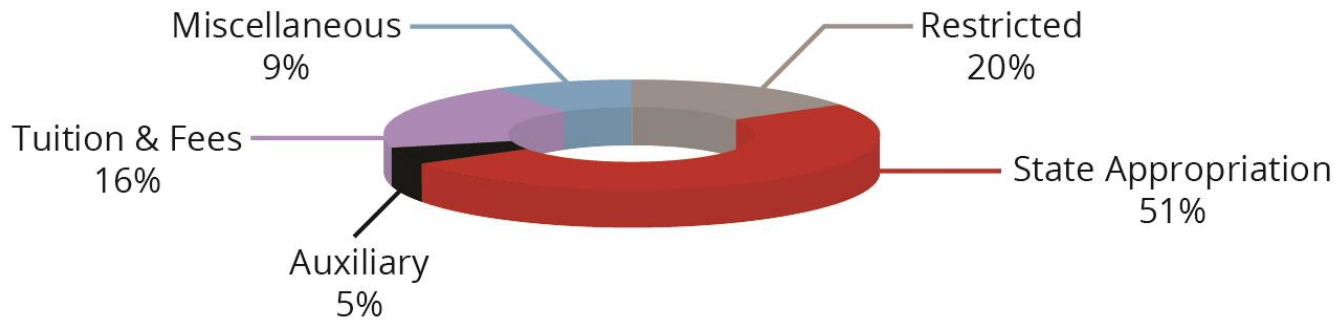


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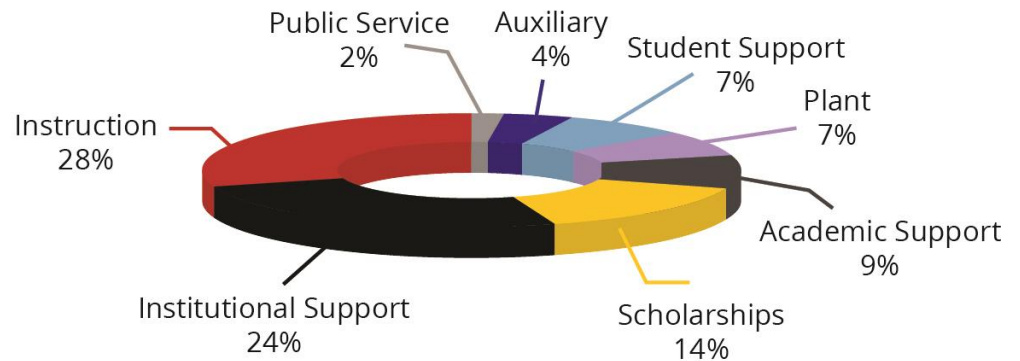


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**CAPITAL DEBT  
AFFORDABILITY COMMITTEE**

**Larry Hogan, Governor**  
State of Maryland

## **Operating & Capital Budget**

**Dr. Debra L. McCurdy**  
President  
Baltimore City Community College

**THURSDAY | OCTOBER 10, 2019**



# Enrollment Report

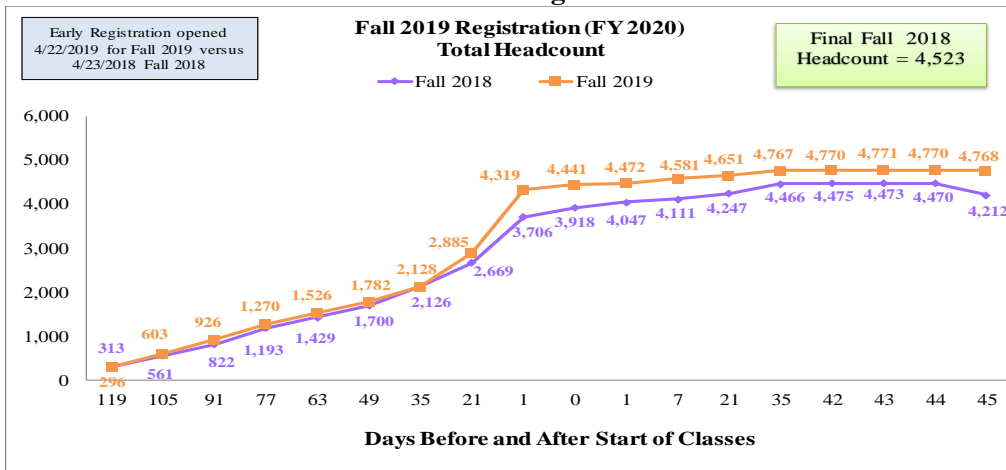
## Dr. Stanley D. Singleton

Vice President of Student Affairs – Student Affairs Division

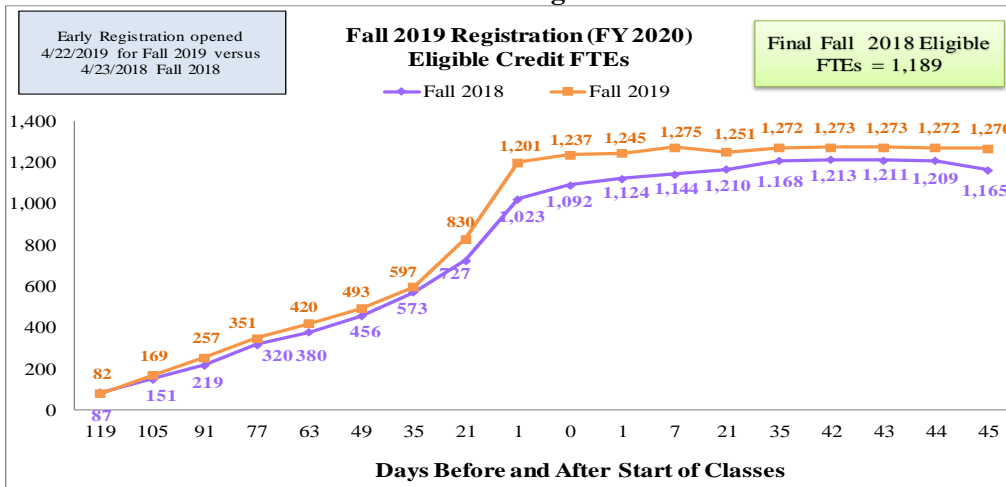
The below information reflects enrollment/registration activity for **Fall 2019** as of October 10, 2019.

- 4,768 credit students are currently enrolled compared to 4,212 (+13%) in Fall 2018 (Figure 1).
- 1,270 credit FTEs are generated from eligible Maryland residents, compared to 1,165 (+9%) in Fall 2018 (Figure 2).
- Eligible FTEs will generate State aid in two years.
- 133 ineligible credit FTEs were noted in Fall 2019 compared to 144 in Fall 2018 (Figure 3).
- There wasn't a purge for no established payment arrangements. There was a purge for the equivalent time in Fall 2018.
- In Fall 2018 BCCC reported 4,523 as the final headcount to the Maryland Higher Education Commission (MHEC) (via the Enrollment Information System file in November), 1,189 eligible FTEs and 140 ineligible FTEs to MHEC in August 2019 (to MHEC via the CC-2 and CC-3 in August).

**Figure 1.**

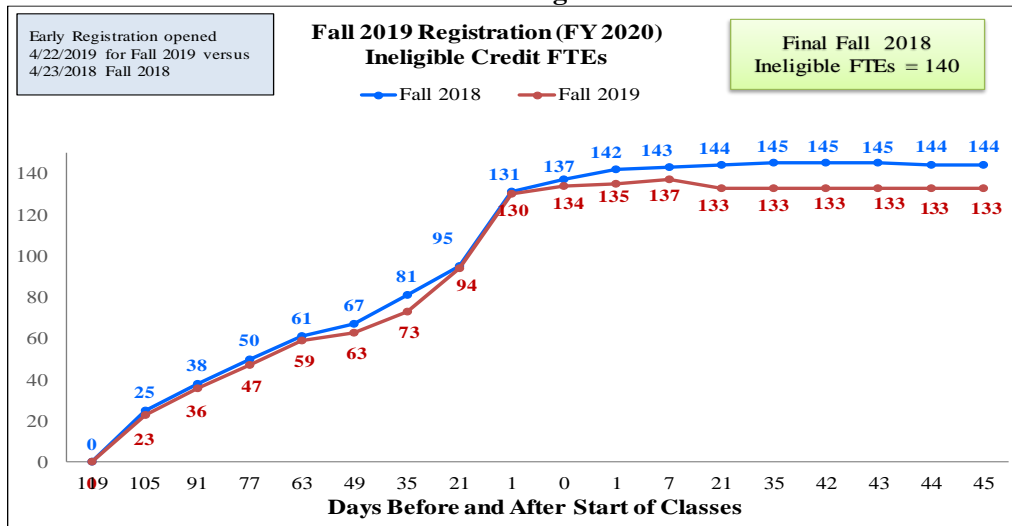


**Figure 2.**





**Figure 3.**



## Enrollment-related Activity Highlights for October 2019

### Enrollment Report

#### Accelerated II Eight (8) week Registration (October 21-December 15, 2019)

- Weekly email blasts sent to students through Hobson's (From Registrar);
- Outreach to any students who came in for testing since September 1<sup>st</sup> who have not enrolled;
- Request for additional developmental courses. Outreach to Academic Affairs;
- Student Success Advisors contacting students who may benefit from adding an Eight (8) week course (due to the fast paced nature of the course, student who need more skill building in math will not be advised to enroll in the accelerated developmental math courses).



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

TAB 11 | Active Search Listing

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### HR Active Search List As of October 8th, 2019

	Div	PIN #	Position	Oversight	Date(s) posted	Status 9/4/19	Status 10/8/19
1	AA	81589	Assistant Professor/Coordinator of Criminal Justice	Dr. Joshua Searcy	8/13/2019	Resumes sent to Search Chair; Awaiting Search Committee feedback	Search Committee to meet to review resumes and determine interviewees
2	A&F	73966	Director of Procurement	VP of Administration & Finance	5/2/2019	Resumes sent to Search Chair; Awaiting feedback	Resumes sent to Search Chair; Awaiting feedback
3	A&F	62619	Director of Facilities	Michael Thomas	7/1/2019	Resumes sent to Search Chair; Awaiting feedback	Resumes sent to Search Chair; Awaiting feedback
4	PO	TBD	Executive Assistant to the President	Dr. Debra McCurdy	4/26/2019	Resumes forwarded to President	Resumes forwarded to President
5	PO	TBD	Vice President of Administration & Finance	Dr. Debra McCurdy	7/10/2019	Resumes forwarded to President	Resumes forwarded to President
6	PO	TBD	Staff Internal Auditor/EEO Compliance Coordinator	Lyllis Green	8/1/2019	Resumes sent to Search Chairs; Awaiting feedback	1st Round of Interviews Scheduled
7	PO	TBD	Vice President of Academic Affairs	Dr. Debra McCurdy	9/4/2019	Resumes forwarded to President	Resumes forwarded to President
8	PO	TBD	Director of Enterprise Applications	Stephan Byam	9/20/2019	N/A	Resumes forwarded to the CIO
9	PO	73032	IT Infrastructure, Systems, & Telecommunications Manager	Stephan Byam	10/3/2019	N/a	Resumes forwarded to the CIO