

Baltimore City Community College

Dr. Debra L. McCurdy
President

Board of Trustees **Open Session**

Mr. Kurt L. Schmoke
Chair

WEDNESDAY | SEPTEMBER 16, 2020



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session

BOARD OF TRUSTEES

Kurt L. Schmoke, Esq.
Chair

Leonor Tannhauser Blum

John Brothers, L.P.D.

Jason Perkins-Cohen

John D. Lewis

Lelia F. Parker, Esq.

Rachael Y. Pfeifer, Ph.D.

John C. Weiss, III

PRESIDENT

Debra L. McCurdy, Ph.D.



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 1 | Approval of the September 16, 2020 Agenda

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Agenda | September 16, 2020 (Virtual Zoom Meeting)

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

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|--|---|
| I. Call to Order | Mr. Kurt L. Schmoke, <i>Chair</i> |
| Adoption of Agenda (Vote) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| a. Approval of the September 16, 2020 Agenda (Tab 1) | |
| II. Board Actions / Consent Agenda (Vote) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| a. Approval of the June 17, 2020 Minutes (Tab 2) | |
| b. Student Government Association Report (Tab 3) | |
| c. AFSCME Local #1870 at BCCC Report (Tab 4) | |
| d. Faculty Senate Report (Tab 5) | |
| III. Items Removed from the Agenda (Tab 6) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| a. Student Government Association Report (Tab 3) | |
| b. AFSCME Local #1870 at BCCC Report (Tab 4) | |
| IV. New Business (Tab 7) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| V. College Policies (Tab 8) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| ▪ None | |
| VI. Presentations (Tab 9) | Dr. Debra McCurdy, <i>President</i> |
| ▪ Information Technology Plan Status (Information) | Mr. Stephan Byam,
<i>Chief Information Officer</i> |
| VII. President's Report (Tab 10) | Dr. Debra McCurdy, <i>President</i> |
| a. Cabinet Division Reports (Information) | Ms. Becky Burrell,
<i>VP Institutional Effectiveness</i> |
| b. Realignment Tasks Update (Information) | Ms. Sylvia Rochester,
<i>Dean, Enrollment Management</i> |
| c. College Enrollment Report | |
| VIII. Active Search Listing (Tab 11) | Mr. Kurt L. Schmoke, <i>Chair</i> |
| IX. Motion for Adjournment | Mr. Kurt L. Schmoke, <i>Chair</i> |



BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

BOARD ACTIONS / CONSENT AGENDA

TAB 2 | Approval of the June 17, 2020 Minutes

TAB 3 | Student Government Association

TAB 4 | AFSCME Local #1870 at BCCC

TAB 5 | Faculty Senate Report



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 2 | Approval of the June 17, 2020 Minutes



BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | June 17, 2020

Virtual Session via Zoom

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

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

CALL TO ORDER

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

ADOPTION OF THE AGENDA

A. Adoption of the June 17, 2020

ACTION: Chair Schmoke requested a motion to adopt the June 17, 2020 Meeting Agenda. Trustee J.C. Weiss motioned for the adoption of the June 17, 2020 Agenda and Trustee Leonor Tannhauser Blum seconded the motion. The Board unanimously approved the motion.

BOARD ACTIONS / CONSENT AGENDA

Chair Schmoke requested a motion to accept the following agenda items:

- A. Approval of the May 20, 2020 Minutes**
- B. Student Government Report**
- C. AFSCME Local #1870 at BCCC Report**
- D. Faculty Senate Report**

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

NEW BUSINESS

A. Enrollment and Mayor's Scholars Program (MSP) Report

Dr. Debra L. McCurdy shared that the Enrollment and Mayors Scholars Program report is part of the College's legislative mandate and was submitted to the Joint Chairs of the budget committees of the Maryland General Assembly on June 15. The report addresses Realignment Task #3 on Enrollment and was comprehensive on the 10 student subpopulations at BCCC.

Dr. Singleton added that those subpopulations are:

1. Currently Enrollment Students/Retention;
2. Dual Enrollment;
3. Near Completers and Complete College Baltimore;
4. LatinX;
5. Veterans and Military Students;
6. International Students;
7. Year Up;
8. Workforce Development and Continuing Education;
9. Promise Academy; and
10. Granville T. Woods Scholars Program

Dr. Debora Johnson-Ross shared that the MSP Summer Bridge will be held virtually beginning July 1. The Summer Bridge will offer different course selection for students. Previously, students could take up to three credits; this year, depending on placement, students can receive four to six credits. Developmental courses will still be offered as well. These changes are intended for students to move into fall with much stronger academic preparation. Additionally, there will be a special focus to make sure students are ready for college-level courses online and wrap-around support services will be available online as well.

Dr. McCurdy stated that projections for MSP are in line with last year and the target is 400 students for this cohort. Dr. Johnson-Ross shared that 266 students were currently confirmed.

The Enrollment and MSP report has been provided to the Board for information and does not require Board approval.

Trustee Perkins-Cohen asked how BCCC is supporting students with technology needs. Dr. McCurdy stated that the College is providing information on hotspots and that discussions are ongoing about providing laptops. The possibility of using CARES Act funding to meet technology needs of students is being reviewed.

Mr. Stephan Byam shared that at the start of the pandemic, the College sent communications to students about internet providers that were providing free services. In addition, the College provided laptops to students who expressed a need. Dr. McCurdy stated that BCCC has not extended the option to pay for home internet access.

B. Information Technology Plan Update

Mr. Byam shared that the Information Technology Plan Update is part of the College's legislative mandate and will be submitted to the Joint Chairs of the budget committees on July 6. Three topics are included in the report: Readiness for Enterprise Resource Planning (ERP); Safeguarding student data; and Malware protection.

Mr. Byam also stated that two proposals were received for the ERP Request for Proposal (RFP) and that review of the submissions has begun. Dr. McCurdy shared that the hope was that by the end of the summer the College would be able to make an announcement about the ERP selection.



Chair Schmoke noted that the Faculty Senate report raised concern about not having the technology infrastructure to teach online. Dr. McCurdy shared that the College has made tremendous progress with increasing our technology capacity and support. Mr. Byam stated that student access to Canvas, BCCC's learning management system, is currently the biggest hurdle. Additional training for students and faculty is a priority.

Dr. Liesl Jones shared that in Health Sciences, exams must be proctored. In addition, faculty and students received Canvas training. Through this training and a 20-hour course, the College now has a fully certified faculty for online teaching.

Trustee Weiss inquired about the status of one of the ERP RFP respondents needing additional time. Mr. Byam stated that the issue with the respondent has been cured and the College has two proposals to evaluate.

C. Cultural Diversity Report

Dr. Stanley Singleton shared a draft of the annual Cultural Diversity Report that will be submitted to the Maryland Higher Education Commission (MHEC) and stated that much of the work to be accomplished will be done by the Diversity, Equity, and Inclusion committee.

Five goals are outlined:

1. 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 under-represented in higher education.
2. To integrate the principles of diversity, equity and inclusion into all aspects of College life.
3. 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.
4. To ensure a variety of channels are utilized to attract and retain a diverse, qualified, and competitive applicant pool of faculty and staff.
5. To provide a supportive and nurturing learning environment to prepare students to collaborate with diverse communities in a culturally sensitive manner.

BCCC offers the professional development workshops on: Safe Spaces, Stereotypes & Microaggressions, Diversity & Inclusion, Generational Issues, Diversity on Campus, and Conflict Resolution.

ACTION: Chair Schmoke called for the motion. Trustee John Brothers motioned for the approval of the Cultural Diversity Report and Trustee J.C. Weiss seconded the motion. The Board unanimously approved the motion.



COLLEGE POLICIES

Sexual Misconduct Policy

Dr. McCurdy stated that the Faculty Senate did not express any concern with the Sexual Misconduct Policy but requested the procedures as well. The procedures will be developed in line with other institutions. Ms. Maria Rodriguez shared that BCCC will establish procedures to

impose appropriate sanctions. The policy and procedures must be in place by August 14. The Board is not required to approve the procedures, only the policy.

ACTION: Chair Schmoke called for the motion. Trustee J.C. Weiss motioned for the approval of the Sexual Misconduct Policy and Trustee Leonor Tannhauser Blum seconded the motion. The Board unanimously approved the motion.

PRESIDENT'S REPORT

Dr. McCurdy shared that BCCC would not be charging students for summer textbooks. CARES Act funding is being used to cover the expense. Student Aid from the CARES Act has also begun to be distributed.

Dr. McCurdy provided an update on the planning for the return to Campus. A small working group of cabinet members developed the framework for the eventual return. The College is using many other institutional plans as a backbone to assist, including Johns Hopkins' new planning guide. The draft plan framework includes four phases within a 10-month timeline from March - December 2020.

The framework consists of the following seven strategies:

1. Communications
2. Campus and Site Occupancy
3. Health and Safety
4. Classroom Instruction
5. Student Support Services
6. Technology
7. Finance and Operations

Dr. McCurdy shared that it was initially very difficult to deal with the accrediting bodies, especially with clinical sites. Legal review is also being done to see what type of documents the accrediting bodies are requiring. Student have complained about the conditions that some of the accrediting bodies put in place. Dr. Jones shared that the parents of students in the dental program rallied around the students and the College to get some relief for our dental students. The College is still dealing with issues with the PTA program. The accrediting body has been inflexible and Academic Affairs along with faculty are attempting to work with them.



Chair Schmoke raised the letter received from AFSCME Council 3 and Local 1870. Dr. McCurdy stated that AFSCME has said it was looking at all requirements in place to ensure the safety of staff. Some of the requests made by AFSCME may be a challenge around specific cleaning, screening, health conditions, and fear of returning to work. BCCC is taking everything into consideration. Chair Schmoke asked that Dr. McCurdy let the Board know of any way that they can assist.

Trustee Weiss remarked that Dr. McCurdy's statement on the killing of George Floyd was the best written statement that he had read. Dr. McCurdy shared that the statement will be posted on the website and acknowledged that these killings impact us all and that we must continue the dialogue and support our community.

MOTION FOR ADJOURNMENT

Chair Schmoke requested a motion, under the State's Open Meeting Law to adjourn the June 17, 2020 Open Session Meeting at 5:05 p.m., and to reconvene for the Closed Session. Trustee J.C. Weiss motioned for the adjournment of the June 17, 2020, Open Session Meeting and Trustee John Brothers seconded the motion.

NEXT MEETING: September 16, 2020

Attendance:

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

BCCC Staff Present:

Charmine Bell, Dr. Chima Ugah, Denise Holland, Edward Ennels, Daniel Izume, and Kevin Large

Others Present:

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



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TAB 3 | Student Government Association Report

- No Report Submitted



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TAB 4 | AFSCME Local #1870 at BCCC Report

- No Report Submitted



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BALTIMORE CITY COMMUNITY COLLEGE

TAB 5 | Faculty Senate Report

BALTIMORE CITY COMMUNITY COLLEGE

Faculty Senate President's Report to Board of Trustees

Prepared by Prof. Edward Ennels, President

September 15, 2020

Fall 2020 Virtual Faculty Academy

The Faculty Senate hosted its Fall 2020 Virtual Faculty Academy on Friday, August 14th. Our theme was: "Remote Learning...Adapting to a New Norm in Higher Education." We had 96 faculty and administrators participate in the Zoom meeting. Feedback on the event was very helpful and positive. Dr. Jones, Vice President for Academic Affairs, was very helpful in the planning and participation of the event along with President McCurdy. The Academic Affairs Q&A session between the Faculty Senate, Dr. Jones, and Dr. McCurdy allowed the faculty and administration to understand and try to work through issues of concerns in the hope creating a more positive working and learning environment. I also want to thank Faculty Senate Vice President Edna Street-Jones, Secretary Denise Holland and all of the exceptional Faculty Academy workshop presenters Dr. Katana Hall, Dr. Denise Holland, Dr. Carole Quine, Prof. John Pickett, Prof. Tonya Brown, Prof. Brandon Myers, and Prof. Sofya Kerzhner who did a phenomenal job! I made a point to visit every workshop and saw lively exchanges of helpful instructional practices as we adapt to remote learning in the age of COVID19. As Faculty Senate President, it is my desire to build bridges not walls between the Faculty Senate and the Administration through better communication and collaboration. I believe we have assembled a strong mission driven team in both camps and will go much further now in addressing our institutional priorities as mandated by the BCCC Realignment Tasks and as we prepare for our Middle States Mid-Point Peer Review.

The Importance of Shared Governance Between the Faculty Senate and the College Administration

Baltimore City Community College is undergoing major reforms under the leadership of our new President Dr. Debra McCurdy. The Faculty Senate needs to be recognized by this new administration and the Board of Trustees as an essential partner as Baltimore City Community College continues to evolve. The Faculty Senate is not an independent entity of faculty governing themselves. The Faculty Senate Constitution stipulates the essential role of the faculty in shared governance in matters related to academics through the ten Faculty Senate Standing Committees:

- Curriculum and Instruction
- Faculty Senate Affairs
- Faculty Evaluation
- Faculty Working Conditions, Policies and Procedures
- Faculty Promotion
- Faculty Grievance
- Program Review and Evaluation
- Student Learning Outcomes Assessment

- General Education and Institutional Core Competency
- Instructional Technology

The Constitution gives a clear description and function of each committee and also provides guidance in how the shared governance process between the faculty and administration is facilitated as each committee carries out its work. All decisions of the Faculty Senate involves collaboration with the administration for final approval; however, there is work that must start at the faculty level and go up just as there is work that must start at the administrative level and come down. At some point in between, parties need to come to the table for discussion and an understanding of what is going forth so as to ensure successful implementation and buy in. The Faculty Senate is the “official voice of the faculty in all matters of general concern to them.” Shared governance is recognized and required by Middle States Commission as well as other accrediting bodies. Shared governance at BCCC is recognized by the Governor, the Maryland Legislatures and the Maryland Higher Education Commission. Those governing bodies all value the expertise and advice of the faculty, not just in our respective disciplines, but in the shared governance of the BCCC.

The Essential Role of the Faculty Senate

As Faculty Senate President representing the largest constituency group on campus (104 full-time faculty) and Chair of the Faculty Senate Executive Committee, whose membership consist of two faculty representatives from each department, I am very aware of the need for change as mandated by the Maryland General Assembly in the BCCC Realignment Tasks and pledge my commitment to providing whatever support is needed. In addition to my personal meetings with the administration, the Faculty Senate and the Faculty Senate Executive Committee throughout the summer have met with the administration in a good faith effort to understand and try to work through issues of concern within the Academy. With work already underway to prepare for our next Middle States accreditation visit, it is essential that faculty and administration work as a team to advance the institution and that policies and procedures be followed. Having been actively involved in two Middle States accrediting visits in my 15 year tenure at BCCC, I will be working very closely with Dr. McCurdy and the Faculty Senate Executive Committee to ensure our work is aligned with the key priorities of BCCC. In preparation for our next Middle States visit we must not lose sight of the importance of “evidence” that shared governance between the faculty and administration is being embraced.

In their final report out to Middle States Commission following work to address the recommendations to get the college off warning, the 2016 Middle States Association of Higher Education visiting team acknowledged that *"Faculty have stepped up to the challenge through authentic participation in the organization"* and noted *"The Institution is to be commended for the level of faculty ownership in the processes of program review, general education assessment and student learning outcomes assessment."*

Program review and evaluation (PREC) is underway. The committee under the leadership of PREC Chair Dr. Katana Hall has provided training and materials for programs up for review this academic year. Under the leadership of Co-Chairs Professors Rebekah Kimara and Terry Doty, the Student Learning Outcomes Assessment (SLOA) Committee will be hosting training workshops for faculty and administrators on student learning outcomes

assessment using the SLOA Guidebook and committee members will be working with the administration as mentors to departments providing ongoing support in data collection and assessment.

Major Reforms Within the Academic Affairs Division

The Faculty Senate has serious concerns with the major changes taking place within the Academic Affairs Division with ten full-time faculty having retired or resigned last academic year; the resignation over the summer of the Dean for the School of Social and Behavior Sciences and the Dean for Academic Operations; and three departments currently having no Associate Dean (Education, Social and Behavioral Sciences; Health Professions; and English, Language, Visual and Performing Arts). Yet, this semester the administration is moving forward with a merger of two schools under a single new Dean, whom once put in place, will replace the Dean for the School of Business, Science, Technology, Engineering, and Math and Dean for the School of Social and Behavior Sciences. Of major concern to the Faculty Senate is there has been no discussion or input sought from the faculty on this merger nor have faculty been called upon to take part in any search process for any key administrative positions within the Academic Affairs Division. The Faculty Senate feels further consolidation at this time without proper planning, discussion, or succession planning will have an adverse impact on the Academy. Thus, this is not the right time to move forward with the merger of the two schools.

Ongoing Concerns Are Being Addressed

The Faculty Senate Executive Committee (SEC) held its first meeting on Friday, September 4, 2020, and raised a number of faculty and student concerns, which I summarized in an email to our Vice President for Academic Affairs and later spoke over the phone in more detail with President McCurdy. Dr. McCurdy expressed deep concern that faculty are still experiencing confusion and frustration following what she thought were very constructive meetings with the Faculty Senate on Friday, August 21 and Monday, August 24. She acknowledges that there are still issues that are taking time to resolve and asks for patience. It is Dr. McCurdy's desire to work very closely with the Faculty Senate as the administration begins to deconstruct systems addressing inefficiencies and reconstruct systems to provide greater support for the growth of the institution. She stated to me that "Change is inevitable, and positive communication and clarity will ease some of the accompanying anxiety." She wants the faculty to partner in leading the change BCCC so desperately needs.

We thank the President for her listening ear and thoughtful feedback; however, there is ongoing concern that faculty are not getting the same communication and understanding from other administrators. Communication and timely follow-up on urgent matters of faculty concern from the VPAA, Deans, and Associate Deans needs to improve to foster a more healthy work environment.

Respectfully Submitted,

Prof. Edward Ennels
President of the Faculty Senate



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TAB 6 | Items Removed from the Agenda

- AFSCME Local #1870 at BCCC Report



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TAB 7 | New Business

- None



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TAB 8 | College Policies

- None



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TAB 9 | Presentations

- Information Technology Plan Status

BCCC

Enterprise Resource Planning (ERP)

Project Update #3

September 16, 2020

Stephan A. Byam (Chief Information Officer)

Project Status

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

The Core ERP Project Team has been expanded again to include the new Director of Enterprise Applications, Mr. John Schiesler. Mr. Schiesler will be directly involved with the planning, implementation and support of the new ERP system.

Core Team:

Dr. Debra McCurdy (President)

Becky Burrell (V.P., Institutional Effectiveness, Research and Planning)

Stephan A. Byam (Chief Information Officer)

Sherida Studwood (Procurement Chief)

Maria Rodriguez (General Counsel)

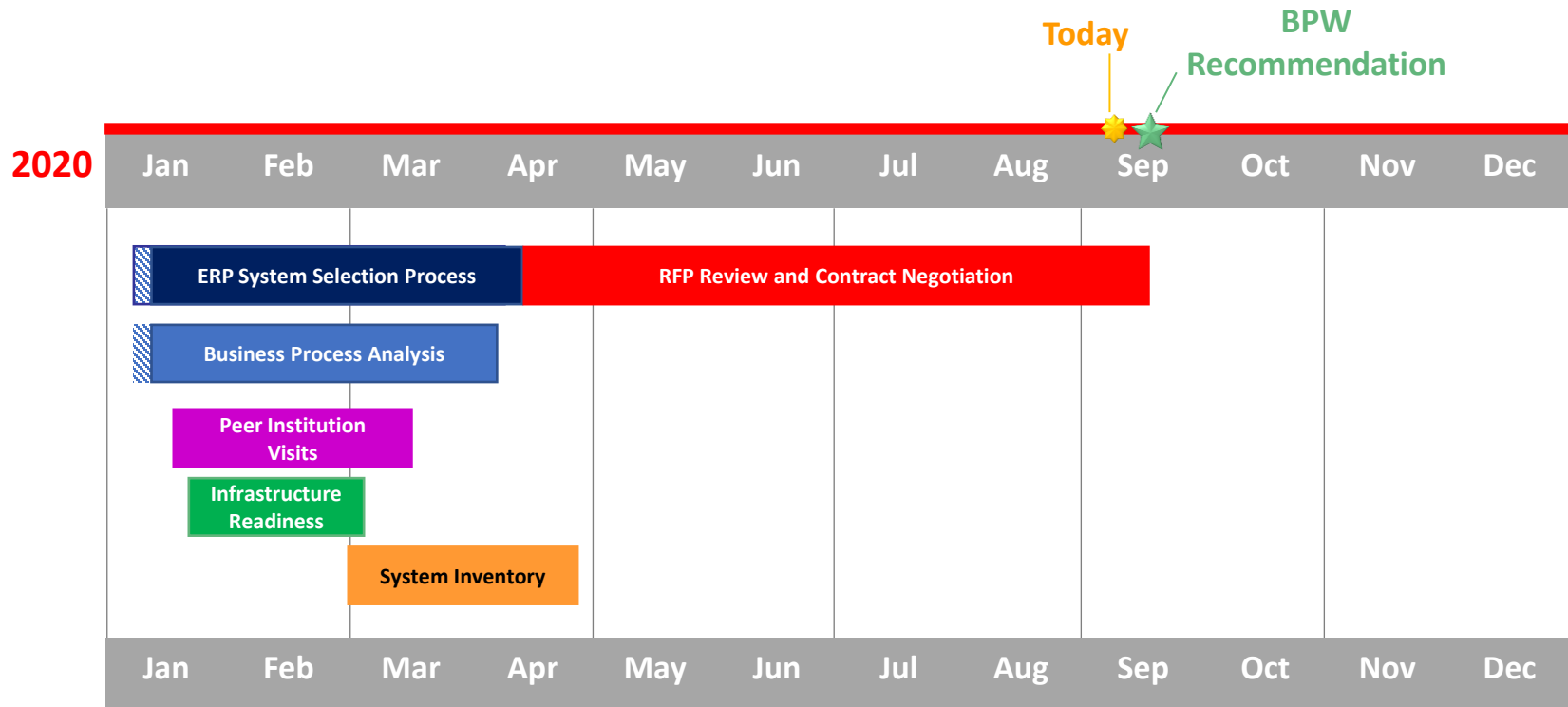
Kemberly Henderson (Information Technology Project Manager)

Dr. Donnell Josiah (DoIT)

[John Schiesler \(Director, Enterprise Applications\)](#)

2020 Project Activities to Date

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



RFP Review and Contract Negotiation Timeline

April 2020	Pre-Proposal Conference
May 2020	RFP Responses Due
June 2020	Vendor Proposal Review Started
July 2020	Technical Evaluation
	Financial Evaluation
	Best and Final Offers (BAFOs) Received
August 2020	Contract Review and Negotiations
September 2020	Contract Review and Negotiations

Vendor Proposal

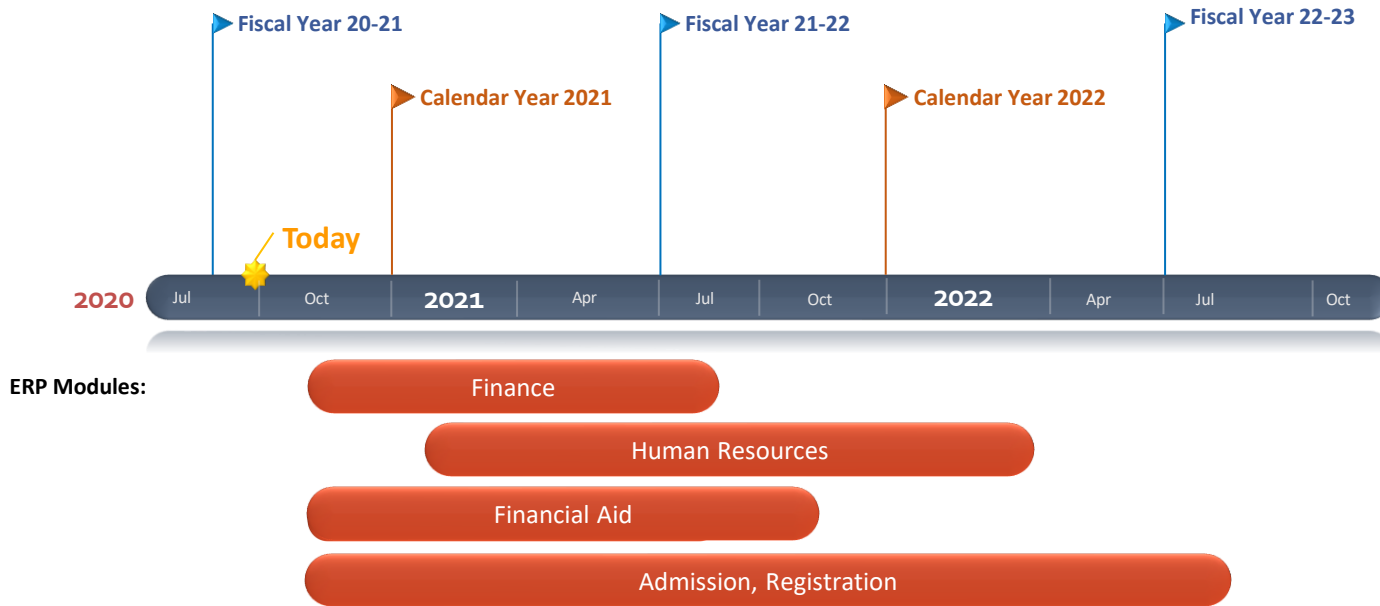
The prevailing vendor proposal has demonstrated the most comprehensive solution to meet the needs of the College, based on the College's functional requirements.

Vendor A Proposal:

- Primary Systems:
 - Student Information System (Admission and Registration)
 - Financial Aid Management System
 - Financial Management System
 - Human Resource Management System
- Secondary Systems:
 - Student, Staff and Faculty Portal
 - Reporting Tool
 - Customer Relationship Management (CRM)
 - Mobile Application

Estimated System Implementation Timeline

Once the College receives the approval from the Board of Trustees and the State to proceed, the implementation process is estimated to take approximately 21 months.





Questions



BOARD OF TRUSTEES
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TAB 10 | President's Report

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



Baltimore City Community College

CABINET UPDATE

Board of Trustees, September 16, 2020

Dr. Debra L. McCurdy, President

Realignment and Fall Semester Update

The 2020 fall semester began on August 24. Classes are being offered remotely through Virtual (Face-to-Face) and Online (web course). The College has expanded support and training for students and faculty to succeed in a remote environment.

With the beginning of the fall semester, we are seeing great change and increased collaboration in all areas of the institution in terms of procedures and practice. Due to the impact of COVID-19, we are experiencing a current decrease in our fall enrollment but expect that with increased efforts, we will see only a single digit decline. Staff from throughout the College received training and have been asked to assist in answering phones and speaking with students to help them register and resolve challenges they may be experiencing.

The college is realigning many of our procedures to support our students more effectively. We are now far more active in our recruitment outreach and registration efforts which is causing expected impacts on operations, staff, and the academy. The changes will bring about more infrastructure and business efficiencies.

Tuition Free Fall Classes

BCCC is offering free tuition for students enrolling in the fall semester. Combining Federal financial aid, the State of Maryland's Promise Scholarship, support from the City of Baltimore, the BCCC Foundation scholarship opportunities, and CARES Act funding, eligible students entering or returning for fall courses can enroll tuition free.

For those students who are ineligible for full aid or scholarships, BCCC offers the lowest tuition in the Baltimore area at \$110 per credit hour, non-Baltimore City residents who live in the State of Maryland do not pay any additional out of county tuition.

Promotion of Free Tuition Initiative

To promote BCCC providing free tuition for the fall semester, I participated in several local radio station interviews:

- Magic 95.9FM – “Ryan Da Lion Morning Show” on August 18
- 92Q-FM afternoon show on August 18
- WOLB-AM – “The Larry Young Morning Show” on August 21 and 24
- WBJC-FM (BCCC radio) on August 22

Dual Enrollment

BCCC continues to build a strong relationship with Baltimore City Public Schools and is meeting regularly to plan for dual enrollment. On September 14, the College held a virtual meeting with principals and parents to discuss the upcoming dual enrollment semester. Students have begun to register

for the semester that begins on September 21. Students from the following City high schools will participate in our dual enrollment program: Digital Harbor, Paul Laurence Dunbar, Forest Park, Vivien T.



Thomas Medical Arts Academy, and Western. Area private schools will also have students participate in the dual enrollment program.

President's Forum

On August 12, I conducted the President's Fall Forum. The attached PowerPoint presentation was provided during the Forum.

Faculty/Staff Professional Development Sessions

During the opening week of faculty returning to BCCC (August 17-19), the College conducted 10 training sessions via Zoom on how best to maximize remote learning, tools and resources available to faculty, and other important operational updates. Over 100 faculty and staff members participated in each session. The full schedule of sessions that were provided is attached.

Impact of free summer textbooks

To support our students, BCCC provided summer textbooks at no cost, including workforce course textbooks, by utilizing federal CARES Act funding. To make this process as easy as possible, the Bookstore mailed textbooks to our students at no cost to them. This initiative provided over 2,100 textbooks and saved our students more than \$265,000. While the College is not be able to assume the cost of books in the fall, we are covering the cost to mail textbooks to our students.

BPW Budget Cuts

COVID-19 has had a severe impact on the fiscal condition of the state, and in early July, the Board of Public Works (BPW), Maryland's administrative and spending body, reduced the state's FY 2021 budget by \$413 million. Included in these cuts were \$3.2 million from BCCC's budget as well as an additional \$500,000 that was allocated to improve our facilities. These cuts are drastic compared to our peer institutions that received level funding from FY 2020. I strongly advocated for BCCC and against this action to the members of the BPW (Governor Hogan, Comptroller Franchot, and Treasurer Kopp),

Secretary Brinkley of the Department of Budget and Management (DBM), the Baltimore City delegation, and other state officials. The letter that was sent to the Governor was shared with the Board of Trustees on June 30, 2020 (attached).

BCCC is in contact with DBM on possible funding sources to support the College, however, it is not likely that any contingency funding would not make up for the reduction.

We are evaluating our budget to determine how to make adjustments that will do the least harm to the College operations, and best support faculty, staff, and students. Unfortunately, the budget cuts will not allow BCCC to provide salary adjustments during this fiscal year and we will likely need to consolidate in some areas. Some consolidation is consistent with the College's Realignment mandate.

Senator McCray recently penned an op-ed in the Baltimore Sun in support of BCCC titled "BCCC improving, but needs state funding to continue progress." Here is a link to that op-ed:
<https://www.baltimoresun.com/opinion/op-ed/bs-ed-op-0825-baltimore-city-community-college-20200824-wtityxdxxbf7holsqhtpu77fgm-story.html>



Fiscal Year 2022 Capital Budget Preparation

On June 22, members of the Cabinet participated with me in a budget training with the Maryland Department of Budget and Management (DBM). The training was on the Capital Budget Information System (CBIS) that is used to input the College's capital budget request.

On August 10, I along with members of the Cabinet, facilities, and an outside consultant participated in a meeting with the Maryland Department of General Services (DGS), Maryland Higher Education Commission (MHEC), and DBM to review BCCC's FY22 capital budget request. The request includes \$1,560,000 in planning funding for the Learning Commons renovation and addition; \$2,270,000 in planning funding for the Nursing Building renovation and addition; and \$4,247,000 in deferred maintenance needs of the College. As shared in the previous section, in addition to the \$3.2 M cut from BCCC's FY21 budget, also eliminated was the grant funding for facilities renewal that would have provided BCCC with \$500,000 for deferred maintenance projects. The College's deferred maintenance needs continue to grow without adequate investment from the state.

Joint Chairmen's Report (JCR)

Each legislative session, the chairs of the House and Senate budget committees put out the Joint Chairmen's Report (JCR) on the state operating and capital budgets. Included in the JCR are report requests of state funded agencies and institutions. BCCC was requested to submit the following reports from the Fiscal Year 2021 JCR:

- Senior Leadership and Institutional Stability
 - Submitted on May 4, 2020
- Enrollment and the Mayor's Scholars Program Update
 - First of two required reports submitted on June 1, 2020
 - The second report is due on November 30, 2020
- Information Technology Infrastructure Renovations
 - Submitted on July 6, 2020
- Contractual Employees and Length of Service
 - Due on October 1, 2020
- Realignment Plan Status Update
 - Due on October 5, 2020

Elected Official Outreach

On August 12, I spoke with Baltimore City Council President Brandon Scott via Zoom. I shared updates on BCCC and our Student First priorities. The City Council President expressed his commitment to BCCC and his wanting to be a good partner. Council President Scott was supportive of the College and City Hall working together to bring more social services to the College to support our students and the broader community.

I have also had several conversations with Senator's Hayes and McCray, and both have been very vocal supporters of BCCC and the imperative to restore the College's budget that was cut by the state.

A working document around substantive priorities for the College has been developed which will become BCCC's legislative agenda for the upcoming Maryland General Assembly Legislative Session that begins in January. Virtual meetings will be scheduled with members of the Baltimore City House and Senate Delegation as well as key committee members. The virtual meetings will take place over the next couple of months to advocate for the College's priorities.



Commencement

On August 22, 2020, BCCC celebrated our 71st Commencement. The College sent each graduate their regalia, diploma, and BCCC branded items. Graduates submitted pictures of themselves in their cap and gown to include during the virtual Commencement ceremony. Members of the Board as well as faculty and staff, elected officials and other leaders also submitted congratulatory videos that were interspersed throughout the ceremony. To view the ceremony, please visit BCCC's YouTube channel: <https://www.youtube.com/channel/UCyvYNenlvnJBFIXeadh-LLw>

Support for Our Community

BCCC is focused on being a resource and hub for our community by bringing in needed services and partnerships. The following is a list of recent and upcoming activities:

- **Partnership with Councilman Pinkett on produce distribution**
On July 18, BCCC partnered with City Councilman Leon Pinkett, III, Baltimore Ravens Andre Smith, and Together Assisting People (TAP), and provided boxes of fresh fruit and produce to the Greater Mondawmin Community. The distribution was held in the South Pavilion parking lot. Each vehicle received a minimum of two boxes of food.
- **Free Summer Meals**
During the summer, BCCC partnered with the Family League of Baltimore and served as a free summer meals site for students, YouthWorks program participants, and members of the community.
- **BCCC will be an Early Voting and Election Day Site**
COVID-19 has impacted everything including how the 2020 General Election will be conducted. BCCC will serve as one of eight Early Voting locations in the City of Baltimore and will also be an Election Day site. The logistics are still being finalized. Early Voting in Maryland runs from October 26 to November 2 and Election Day is November 3.
- **COVID-19 Testing**
BCCC is in early discussions with CVS Health to provide free, rapid COVID-19 testing to the community through the end of December. Their current model provides testing for up to 200 individuals a day.

Bard Building Update

The property that houses the Bard Building is currently under discussion.



2020

President's **FALL FORUM**

Wednesday, August 12 | 12:00 p.m.

Dr. Debra L. McCurdy, President



“OUR MISSION”

Baltimore City Community College is an innovator in providing **quality career pathways & educational opportunities** for a diverse population of learners to exceed the challenges of an ever-changing competitive workforce & environment.

“OUR VISION”

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

“OUR CORE VALUES”

INTEGRITY

Unwavering adherence to a strict moral & ethical standard.

RESPECT

Showing genuine concern and regard for the dignity of others while practicing civility, accepting, appreciating, and supporting individual differences.

“OUR CORE VALUES”

DIVERSITY

Recognizing, accepting, appreciating, and supporting individual differences & lifestyles.

TEACHING

Impacting knowledge skills, & values that are essential to the success of the individual and growth of the community.

“OUR CORE VALUES”

LEARNING

Gaining knowledge, skills, and understanding that are useful to the individual and college community by promoting intellectual curiosity.

EXCELLENCE

Providing excellent teaching, student services, customer services and community engagement.

“OUR CORE VALUES”

LEADERSHIP

Empowering, nurturing, & inspiring individuals to be leaders in their own sphere.

PROFESSIONALISM

Adhering to the highest standard of customer service.

“Our Center”

ents
First students
First
students
First
students
First
students
First

BCCC REMOTE

VIRTUAL INSTRUCTION



Virtual (face to face) classes meet with a live instructor through Zoom or Microsoft Teams.

Allows student interaction with the professor and classmates.

Students login at the scheduled course time to join the class.

ONLINE INSTRUCTION



Online web courses meet within Canvas.

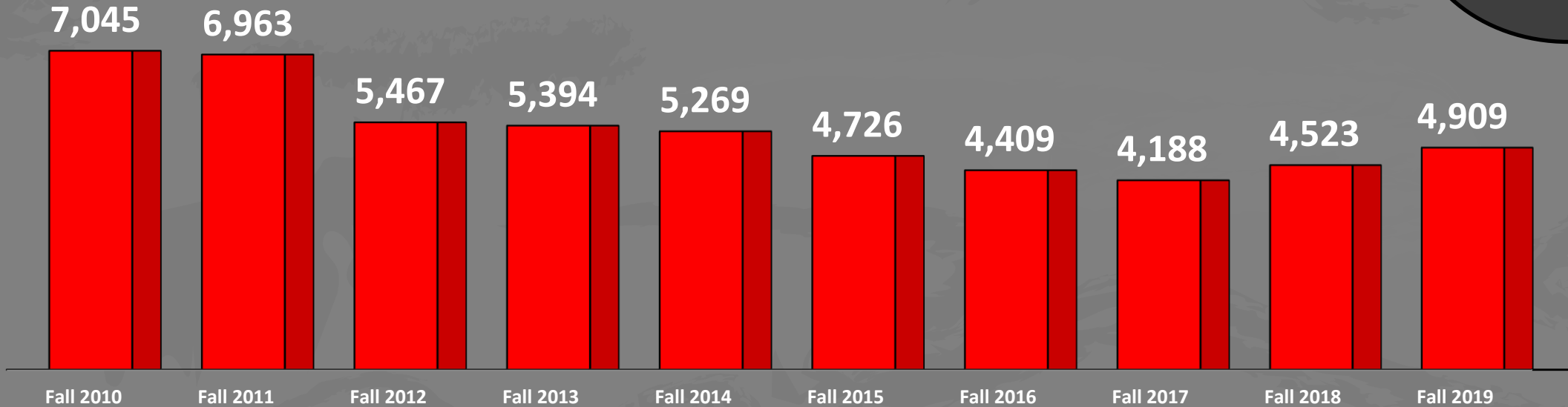
Students complete work within a flexible schedule to meet weekly assignment deadlines and have 24-hour access to their class.

CREDIT ENROLLMENT

Fall 2019 – 2020
Head Count

-30% Change

Fall 2020 =
2,145
As of August 12



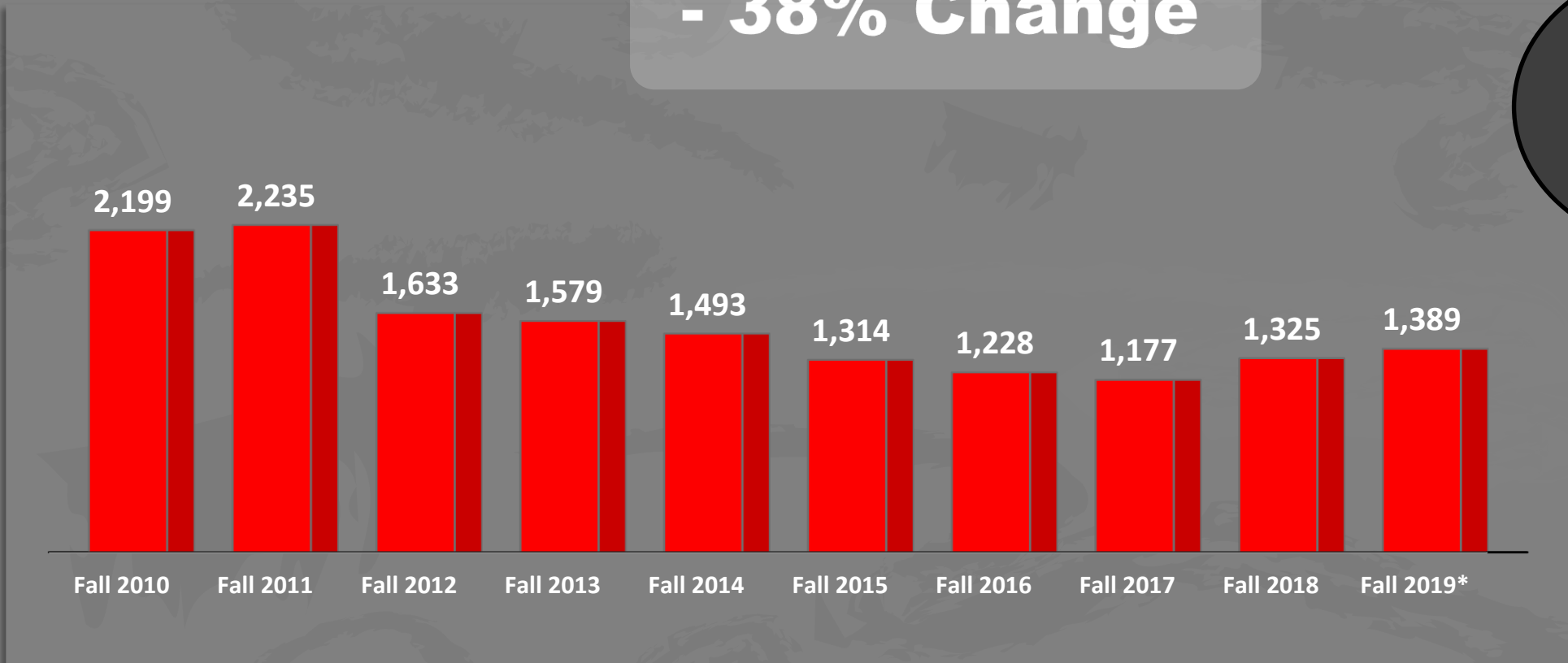
Source: BCCC Enrollment Information System (EIS) | Office of Institutional Research

CREDIT ENROLLMENT

Fall 2010 – 2019
Full-time Equivalent (FTE)

- 38% Change

Fall 2020 =
650
As of August 12



• Fall 2019 is preliminary.
Source: CC-2 FTE Reports | Office of Institutional Research

Baltimore City Public Schools

Dual-Enrollment Courses Fall 2020

ENG 101, MAT 107 and 128, SP101, CHE 101 and either PHSC 110 or PHY 101

P-TECH PATHWAYS

Carver:

Cyber security and Assurance
Computer Information Systems

New Era:

Transportation Supply Chain Management

Dunbar:

Physical Therapy Assistant
Respiratory Care
Nursing
Science Transfer

Middle States Commission on Higher Education

Mid-Point Peer Review (MPPR) Timeline

- September 9: *MPPR Data Report Available in Portal*
- October 7: *Upload Institutional Comment Form(s)*
- October 8 – November 19: *Peer Evaluators Review MPPR Data Report/Support Documents*
- November 20: *MPPR Evaluator Report Available in MSCHE Portal*
- December 21: *Institutional Response Uploaded to Portal*
- January 26-27, 2021: *MPPR Committee Meeting*
- March 2021: *Commission Meeting*

Professional Development

August 17, 18 & 19, 2020

- Zoom Training Beyond the Gallery of Faces
- Classroom Management and Engagement in a Digital Platform
- Assessment, Formative and Summative: Using CAT Questions
- Critical Digital Pedagogy & Assessment
- Resources for Students & Faculty: Where to Go to Get Help
- Show Me the Money: Grant Development & Administration
- Measuring Up: Managing for Results
- Making Your Course Accessible on Web Enabled Devices
- Title IX: Frequently Asked Questions
- Federal Education Rights & Privacy Act (FERPA) Training
- Building an Online Teaching & Learning Community for Faculty in Canvas



Mayor's Scholars Program

	Cohort I (2018)	Cohort I Retention	Cohort II (2019)	Cohort II Retention	Cohort III (2020)
Summer Bridge	335	~	381	~	428
Fall 2019	160	48%	381	100%	~
Spring 2020	121	36%	286	75%	~

BCCC
Class of
2020

Alum of Mergenthaler Vocational Technical High School,
transferring to the University of Baltimore on Scholarship

Restructuring

BCCC
Class of
2020

Alum of Baltimore Polytechnic Institute,
transferring to Towson University

WORKFORCE

Provides a wide range of continuing education and workforce training programs, enrolling more than 7,000 students each year

Adult Basic Education, GED classes & English as a Second Language (ESL) classes have transitioned to virtual classes

Consolidated Adult Basic Education & Adult Literacy Grant

3,400+ Students
Free Classes

Maryland Office of Refugee & Asylees Grant

400 Students
Free ESL & Citizen Classes

ADDITIONAL FUNDING

Supplemental Nutrition Assistance Program (SNAP)
Department of Human Services (DHS)
Opportunity Act

Information Technology

TEAM VIEW remote support software
SMART DEPLOY SOFTWARE for remote computer imaging
FRESH SERVICE HELP DESK introduces “Service Requests”
FRESH SERVICE Mobile App & Portal launches fall 2020

**Help
Desk**

Deploying MICROSOFT TEAMS & TEAMS CALLING
Deployed SELF-SERVICE PASSWORD RESET online
MULTI-FACTOR AUTHENTICATION improves security
Expanded VIRTUAL PRIVATE NETWORK for remote access

**Information
Technology
Services**

**PENDING
GRANTS**

**Student
Engagement
Mobile App**

**Artificial
Intelligence
Chatbot**

**Work from
Home
Cybersecurity**

Enterprise Resource Planning (ERP)



ERP Modules:



- College selected a Software-as-a-Service (SaaS) ERP system to expedite timeline and minimize capital costs
- April 8, 2020 RFP was released to eMarketplace
- June 11, 2020 College began the review of two (2) official proposals
- Contract negotiations are in progress

Reopening Colleges

College	Virtual	Online	In-person Face-to-Face*
Baltimore City Community College	✓	✓	
Allegany College	✓	✓	✓
Anne Arundel Community College	✓	✓	✓
Carroll Community College	✓	✓	✓
Cecil College	✓	✓	✓
Chesapeake College	✓	✓	✓
College of Southern Maryland	✓	✓	✓
Frederick Community College	✓	✓	✓
Garrett College	✓	✓	✓
Hagerstown Community College	✓	✓	✓
Harford Community College	✓	✓	✓
Howard Community College	✓	✓	✓
Montgomery College	✓	✓	
Prince George's Community College	✓	✓	✓
Wor-Wic Community College	✓	✓	✓

*Face-to-Face primarily limited to courses that require "hands-on" component | August 11, 2020

Reopening Framework

Four Phases to Reopening Campus

0

PHASE
ZERO
(Remote & Only
Essential Staff on
Campus)

1

PHASE
ONE
(Remote &
Expanded Essential
Staff on Campus)

2

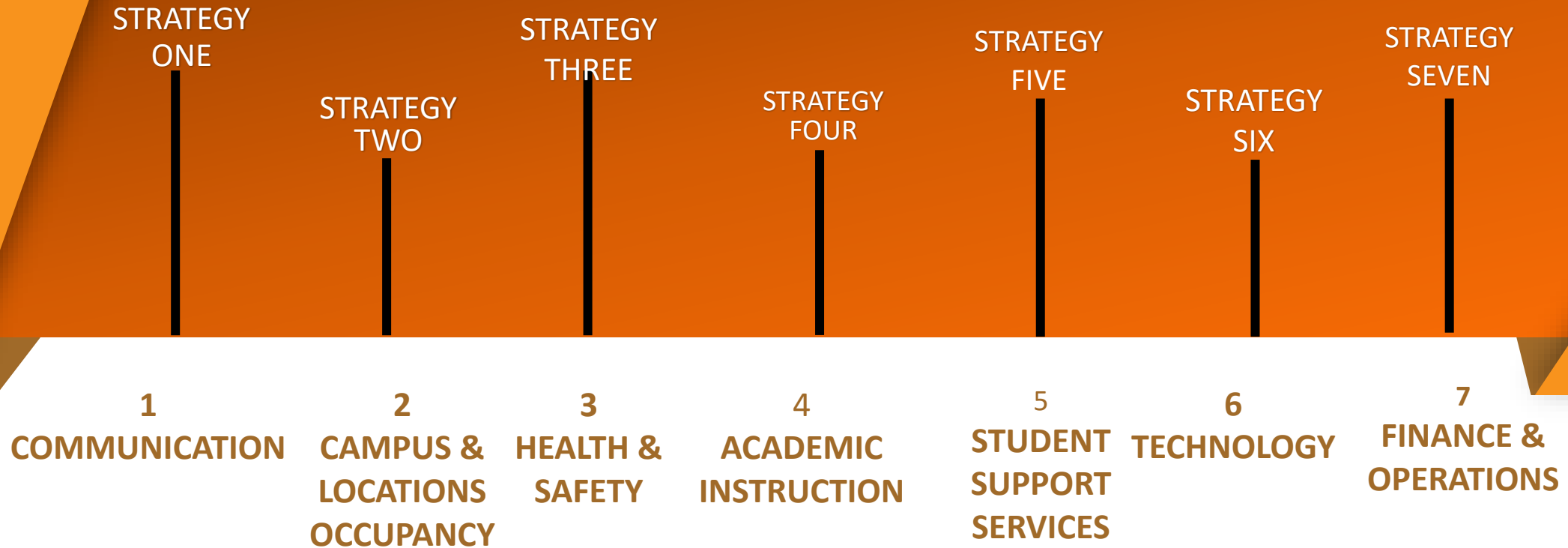
PHASE
TWO
(Hybrid Remote &
On-Campus)

3

PHASE
THREE
(Return to
Campus)

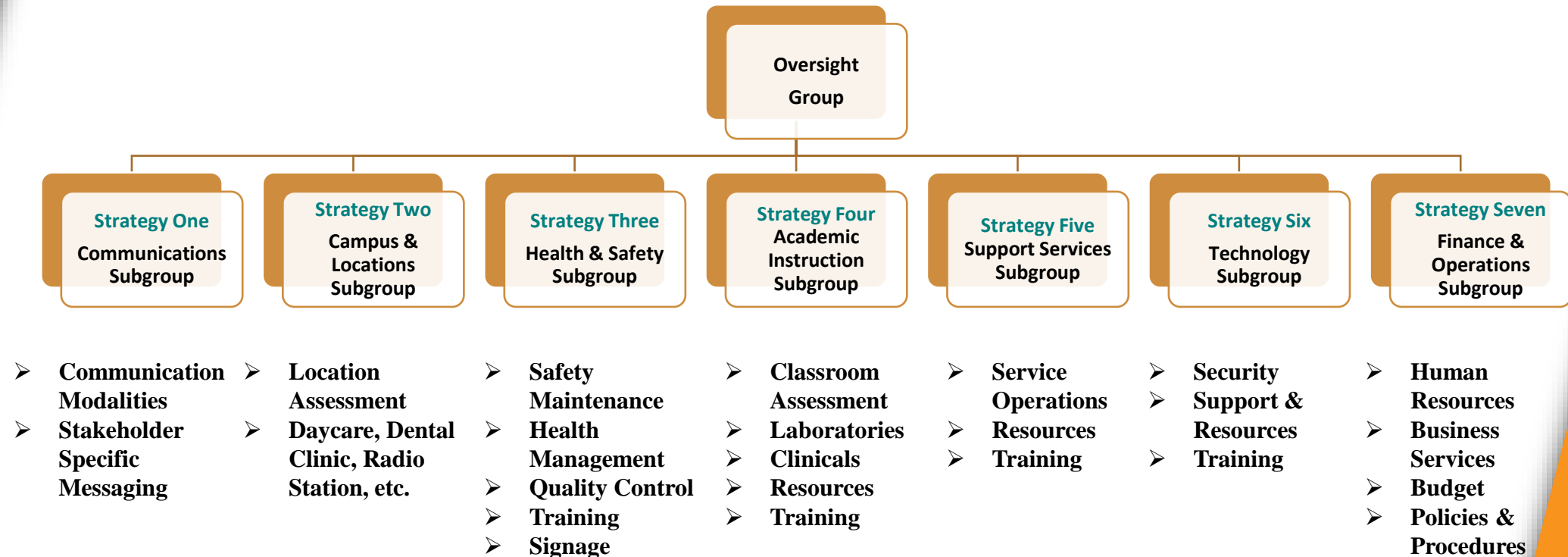
Reopening Framework

Seven Reopening Strategies



Reopening Framework

Planning Engagement



Emergency Funding

Federal & State Grants

Funding Description	Appropriation
CARES ACT - Students	\$ 1,438,078
CARES ACT - Instiutional	\$ 1,438,077
CARES ACT - Predominately Black Institution	\$ 191,554
Total CARES ACT	\$ 3,067,709
Governor's Education Relief Funding	\$ 754,357
TOTAL	\$ 3,822,066

Bookstore

As of August 7, 2020, BCCC mailed 2,127 free textbooks to students taking Summer 2020 courses using federal CARES Act funding.

The total cost of mailing and textbooks for Summer 2020 is \$265,418.30.

	Summer 2020
Textbook requests	1,688
Number of textbooks	2,127
Total cost of textbooks (shipping)	\$245,380.40 (\$20,037.90)

Mailing Textbooks Fall 2020

The following three changes were made to the Fall 2020 BCCC Bookstore process to ensure students could successfully place online orders and receive textbooks:

1. The BCCC Bookstore website was updated to include step-by-step instructions for ordering textbooks.
2. The Financial Aid office notified students of their Bookstore Award amount.
3. In addition to using credit and debit cards, students can use financial aid through the online bookstore portal.

FACILITIES

Maryland Community Colleges Facilities Renewal Grant

Project Name	Dollar Amount
Campus-Wide Water Fountain Replacement	\$ 20,000
Roof Replacement Fine Arts Theatre	\$ 180,000
Bathrooms Refurbishment - Fine Arts Theatre	\$ 75,000
Replacement of Flooring for Main Building	\$ 150,000
Bathroom Refurbishment - Physical Education Center	\$ 75,000
Total	\$ 500,000

Capital Budget

Facilities Master Plan

PRIORITY ONE

LEARNING COMMONS RENOVATION & ADDITION

\$23M

PRIORITY TWO

DEFERRED MAINTENANCE

\$4.2M
(Annually)

PRIORITY THREE

NURSING BUILDING RENOVATION & ADDITION

\$26M

PRIORITY FOUR

LOOP ROAD PROJECT

\$8M

Realignment Tasks

Realignment Task #1

Review and strategically align core course offerings of BCCC, consistent with accreditation requirements.

Realignment Task #2

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

Realignment Task #3

Improve student pathways to success, including remedial education, attainment of a degree or postsecondary certificate, and transfer.

Realignment Tasks

Realignment Task #4

Enter memoranda of understanding in order to establish student pathways to success with Baltimore City Public Schools.

Realignment Task #5

Align the budget of BCCC with realistic enrollment projections.

Realignment Task #6

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

Realignment Tasks

Realignment Task #7

Establish a strong relationship with key stakeholders, including those specified.

Realignment Task #8

Develop and market a brand for BCCC.

Realignment Task #9

Address the information technology and infrastructure needs of BCCC.

Realignment Tasks

Realignment Task #10

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

Realignment Task #11

Identify any barriers in State or local laws or regulations that impede the ability of BCCC to operate efficiently and effectively.

Realignment Task #12

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

MARKETING

Coronavirus Pandemic Communications

- Establishment of the website COVID 19 Resource landing page filled with up to date college information, President's messages and resource information for students and employees.
- Posting of safety messages around Campus
- Establishment of the BCCC Strong webpage to showcase the inspirational, motivation and resources for BCCC faculty and staff

Commencement Support

- Graduate Gift Boxes
- Program & Commemorative Invitation
- Commencement Webpage
- Video Production

MARKETING

ENROLLMENT CAMPAIGN

Primary Message: (Make) Your Move

Sub Messages:

Graduate Debt Free

- Promoting BCCC as the lowest in-state tuition in Maryland

Stay safe. Stay online. Stay on Track.

- Promoting online instruction for fall
- Promoting continue to move forward; enroll

Same quality. More affordable price.

We Got You

- Promoting any special incentives (i.e. Free Textbooks)
- Used to highlight incentives



2020

President's **FALL FORUM**

Wednesday, August 12 | 12:00 p.m.

Dr. Debra L. McCurdy, President





Baltimore City Community College

Opening Week | Professional Development Sessions

August 17 - 19, 2020

Zoom Link: <https://us02web.zoom.us/j/5291334956?pwd=MkJEeDZNdFo1MkMyOXZvRUUpGcktiUT09>

Monday, August 17, 2020

➤ **Zoom Training: Beyond the Gallery of Faces**

10:00am to 10:50am

Explore how to leverage other features of Zoom beyond just video and audio chat. This session will include explanations of how to leverage whiteboard, annotation features, and breakout rooms. A walk through of the settings necessary to facilitate the use of these features will also be included in the session. Note, this session will be repeated 1:00pm Tuesday.

Attendees: Faculty

Presenter:

Mr. Brian Terrill, Director of E-Learning

➤ **Classroom Management & Engagement in a Virtual World**

1:00pm to 1:50pm

This session will include hands-on activity as a part of the training that covers classroom management techniques in a virtual-learning classroom such as Zoom. Also covered will be the use of interaction activities to boost the engagement of your students during virtual sessions.

Attendees: Faculty

Presenter:

Ms. Ruddhi Wadadekar, E-Learning Coordinator

➤ **Making Your Courses Accessible on All Web-Enabled Devices**

3:00pm to 3:50pm

Join this collaborative session as we discuss how to best tackle the challenges of educating students across a variety of technological platforms. We will brainstorm in a collaborative way how to work with students to solve issues relating to technology and access in your courses.

Attendees: Faculty

Presenters:

Brian Terrill, Director of E-Learning

Ruddhi Wadadekar, E-Learning Coordinator

Karen McClaskey, Student Success Specialist



Baltimore City Community College

Opening Week | Professional Development Sessions

August 17 - 19, 2020

Zoom Link: <https://us02web.zoom.us/j/5291334956?pwd=MkJEeDZNdFo1MkMyOXZvRUUpGcktiUT09>

Tuesday, August 18, 2020

➤ **IT 101: Making IT Work for You**

9:00am to 9:50am

Join the Chief Information Officer and learn about the services and offerings that are available to staff and faculty at BCCC. In this session, you will be introduced to productivity tools such as Microsoft O365, Remote Desktop and VPN; the Microsoft Teams communication tool; how to work more securely with Self-Service Password Reset and Multi-Factor Authentication; and how to make the most of the Help-Desk.

Attendees: Faculty & Staff

Presenter:

Mr. Stephan A. Byam, Chief Information Officer

➤ **Critical Digital Pedagogy**

11:00am to 11:50am

Understand how teaching and learning intersects with the Digital Pedagogy Lab through critical pedagogy and critical digital pedagogy. This session will explore how to use “Mad Tea” and other provocations in your digital platforms to better engage students through the art of reflective teaching.

Attendees: Faculty

Presenter:

Professor Clarissa Sorensen-Unruh

Professor Sorensen-Unruh has been a full-time Professor at Central New Mexico Community College in Albuquerque, NM since 2002. She holds dual graduate degrees in Statistics and Chemistry and is completing a Ph.D. in Learning Sciences at the University of New Mexico.

➤ **Zoom Training: Beyond the Gallery of Faces (REPEAT)**

1:00pm to 1:50pm

Explore how to leverage other features of Zoom beyond just video and audio chat. This session will include explanations of how to leverage whiteboard, annotation features, and breakout rooms. A walk through of the settings necessary to facilitate the use of these features will also be included in the session.

Attendees: Faculty

Presenter:

Mr. Brian Terrill, Director of E-Learning

➤ **Resources for Students & Faculty: Where to Go for Help**

2:00pm to 2:50pm

Attendees will learn about resources and organizations focused on teaching & learning in a digital world. This session will include discussion and breakout sessions for attendees to discuss helpful resources. A section of this training will cover samples of messaging and other helpful information for students.

Attendees: Faculty

Presenters:

Mr. Brian Terrill, Director of E-Learning

Ms. Ruddhi Wadadekar, E-Learning Coordinator

Ms. Karen McClaskey, Student Success Specialist



Baltimore City Community College

Opening Week | Professional Development Sessions

August 17 - 19, 2020

Zoom Link: <https://us02web.zoom.us/j/5291334956?pwd=MkJEeDZNdFo1MkMyOXZvRUUpGcktiUT09>

Wednesday, August 19, 2020

➤ **Measuring Up & Managing for Results**

9:00am to 9:50am

Come and learn about the College's performance compared to peer institutions, student performance in the classroom and student feedback regarding support services.

Attendees: Faculty & Staff

Presenters:

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

Ms. Eileen Hawkins, Director of Institutional Research

Mr. Charles Wilson, Research Analyst II

➤ **Show Me the Money: Grant Development & Administration**

11:00am to 11:50am

Attendees will understand the College's fiscal performance related to institutional grants, "new" Grants Life Cycle process, and the role and resources of the Office of Grants Development.

Attendees: Faculty, Staff & Current Grant Principal Investigators/Project Directors

Presenters:

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

Ms. Alta Cannaday, Grants Coordinator

Mr. William Fleming, Grants Associate/Writer

➤ **Family Educational Rights and Privacy Act (FERPA)**

1:00pm to 1:50pm

The purpose of the presentation is to help staff become familiar with what FERPA is and how every BCCC member can comply with this federal regulation.

Attendees: Faculty & Staff

Presenter:

Ms. Sharon Stoddard, Registrar

➤ **Building an Online Teaching & Learning Community in Canvas**

3:00pm to 3:50pm

Attendees will learn about the collaborative community course the E-Learning team is building in Canvas, and how faculty can participate in this sandbox. During an extended breakout session in this meeting, faculty will collaborate with others across disciplines, sharing ideas to enhance and leverage the experiences of others to creatively solve remote teaching challenges.

Attendees: Faculty

Presenters:

Mr. Brian Terrill, Director of E-Learning

Ms. Ruddhi Wadadekar, E-Learning Coordinator

Ms. Karen McClaskey, Student Success Specialist



June 30, 2020

The Honorable Lawrence J. Hogan, Jr.
Governor
State of Maryland
100 State Circle
Annapolis, MD 21401

Dear Governor Hogan:

The fiscal impact from COVID-19 is being felt deeply throughout the state and within higher education. As the President of Baltimore City Community College (BCCC), I am in constant contact with my cabinet and have directed them to make all necessary operational adjustments and remove as many barriers as possible to support our students. BCCC students at all levels of education are suffering greatly from not having the needed technology to learn in an online environment, lack of other resources, family responsibilities and the stress brought on by the ever-changing nature of this virus. Through all this, I remain incredibly proud and inspired by our students that against all these challenges, are continuing to learn, grow and support one another.

On June 26, I spoke with Department of Budget and Management (DBM) Deputy Secretary Marc Nicole about the proposed reductions to BCCC's Fiscal Year (FY) 2021 budget. The proposed budget reductions include over \$3.2 M from our operating budget as well as an additional \$500,000 from the elimination of the Community College Facilities Renewal grant program. These cuts would do profound damage to our institution and the students we serve.

As Maryland's only state-sponsored community college, BCCC is reliant on the annual appropriation we receive from the state. BCCC is also Maryland's only community college located in an urban environment that serves a predominately African American student population, a population that has been hit hard by COVID-19, as reflected in BCCC's 21215 zip code being among the highest affected in the state. BCCC is also formula funded and has been funded at the same hold harmless provision amount since FY 2016. In 2017, the Maryland General Assembly gave BCCC an ambitious mandate to realign its strategies and operations to better serve students, employers, and the community. The College has made considerable progress and it is reflected in our enhanced services and enrollment growth pre-COVID-19. BCCC is committed to our realignment even as the impacts from COVID-19 will be felt for years to come.

BCCC is aware of the \$36.4 M increase in Cade funding for our community college peer institutions that was included in the FY 21 state operating budget approved by the Maryland General Assembly. However, as you know, BCCC is not included in the Cade funding formula so we would not share in this funding increase. While DBM is proposing the elimination of the CADE funding increase, all other community colleges would still remain at their FY 20 funding level while BCCC's state appropriation would be cut by over \$3.7 M. BCCC would again be put at a disadvantage compared to our peers. This budget reduction inequity is profound and unjust.



As the College responds to support our students during this time, we are also tracking all costs associated with COVID-19 as well as the lost revenue that as a College we are experiencing. That information is being shared regularly with the Department of Budget and Management and the Maryland Higher Education Commission.

While BCCC has been appropriated federal CARES Act funding and DBM has offered to reimburse the COVID-19 related expenses that the College has incurred, the proposal before the Board of Public Works would cut our base budget by over \$3.2 M and take away \$500,000 in much needed facilities renewal funding. Also, any CARES Act funding that the College receives will only be available during this crisis, for specific uses, and will not make up for the severe cut to our budget that is being proposed. As you are aware, BCCC serves a very vulnerable student population and I strongly request that the state funding provided to BCCC reflects that.

As you and your administration continue to steer the State through this unprecedented time and make necessary fiscal reductions, I request that you consider BCCC's vital and unique role to the state, City of Baltimore, and the Baltimore City School System. The proposed budget reductions for BCCC would cause lasting damage that would only perpetuate the inequity that clearly exists.

Thank you for continued commitment to Baltimore City Community College and I respectfully request that the Administration reconsider the proposed \$3.7 M cut to the College's budget for Fiscal Year 2021. We need more investment now, not less.

We are all Maryland Strong.

Sincerely,

Debra L. McCurdy, PhD
President

cc: Roy C. McGrath, Chief of Staff, Office of the Governor
Valerie Radomsky, Governor's Liaison to the Board of Public Works, Office of the Governor
Keiffer J. Mitchell, Jr., Chief Legislative Officer, Office of the Governor
David R. Brinkley, Secretary, Department of Budget and Management
Baltimore City Delegation
Board of Trustees, Baltimore City Community College



Baltimore City Community College

CABINET UPDATE

Board of Trustees, September 16, 2020

Dr. Liesl Jones, Vice President, Academic Affairs

ACADEMIC AFFAIRS

Multiple Measures: This summer we implemented multiple or alternate measures to place students in their math and English courses. Some of the measures that were used to review transcripts for placement were overall high school GPA, SAT/ACT scores, grades in AP courses, GED and completion of the high school Transition Course. The rubric outlined in the Career and College Readiness Toolkit was used to develop the alternate measures for placement. The preliminary pass rate in math courses from the summer ranged from 68% to 92% based on the available data. These pass rates are higher than what has been reported in the past. Once all the data for the summer courses has been reviewed, we will have a final completion rate. We will be collecting data in the fall and spring semesters from the previous academic year and the current academic year to assess the use of multiple measures for placement as compared to using ACCUPLACER. We will be gathering the data from the English courses as well. For students that did not have a high school transcript for review, an assessment was developed for math and English. For math students, there is a two-part exam and depending on the student's score they would be placed in one of four courses, MAT 86, MAT 92, MAT 107, or MAT 128. Questions for the assessment were taken from the final exams for MAT 86 and MAT 92. For English, we gave the students a prompt to write 500 words on, "If you had a superpower what would it be and why".

Strategic Analysis of the College's course offerings and schedule: Working with an outside consultant, a review of course offerings and scheduling of courses was completed in the spring of 2020. The data from this analysis will be used in conjunction with Program Review and Evaluation to determine priorities for hiring, allocating resources, and sunseting or growing programs. The analysis will also be used to determine the development of new programs this year and the revision of current programs. For example, our Commuter Information Systems program teaches outdated languages. New courses will be developed based on modern languages and outdated courses will be deleted. The data regarding course scheduling was used to develop the fall schedule. We used the data from the analysis to determine the number of sections to offer for each course as well as the best times to offer those courses based on the enrollments and the fill rates. These current changes and continued review of the schedule will help to build schedules that are student centered. With this we added a new 10-week term to the fall semester. This term will help us capture enrollment that was missed due to late applications, it will also allow us to offer City Schools an additional term for dual enrollment.

E-Learning: The new Director of E-Learning, Brian Terrill, was hired in July and started on August 10th. Mr. Terrill developed several workshops to provide professional development for the faculty and staff around remote learning and course development. These sessions were offered during the Institutional Days held August 17-19th. Mr. Terrill developed training sessions for students as well which were held through the first week of the semester. We will be offering additional professional development throughout the fall semester for faculty, staff, and students. These same trainings will be provided for the dual enrollment students.

Middle States: The Midpoint Peer review for Middle States has begun. We received the comments from Middle States and will be working with both Institutional Research and Finance to provide answers to the concerns raised by Middle States.



P-Tech: We will be adding a fourth pathway for P-tech to support more students at Dunbar High School. This summer in BSTEM P-TECH, students took classes in BIO 101 and 102, of the 21 students who took the classes, 19 students passes (90.5%); in math 19 students took MAT 107 and 16 passed (84%); in B&T department 106 students were served in 7 sections. We are gathering the data for the students who took courses in SASS. The first cohort of P-TECH nursing students (3) entered the ADN program on August 24, 2020. The Second cohort of PTA and RC P-TECH students entered their respective programs on August 24, 2020.

Tutoring: Starting in March as the college went remote, we developed online tutoring shells in Canvas. To date we have had over 124,000 entries into the shells.

Total Usage			
Latest Date:		8/12/2020	
Subject	Page Views	Actions Taken	
ACCT	3644	114	
BUAD	3382	42	
CLT	10201	141	
ENG	18614	279	
RENG	27,055	408	
MAT	38541	760	
BIO	18126	164	
CHE	4117	80	
Overall	124019	1996	

With the college being fully remote for the fall semester, we will again provide online tutoring via Canvas. With the increase in the number of dual enrollment sections along with P-TECH the need for embedded tutoring has increased. In order to meet this demand, I have asked that each faculty member do one of their required office hours in their discipline tutoring shell. This will help us meet the need for tutoring this fall and in turn help our students be successful.

Dual Enrollment: Currently we will be offering 15 sections of courses across six high schools. We will be working closely with the high school to provide services through embedded tutoring and office hours to help ensure the success of the students. We hope to grow and add courses to the spring semester in art and history.

SCHOOL OF BUSINESS SCIENCE TECHNOLOGY ENGINEERING AND MATHEMATICS

In July, Dr. Holland and Assistant Professor Neal Helton of the Cybersecurity Program were awarded a grant from the National Security Agency (NSA) Cybersecurity Education Diversity Initiative (CEDI) program and received a \$300K capacity building grant. With this grant, BCCC is now eligible to apply to be an NSA recognized National Center of Academic Excellence (CAE) in Cyber Security.



Retirees and resignations this summer:

- Dr. Fekadu Folle retired after over 30 years of service at the college
- Dr. Shawn Lane retired effective June 1, 2020, after 20 years of service at BCCC
- Mr. Cortez Walker retired effective July 1, 2020 after 40+ years of service at BCCC
- Mr. Brian Lazarus resigned effective August 12, 2020 after 20+ years of service at BCCC
- Dr. Amrita Madabushi resigned her position as Assoc. Professor, Biotechnology, she assumed a new position of Assoc. Director Training, at the Institute of Ageing of National Institutes of Health

SCHOOL OF NURSING AND HEALTH PROFESSIONS

The ADN program in Nursing graduated 29 students in May 2020. During the summer, the Maryland Board of Nursing notified the Associate Degree Nursing and Practical Nursing programs of its requirement for a mandatory submission of an Interim Report by September 30, 2020. A site visit for the Practical Nursing Certificate program will be scheduled during the fall 2020 semester.

The Health Information Technology program successfully wrote and submitted their self-study report and is scheduled for a virtual site visit during the fall 2020 semester.



Baltimore City Community College

CABINET UPDATE

Board of Trustees, September 16, 2020

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

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION (WDCE)

WDCE classes are delivered fully on-line, with additional resources for academic support and remote testing. In the Summer 2020 term, 92 ABE, ESL and Workforce Training classes were offered on-line.

ABE/ELS Program Improvement – Community ABE and ESL classes funded under the MD Labor FY21 Consolidated Adult Basic Education and Adult Literacy Grant started in the first week of July. This funding supports more than 3,400 students accessing classes in the next year (July 1, 2020 – June 30, 2021).

- Throughout the Summer Term, the ABE/ESL Department has conducted multiple on-line orientation sessions and remote testing for new students. This allows new students to complete intake and testing for classes. This also allows current students to post-test to determine learning gains and advancement. Currently, ten testing sessions are offered each week Monday – Friday (including one evening session).
- The ABE Department continues to expand on-line access to learning tools and classes for students. This includes Maryland i-Pathways and GED On-line tutorials and learning modules. These are offered at no cost to students.
- The ABE/ESL Department is working with community partners to expand digital access. For example, Enoch Pratt Free Library, Concerted Care Foundation and Clay Pots are supporting student Internet access and laptop loaners and/or use in small group settings. The college is also working with the Baltimore Digital Equity Coalition to facilitate computer and Internet access in Baltimore.
- More than 50 ABE/GED students are expected to have successfully completed the requirements for a high school diploma. This year's commencement ceremony will be conducted in October due to ongoing requirements for social distancing.
- The BCCC Refugee Youth Project partnered with City Schools and Soccer Without Borders (SWB), to host the International Summer Academy. More than 80 refugee youth (ages 8-14) participated in the SWB camp, while nearly 20 high school students completed the BCCC College and Career Readiness training as part of their Summer program.

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

- Workforce training programs continue to run year-round, with new Healthcare, Cybersecurity and Diesel Technology programs starting in the Summer Term for 99 students (57 in Healthcare, 28 in Cyber and 14 in Diesel Technician). The next cycle of workforce programs begin in mid-September.
- The Workforce Development (WD) Department received additional funding through Department of Human Services (DHS) and the Governor's Emergency Education Relief (GEER) Fund to provide workforce training programs for eligible recipients. This increase in funding will support up to 315 students in a BCCC training program.



- WDCE hosted 5 virtual information sessions for individuals and partner agencies to learn about the range of BCCC workforce programs and funding options for students. In the first month of outreach, some 167 individuals expressed interest in the Workforce Development training programs.
- The Career Services team, in partnership with Workforce Development instructors conducted a Summer Bridge program for the Mayor's Scholars Program (MSP). Seventeen (17) new MSP students completed a 5-week, *Career and Workplace Readiness* course and have started their WD program of choice.
- The Career Services team continues to work with hiring partners. Expanded recruitment in June included, University of Maryland Medical Center; Diamond Medical; and Allied Universal.
- A new partnership with Bon Secours Community Works (BSCW) will provide funding for CNA Training for 15 students (program to start in January). In addition, BSCW will provide case management and student support services for Grads2Careers participants. These are recent high school graduates who often need additional support. BSCW will provide these young students stipends, barrier removal, wraparound services, case management, financial literacy and a behavioral health assessment.

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.

- The BCCC P-TECH students completed courses in the Summer II Term and will advance to the next series of courses based on their chosen pathway and related P-TECH Scope and Sequence. All P-TECH students will be enrolled in the 12-week Fall 2020 term starting in September.
- The BCCC P-TECH Liaison completed progress reports for each student and continues to host weekly communication sessions P-TECH students and families to ensure successful transition for student to college courses and resources.
- The BCCC P-TECH Liaison meets regularly with partners, including the University of Maryland School of Nursing (UMSON) as part of the statewide promotion of Nursing program articulation and support for Nursing students.
- The WDCE provides APEX on-line high school courses for credit-recovery. In July, the BCCC APEX instructors provided additional support for grade 12 students so they could complete graduation requirements for the BCPS Class of 2020.

ENVIRONMENT SERVICES AND FACILITIES

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

- The college hired a new Associate Vice President (AVP) for Facilities, Kate Dixon, in July 2020. She is leading the Department through implementation of the Master Plan and on-going improvements to campus. The AVP is also updating procedures in each department to ensure effective use of resources to ensure optimal operation of each campus location.
- AVP Dixon prepared the Facilities Grant Renewal project list as well as a FY21 operating budget project list for Maintenance projects. Key staff were also trained on the proper procurement regulations for bidding and put in place additional controls and bidding procedures.



- Throughout July, the Environmental Services team performed ongoing cleaning (on a rotation schedule) and securing supplies (hand sanitizer, masks, gloves). In addition, staff participated in professional development sessions regarding COVID-19 safety and cleaning procedures. This allowed staff to complete a deep-clean of the campus in August.
- All staff reporting to campus, including Maintenance, Environmental Services and Public Safety have been provided personal protective equipment (disinfectants, masks, gloves, and face shields as needed) for a safer working environment.
- Facilities and Maintenance staff continue to provide building maintenance and repairs, pest-control services, and grounds maintenance (cutting grass and trash removal). The focus has been on preventative maintenance and repairs. A 24 month warranty survey and repairs to the main building renovation was also conducted.
- The Maintenance, Logistics, and Environmental teams assisted with set ups and cleanings for special events including the commencement address and cleaning after use of the Dental Lab and Bookstore. The Maintenance team also worked on preparing the South Pavilion for Workforce Development programs that were relocated from Preston Street.
- Ongoing monitoring and management of the Bard Building included a Phase 1 Environmental Assessment and securing the building from vandalism by closing a mechanical grill and adding fencing.
- AVP obtained several uniform samples for review of uniform replacement and audited the close out of the previous uniform contract, with replacing mats and final uniform delivery. This included a new safety shoe program and samples of jackets for review in order to comply with the MOU.
- As part of preparing for the Reopening of the Campus, a survey of all spaces was conducted to determine necessary modifications to implement social distancing and other measures recommended to prevent the spread of COVID-19. This includes measurements for spacing, plexiglass barriers, hand sanitizer stations, and signage.

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).

- The Department of Public Safety maintains security and controlled access to all campus location in compliance with the Governor's social distancing orders with no note-worthy incidents to report. This team has also coordinated all required entry for maintenance and mail delivery.
- Due to the pandemic and the restriction of access to the campus, the Department of Public Safety assumed shipping and receiving duties receiving multiple deliveries of safety equipment, cleaning supplies, books and other items addressed to some faculty and staff. The department also shipped and or issued 16 Computers to staff and 1 computer to a student.



- Public Safety is working with the IT Department to upgrade the current communications system to a Computer Aided Dispatch (CAD) platform. This will decrease response time and assist officers in tracking calls and incidents on campus.



Baltimore City Community College

CABINET UPDATE

Board of Trustees, September 16, 2020

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

PERSONNEL UPDATES

The following personnel changes have taken place since the last Board of Trustees meeting:

- The new Director of Admissions, Dr. Jason Morgan, began on September 1, 2020.
- A newly created position, Associate Director of Admissions for Dual Enrollment, has been created and filled by Kijaffa Butler. Ms. Butler began this position on September 1, 2020.
- The new Associate Director for Financial Aid, Saleem Chaudhry, began on September, 8, 2020.
- The Director of Financial Aid, Dawn Langdon, will begin on September 24, 2020.
- The Director of Testing and Accommodative Services search is nearing completion and a selection of a candidate should be made soon.
- The search for a new Director of Student Life and Engagement will begin this month.
- The Student Support Services Transfer Specialist position was eliminated due to the expiration of the Grant on August 31, 2020. The new grant period replaced the expired position with the Retention Counselor position. Ms. Freda Davis has taken on this role as of September 2, 2020.
- There are currently three academic advisor positions within the Student Success Center that will be filled over the next few weeks.

VIRTUAL COMMENCEMENT FOR THE CLASS OF 2020 (SUMMER 2019, FALL 2019, AND SPRING 2020 GRADUATES)

BCCC held its first Virtual Commencement Ceremony on August 22, 2020. The Records and Registration office worked very closely with all areas of The College to provide graduates with home delivered graduation boxes that included regalia, degree covers, degree shingles, and BCCC paraphernalia to commemorate their accomplishments. The ceremony was hosted via the YouTube platform.

Below is a breakdown of the students who had degrees and certificates conferred:

COMPLETION	YEAR	SEMESTER CODE	AA	AAS	AS	ASE	AAT	TOTAL DEGREE	CERT	*TOTAL DEGREE & CERT	**Total # of Students
Summer II	2019	A197	10	16	4			30	19	49	45
FALL	2019	A199	32	40	35			107	71	178	163
SPRING	2020	A201	73	125	48	1		247	70	317	290
TOTAL 2019-2020			115	181	87	1		384	160	544	498 (484)

TOTAL # OF GRADUATE STUDENTS: 484
 TOTAL # OF DEGREES AND CERTIFICATES CONFERRED: 544
 TOTAL # OF DEGREE'S CONFERRED: 384
 AA DEGREES: 115
 AAS DEGREES: 181
 AS DEGREES: 87
 ASE DEGREES: 1

TOTAL # OF CERTIFICATE'S CONFERRED: 160



Summer 2020 Degree Conferrals

- 84 students were Summer 2020 graduates (66 degree and 22 certificates were awarded)

COMPLETION	YEAR	SEMESTER CODE	AA	AAS	AS	ASE	AAT	TOTAL DEGREE	CERT	*TOTAL DEGREE & CERT	**Total # of Students
Summer II	2020	A207	26	34	5	1	0	66	22	88	84
FALL	2020	A209	0	0	0	0	0	0	0	0	0
SPRING	2021	A211	0	0	0	0	0	0	0	0	0
TOTAL 2020-2021			26	34	5	1	0	66	22	88	84

VIRTUAL HELPDESK

To maintain ongoing support to students while the institution is operating remotely, Student Affairs has developed the virtual helpdesk space. This helpdesk is supported by the Zoom platform and allows students to log in and to be provided with assistance by several offices—Admissions, Financial Aid, Academic Advisement, and the Mayor’s Scholar’s Program. Once logged into the session, students’ needs are ascertained by staff from across the college and then directed to breakout rooms where they can be supported by various BCCC personnel. This resource has been critically valuable to aiding students during the general registration period. The staff manage the virtual space during the hours and days listed below.

- Monday—9:00 a.m. to 5:00 p.m.
- Tuesday—9:00 a.m. to 6:30 p.m.
- Wednesday—9:00 a.m. to 6:30 p.m.
- Thursday—9:00 a.m. to 5:00 p.m.
- Friday—9:00 a.m. to 5:00 p.m.
- Saturday—9:00 a.m. to 1:00 p.m. (1st, 3rd, and 5th Saturdays)

DEPARTMENTAL UPDATES

- The **Office of Financial Aid** has assisted with the awarding of federal, state, and institutional scholarships for more than 1,473 students at the time of this report. Of this number, 439 Pell Grant recipients are enrolled fulltime. As of September 1, 2020, the Office of Financial Aid received 12,722 2020-2021 Free Applications for Federal Student Aid (FAFSA). At the time of this report, 1,029 students have been awarded. Since working remotely, The Office has also been working very closely with the Office of Student Accounting and the Bookstore to ensure that the process for ordering textbooks (for students utilizing financial aid) was streamlined. In addition to supporting students by telephone and email, the Office of Financial Aid also ensures that staff are present in the virtual helpdesk space to provide assistance to students virtually in Zoom utilizing the breakout room functions.
- BCCC awarded 2,074 students federal CARES Act funding based on the eligibility criteria outlined above. In total, these students will receive approximately \$951,880 of BCCC’s designated allotment for students. The remaining CARES Act funding for emergency student grants is reserved for eligible students who were enrolled in the spring 2020 semester who may need to complete their official 2019-2020 or 2020-2021 FASFA. Students who have not completed the FAFSA are encouraged to do so. Students may contact the Office of Financial Aid to complete and finalize their FASFA.



- The College utilized the schedule below for distribution of funds, based on the student’s enrolled credit hours as of March 13, 2020.

Full-Time (12+ credits)	\$570.00
Three Quarter Time (9-11 credits)	\$470.00
Half-Time (6-8 credits)	\$370.00
Less than Half-Time (1-5 credits)	\$270.00

- The **Office of Records and Registration** worked with all areas with enrollment management functions to streamline the virtual registration of students who are not able to register online. Registration forms are submitted electronically to the Registrar’s office for processing. Over the last two months, Records and Registration worked with college administration to make updates to the website to reduce the amount of steps needed for a student to register. Further updates were also made to the student portal to simplify the registration process for students.
- The Office sent encrypted transcripts electronically via email to official school and government address only and through the National Student Clearinghouse and the University of Maryland electronic transcript website. Enrollment and degree verifications were completed online through the National Student Clearinghouse and via email. A few staff were permitted on campus once a week to process and mail paper transcript requests. The Registrar’s office processed 2,152 transcripts from June 2020 to September 4, 2020 generating \$10,715 for the college.
- The **Student Success Center (SSC)** has been supporting students via telephone, email, and virtually through the virtual helpdesk with the Zoom breakout room platform. This platform allows students to engage with the advisors in a face to face format to be provided with assistance navigating their matriculation as well as being able to be guided through the registration process. All advising services are available virtually to support student needs. 4,719 students checked-in for advising services over the past three months. Student interactions are documented via Microsoft Forms which also supports the tracking of employee accountability.
- To support for a greater demand from students, SSC advisor assignments have shifted from specific career pathway advisors to generalist who advise all students, regardless of program. Virtual programming will be available to engage and support the development of students outside of the classroom during the semester with partnerships across departments throughout the college. Over the summer, SSC advisors conducted group workshops teaching students how to navigate the website and steps to register online. This past summer was also the first year that MSP students were integrated into the advisors’ caseloads. SSC partnered with MSP to ensure that these students were provided the additional support during the 2020 Bridge program.
- **Student Support and Wellness Services (SSWS)** has been able to seamlessly transition services to students through HIPAA-approved video conferencing or phone calls for individual counseling (student preference) and Zoom for wellness workshops and classroom presentations. Over the summer, the office supported the registration effort by helping with MSP, the virtual helpdesk, and the call center while continuing to provide counseling services, wellness workshops, participating in important trainings, and creating new programming.

- Mental health issues are always exacerbated during times of crisis. With both COVID and increasing awareness of social justice issues, it is important to prepare for additional opportunities for support for our community. SSWS redesigned the adventure based PRE100 presentation to an interactive Kahoot on-line game for students to discuss how mental health impacts academic and personal success. SSWS has also decided to hold weekly wellness workshops in the morning and afternoon to capture students' unique circumstances as students, employees, family members, and now as homeschooling teachers. The office also increased social media presence with resources for students.
- SSWS is also proposing to have two counselors be trained to teach Mental Health First Aid to help staff recognize students/staff in distress and how to address it. Additionally, SSWS is developing a proposal for the development of a peer mentoring program that could connect new students with seasoned students and providing virtual activities as a way to build support.
- The **TRIO Student Support Services** program received funding for a new grant cycle on August 11, 2020. The five-year grant of \$1,942,573 runs from September 1, 2020 through August 31, 2025. TRIO SSS is a federally funded program that is designed to increase the retention, graduation, and transfer rates of program eligible students through services that address their academic, personal/social, financial, career, and other needs. An integral part of the overall strategy to meet and exceed the grant goals and objectives related to retention, graduation, and transfer is student outreach and advising. This was the program's priority for the months of June through August. Program staff initiated frequent contacts with participants via emails, phone calls, and Zoom meetings for academic advising and registration. The program has gained seven new participants this summer.
- The **Disability Support Services Center** (DSSC) registered approximately ten (10) students for Summer I accommodations and conducted three (3) new intake sessions. The director conducted several video conferences with prospective fall students and their parents, and faculty to address concerns about accommodative services. Since the transition to online instruction, the department has been consistently posting in Canvas to inform students of MD AHEAD resources such as scholarship, and employment opportunities. The Director has also participated in several Mayor's Scholar's Program information presentations for prospective students.
- Since the pandemic, The **Office of Athletics** has been communicating with the student athletes who participated in the limited 2020 season. The Director briefed the students about the eligibility rules and the current position of the NJCAA relative to continuing eligibility and the impact of COVID-19. Due to the pandemic, the basketball season has been moved to Spring 2020. The NJCAA has its sports sponsorship rules to allow member schools to postpone the start of fall sports like basketball to the spring semester in hopes the COVID-19 pandemic will be more manageable. All athletic activities for the fall have been suspended. The conference schedule has been completed for the basketball teams. The teams are scheduled to play 19 games versus teams in the Maryland Junior College Conference (MDJUCO). The Athletic Director will supplement the conference games with nine additional games to meet the NJCAA contests requirements. Two tournament games have been tentatively planned to take place on campus in Spring 2021. The tournaments will bring four high-school teams and four junior college teams to the campus.



- The Athletic Director has participated in conference professional development webinars sponsored by the National Collegiate Athletic Director’s Association, NJCAA, and the NCAA. The topics included: Thinking Outside of the Box: Planning and Preparing for fall Sports in the Spring, Back on Track: The Return to Training During the Covid 19 Pandemic, The Impact of Black Lives Matter Movement In A Campus Environment, Fieldhouse and Athletic Facilities of The Future, Going Cashless: How College Athletics Are Making The Switch To Touch-Free Fan Experiences, Hiring and Evaluating Talent.

Below is a list of outcomes from program activities and services provided during these months.

FREQUENT CONTACTS WITH STUDENTS

- Total contacts (advising, registration, advocacy via emails, phone calls, zoom meetings) 2,647
- Total number of students contacted 184
- Total students registered for Fall, 2020 (online and virtual registration) 97
- Number of graduates 52 (40 Assoc. and 12 Cert.)
- Number of graduating and/or transferring students 28

STAFF DEVELOPMENT/EVENTS

- MECEO Monday’s Virtual Training, Monday, June 1, 2020
- First-Gen. Professionals Initiative Virtual Session, Tuesday, June 9, 2020
- COE CDL: College – AEEE, CAEOP, MEAEOPP, NEOP, SAEOPP, Tuesday, June 9, 2020
- MSRP – STRIVE TO Thrive Retirement Virtual Webinar, Friday, June 12, 2020
- MSRP – Managing Volatility in 2020 Virtual Retirement Webinar, Friday, June 12, 2020
- MECEO Monday’s SSS – COE Updates & Best Practices, Monday, June 15, 2020
- Building Broader First-generation Services Using SSS as a Compass, Virtually, Thursday, June 18, 2020
- MECEO Monday’s EOC, Monday, June 29, 2020
- MECEO Monday’s Virtual Training, Monday, July 6, 2020
- COE CDL College: AEE, CAEOP, MEAEOPP and SAEOPP July 8, 2020
- Building Broader First- Generation Services Using SSS as a Compass Wednesday, July 15, 2020. First-generation Professionals Initiative Virtual Session, Wednesday July 15, 2020
- Virtual Town Hall Meeting Thursday, July 16, 2020
- COE CDL College: AEE, CAEOP, MEAEOPP and SAEOPP, July 22, 2020
- Prepared and submitted the Program’s virtual congratulatory message to students for commencement, July 31, 2020
- BCCC President’s Forum 8.12.20
- BCCC Professional Development: Show Me the Money: Grant Development & Administration, Wednesday, August 19, 2020
- BCCC Virtual Commencement, Saturday, August 22, 2020
- Assistance with Student Campus Calls Training August 26, 2020
- Virtual Help Desk overview with Dr. Johnson-Ross August 25, 2020

- The **Upward Bound Math and Science** program developed a virtual/online academic/services and activities program in late March which continued through the Spring and Summer (June, July, August). Students and staff utilized both Zoom and Canvas for communication program services. Program staff developed a specific social emotion learning program for all students which allowed close monitoring of students' success and/or problems through the Spring and Summer. The program included consistent communication and support for the program participants and their families. The summer six-week program consisted of the following courses: Computer Science, Basic Science (Biology and Chemistry), English Composition and Literature, Math – Algebra, Geometry, Pre-Calculus, Spanish, Student Internship (College and Career Awareness) and a HBCU history course. Before students check in through Zoom or Canvas, the program staff met each morning to discuss program services, problems, and opportunities. Students check into classes each morning through the Canvas portal.
- In the fall, the program will continue to utilize the Zoom and Canvas platforms for both classes and staff communication, and professional development activities. The professional development activities will focus attention on "the flipped classroom model" which allows students to read materials prior to coming to class where there will be less lecturing and more discussion. The student retention strategy will include developing and maintaining a parent advisory council with the support of two social work graduate school interns.
- The **Office of Judicial Affairs and Title IX** has received new Title IX regulations from the federal government. After a brief comment period, the regulations became official on August 14, 2020. As a result, many changes must be made in terms of compliance. These changes include, but are not limited to, the following:

New Definition of Sexual Harassment

Under the new regulations, prohibited "sexual harassment" means conduct based on sex that satisfies one or more of the following:

- an employee conditioning the provision of an aid, benefit, or service on an individual's participation in unwelcome sexual conduct (i.e., quid pro quo);
- unwelcome conduct determined by a reasonable person to be so severe, pervasive, and objectively offensive that it effectively denies a person equal access to an education program or activity (i.e., hostile environment);
- sexual assault (as defined by Clergy Act), or "dating violence," "domestic violence" and "stalking" (as defined by Violence Against Women Act).

New First Response/Supportive Measures Requirement

The new regulations also establish a first response protocol on the part of Title IX Coordinators that was not required previously. Specifically, if anyone (e.g., a reported survivor of sexual harassment, referred to as a "complainant" in the regulations, whether they wish to pursue a complaint or not, or a third-party reporter) reports sexual harassment through any method, the Title IX Coordinator or designee must:

- promptly contact the complainant to discuss the availability of supportive measures;
- consider the complainant's wishes with respect to supportive measures;
- inform the complainant of availability of supportive measures with or without filing a complaint;
- explain to the complainant the process for filing a formal complaint.



New Procedural Requirements

- a presumption of innocence throughout the process, with the burden of proof on the institution;
- a prohibition of the single-investigator model in which the investigator decides regarding responsibility without a hearing, instead requiring a decision-maker separate from the Title IX Coordinator or investigator;
- a requirement to use either the clear or convincing standard of preponderance of the evidence standard;
- written notice of allegations and an equal opportunity for all parties and their advisors to review the evidence;
- live hearings;
- anti-retaliation protections;
- an equal opportunity for all parties to appeal;
- all training materials must be posted on the institution's website;
- all involved staff members must have at least eight (8) hours of training annually (except advisors);
- To that end, changes to the website, Sexual Misconduct procedures and information to students (brochures, posters, signs, and handouts), are being revised and redesigned.

The Office is also continuing to work with Pre 100 classes and other faculty to conduct workshops and program related to student conduct. Other workshops that the office has conducted with faculty and staff are:

- Strategies for Creating a Harassment-Free Virtual Learning Environment;
- Face-to-Face, On-line, or Virtually, Our Responsibilities are the Same;
- Discuss expectations for the virtual environment;
- Title IX and Reminding students of reporting responsibilities.



Baltimore City Community College

CABINET UPDATE

Board of Trustees, September 16, 2020

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

General External Audit Highlights

- The BCCC audit of the Financial Statements for FY2020 is in progress
- This is the first year the college has engaged Clifton Larson Allen (CLA) as external auditors
- The CLA audit includes the College's Financial Statements, WBJC's financial statements, the enrollment audit, the CC-4 and the Single Audit
- With (CLA) being new to the State and College audit, many additional schedules and information are required
- Staff continues to provide auditors with the requested schedules and supporting data files
- State components required for the audit are in progress, e.g. Workers Compensation information
- New audit requirements are also considered in the FY20 audit related to CoVID 19 e.g. CARES Act funding
- Due to late reporting from Department of General Services (DGS) for expenses for the Admin Wing (\$874K reported spent in FY20), caused depreciation and cost to be adjusted in FY20
- Despite lost revenues and additional expenditures due to COVID-19, due to the emphasis of controlling costs, FY20 is trending positively related to revenue, fund balance and controlled costs
- WBJC-FM has also been trending positively throughout the audit related to revenue and controlled costs
- Much of the CARES funding is still available for spending in FY21

BURSAR'S OFFICE

- Continuously assisting and resolving student Fall registration issues
- Continue to setup bookstore accounts so the students will be able to use the 3rd party funds for their book purchases
- Assisted students with setting up a payment plans to enable their Fall class registration
- Collaborated with the Bookstore to setup an account in Cashnet's system so students can use their credit card to pay for their textbooks
- Collaborated with the Financial Aid Office (FAO) to setup a database for information to be provided regularly to students reflecting their current available balances in the Bookstore system
- Collaborated with the FAO to resolve Regent student award posting
- Cross-functionally worked with Payroll and the FAO to reconcile the Federal Work Study program
- Created an automated program to resolve Heartland ECSI accounts that could not be invoiced as well as invoices being rejected from PayPal, enabling timely invoices to students

CONTROLLER OFFICE & GENERAL ACCOUNTING

- Concluded closing the FY20 financial/fiscal year
- Providing auditors with various requests for the College, WBJC, Enrollment, CC-4 and Single Audit
- Worked with Student Affairs and CLA auditors to facilitate providing the necessary information regarding the Financial Aid audit from FY2019
- Supported the Budget Office and other divisions on the Managing for Results (MFR) requirements
- Working with the Treasurer's Office and BB&T to convert the Bookstore system, the Cashier system, and WBJC-FM from Bank of America to BB&T (as required by the State of Maryland)
- Worked with the Grants Office and Grants Development Office on various required reporting metrics



- Worked with Institutional Research on the required Middle States reporting
- Supported Accounts Payable in paying past due invoices
- Worked with the Budget Office on the COVID-19 expenditures and lost revenues

ACCOUNTS PAYABLE

- Compiled and provided documentation for the annual statutory year-end audit
- Continuing to work with the Bookstore and other areas on past due invoices
- Closed 130 purchase orders at fiscal year as required by the General Accounting Division (GAD).

BUDGET OFFICE

- Facilitated the collaboration, review, and consolidation of College-wide information for submission the comprehensive State's DBM FY22 budget submission
- Created SharePoint site for BCCC's FY 2022 Budget Detail
- Reviewing FY22 budget reduction options for \$3.6M (appropriation reduction proposed by the state)
 - Worked with the Payroll Department to determine salary savings for both PIN and contractual salaries
- Submitted the (MFR) Managing for Results to align with the State's strategic plan
- Worked with the payroll department to fund various unrestricted accounts and restricted grants for contracts
- Set up various restricted budget amendments in FMIS
- Worked with HR to complete monthly PIN vacancy report
- Working on draft documentation of the College's internal and external budget development process
- Facilitated the collaboration, review, and consolidation of College-wide provided information and documents to submit a comprehensive submission to the State Treasurer's Office to secure certificates of insurance for the College Allied Health programs (credit and non-credit) for 2020-2021 school year
- Continue to support staff with FMIS access and collaborative training with procurement
- Completed RFP financial analyses to evaluate ERP contract expenditure schedule and multi-year financial impact

FOUNDATION ACCOUNTING

- Continue to work with CLA by providing audit deliverables to the auditors for sample selection and testing
- Renewed COI for Baltimore Children and Youth Fund to enable the Foundation/College to receive funds for workforce development programs
- Drafting a workplan to establish a process with the Grants Administration Department to align potential grant funds with the Foundation's projected revenue on a monthly basis

PROCUREMENT

- Continue to process purchase orders timely – August POs totaled \$1,064,913.00
- Created working draft of the Procurement training presentation/PowerPoint
- Working with Budget to have requisitions corrected and transferred to the existing fiscal year for review and approval.
- RFP – Campus-wide Enterprise Resource Planning (ERP) Implementation: Evaluation committee selected a vendor for recommendation for award. Vendor and BCCC engaging in payment terms and reviewing additional redlined language.
- Generator Preventive Maintenance and Emergency Service: The solicitation was reviewed and approved by Facilities for Preventive and Emergency Generator Maintenance Service. Estimated contract value is



\$75K for 3 years. DGS/OSP Approval received and the Invitation for Bid (IFB) was posted and closed on 8/31/2020

- Regent Education, Inc.: Submitted documentation to exercise Option one (1) in the amount of \$170,000 Currently waiting for approval to move forward
- Heartland/ECSI: Sole Source contract requires PBW approval and retroactive forgiveness; and submitted to AAG for review
- Continue working with vendors to remove automatic renewals from their Terms and Conditions, (e.g. software). This includes terminating services that are no longer being utilized
- Two - Way Radios (Public Safety): A solicitation for Two-way Radio was issued to ten (10) DOIT Master Contractors. One proposal was received and approved by Doit for \$65,225.19
- MBE: Submitted MBE Waiver Report to the State
- Training: Continued FMIS training cross-departmentally
- Establishing a workflow plan to review requisitions with departments reinforce using Statewide contracts, when possible
- Establishing a workflow plan to work with departments to negotiate better pricing and longer terms for possible cost saving of goods and services.
- Working with Accounts Payable and departments to reduce the number of past due invoices requiring Purchase Orders to comply with COMAR Title 21 State Procurement Regulations



Baltimore City Community College

CABINET UPDATE

Board of Trustees, September 16, 2020

Mr. Stephan Byam, Chief Information Officer

TECHNOLOGY

Enterprise Resource Planning (ERP) Project

The ERP Project continues to maintain a “Green” status from Maryland’s Department of IT (DoIT).

The College received responses to the Request for Proposal (RFP), that was released in April 2020, from two recognized vendors in the Higher Education ERP industry.

An evaluation committee reviewed the proposals beginning on June 11, 2020. The committee consisted of three (3) Cabinet members and two (2) directors of functional areas; along with “Technical Consultants” who brought subject matter expertise from some of the functional areas. After the proposals were reviewed, oral presentations were made to the evaluation committee by each of the vendors. After the oral presentations were completed, the committee then reviewed the financial proposals and made a recommendation to the President and the Executive Steering Committee for which proposal should move forward for contract negotiation.

As of September 1, 2020, the College is in contract negotiations and is expected to make a recommendation to the Department of General Services on or before the second week of September 2020.

Operations

Telephone Services: Information Technology Services (ITS) has identified additional services in its telecommunication inventory with Verizon that can be eliminated. Of the original \$13.6k monthly expense (which was reduced by approximately 20%) an additional \$2,500 has been identified for elimination. This represents an approximate 37% in reduction in telecommunication expenditures. A further reduction in monthly expense of approximately \$1,500 will be realized when the transition from Verizon to Microsoft phone service for the WBJC offices and BioPark and Harbor Campus locations is completed.

Freshservice Mobile App and Portal:

ITS has been implementing a Mobile App and Portal to be released this fall. This Freshservice Mobile App and Portal allow students, faculty, and staff to easily submit, track and manage IT requests on their phones or tablets while on go. With the App and the Portal, the IT staff will be able to respond quickly to incidents and service requests as they allow input of information in pre-defined fields that are pertinent to issue resolution.

Self-Service Password Reset:

ITS has deployed Self-Service Password Reset that allows users to reset their passwords online without Help Desk assistance. Users have been asked to enroll in SSPR and reminders will continue to be distributed for the staff and faculty to enroll in the program.

Multi-Factor Authentication:

ITS has implemented Multi-Factor Authentication (MFA) for all staff and faculty to improve the security of our systems in our remote-work environment. An app on a smartphone will be used together with BCCC username and passwords to log on to college IT accounts. This makes stealing passwords less useful to an attacker.



Student Portal: (Troubleshooting and upgrade):

The college has experienced several issues with the current Student Portal including security warning messages, difficulty in navigation and outages. Most every issue is directly related to the decades-old technology the current Student Portal runs on. For the short term, ITS has worked to simplify the navigation of the portal. ITS has also engaged a local vendor to assist with upgrading the portal server to a current version. In the long term, the portal will be replaced by the portal provided with the upcoming ERP solution.

Disaster Recovery (DR) Testing:

Abtech, a Disaster Recovery Services vendor, has been engaged to assist ITS to load a backup of the HPLAN application to be accessible from the cloud to provide for staff from key functional areas to perform disaster recovery testing. The DR testing site will be made available for testing the week of September 14th. Each functional area of the College has submitted work processes that will be tested in the DR site. In addition, a DR team group student life cycle test is scheduled to take place on September 15.

Online Framework

ITS is providing leadership for the sustained mode of operations for online working and learning. This includes, but is not limited to, options for asynchronous and synchronous classroom learning; teleworking; and process improvements that leverage digital means of information exchange.

ITS is currently undertaking the following to support this framework:

- Testing of virtual computer labs for online delivery of specialized classroom software:
 - ITS in conjunction with the E-Learning Department is working on a trial for a software application called Splashtop, that allows students to login remotely to computer labs on the campus. The benefit for the students is that it allows our students access to specialized software and computing power without having to have a "high-powered" computer or having to purchase expensive software on their own.
- Increase engagement with Academic Affairs to identify opportunities for technological enhancements for course delivery:
 - ITS is working with the newly appointed Director of E-Learning to ensure that the needs of the academic space are met with either the technologies the College currently employs or by aiding in the research and vetting of new technologies
- Training for MS Teams (telephony, chat, collaboration) - approximately 40 employees have participated in Microsoft-provided training for Teams:
 - ITS is continuing the transition to Teams for the College. Teams is a chat-based collaboration platform complete with document sharing, online meetings, and other useful features for business communications.
- Sponsored Internet for Students
 - ITS is working with an Internet Service Provider (ISP) to secure low-cost internet services to students who are in need.



Baltimore City Community College

CABINET UPDATE

Board of Trustees, September 16, 2020

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

FALL 2020 CREDIT ENROLLMENT

In fall 2019, BCCC was one of just four Maryland’s community college that did not experience a decline in its credit enrollment; the College had an increase of 8.5% from fall 2018 (from 4,523 to 4,909). In response to the COVID-19 pandemic, fall 2020 registration start dates varied among community colleges with some in mid-March and one as late as June 1. BCCC delayed the opening of fall registration until after the Memorial Day holiday, approximately five weeks later than in prior fall semesters as it prepared to implement an entirely remote schedule of classes.

The Maryland Community College Research Group is collecting enrollment data for each community college’s first day of classes as compared to their respective first days in fall 2019, which are reflected in table 1. Among the community colleges that have shared their preliminary enrollment figures, all are experiencing declines. Since the first day of classes, the College’s enrollment has continued to increase and registration for the 16-week session was extended to September 8. ***As of Tuesday, September 15, headcount stood at 3,701, 16.8% down from the same point in time for fall 2019. The institution of a 10-week term to increase enrollment is under consideration at the Cabinet level as well as enhancing the Dual Enrollment Program with key partners including the Baltimore Public City School System.***

Table 1. Maryland Community Colleges Preliminary Fall 2020 Headcount and FTE Enrollment

College	Date Registration Opens	First Day Date	Headcount		Eligible FTE		Total FTE	
			#	%	#	%	#	%
Allegany	05/4/2020	8/24/2020	1,951	-9.8%	393.0	-7.7%	659.9	-6.7%
Anne Arundel	06/01/2020	8/31/2020	11,164	-6.4%	2,997.7	-6.6%	3,096.2	-6.5%
Baltimore City	05/27/2020	08/24/2020	3,340	-21.3%	900.7	-21.4%	1008.6	-28.9%
Baltimore County		8/31/2020	16,519	-3.1%	NA	NA	4,670.2	-1.6%
Carroll	04/14/2020	8/31/2020	3,004	-3.0%	NA	NA	866.0	-3.8%
Cecil	04/01/2020	8/24/2020	1,828	-13.3%	481.1	-14.3%	546.2	-15.2%
Chesapeake	05/11/2020	8/24/2020	1,860	-14.1%	N/A	N/A	510.9	-10.0%
Frederick	04/17/2020	8/22/2020	5,140	-16.1%	N/A	N/A	1,630.0	-11.1%
Garrett	04/6/2020							
Hagerstown	04/06/2020	8/31/2020	3,181	-10.5%	792.3	-11.2	981.2	-9.2%
Harford	04/8/2020	8/24/2020	4,857	-9.3%	NA	NA	1,478.3	-9.3%
Howard	03/17/2020	8/22/2020	8,372	-6.8%	2,348.8	-7.4%	2,437.2	-7.0%
Montgomery	05/11/2020	8/31/2020	19,314	-8.4%	N/A	N/A	5,936.0	-8.1%
Prince George's	04/13/2020							
Southern Maryland	04/20/2020	8/26/2020	5,849	-4.8%	N/A	N/A	1,757.4	-3.4%
Wor-Wic	03/20/2020	9/9/2020						



FY 2020 CREDIT & NON-CREDIT FTEs

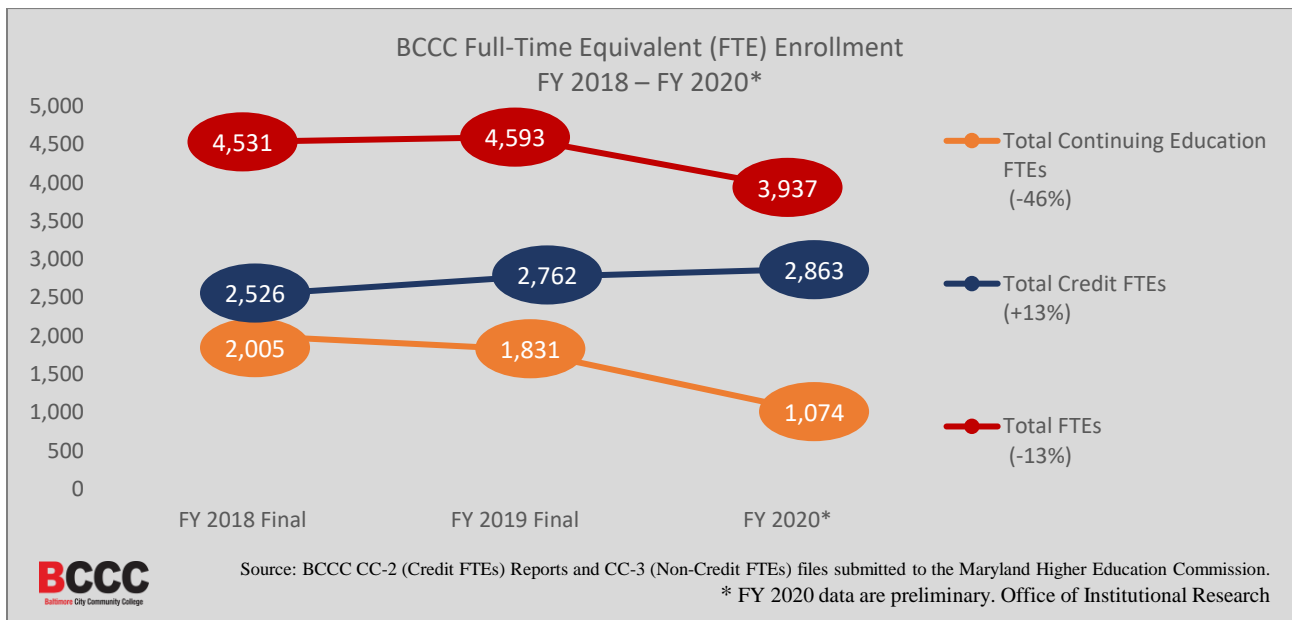
In August, the College submitted its FY 2020 Full-Time Equivalent (FTE) enrollment report and file to the Maryland Higher Education Commission (MHEC).

The “CC-2” Credit Enrollment Report and the “CC-3” Continuing Education Enrollment File are annual MHEC reporting requirements (due on August 5 for the prior fiscal year). Through these submissions, Maryland community colleges submit credit and continuing education FTEs for which they are requesting State Aid (commonly referred to as “eligible” FTEs). The audited eligible FY 2020 FTEs will serve as the basis for State aid in FY 2022.

The FY 2020 CC-2 and CC-3 were submitted on August 5. The CC-2 reported 2,591 eligible credit FTEs, an increase of 4.6% from FY 2019. The CC-3 reported 1,054 eligible continuing education FTEs, a decrease of 30.0% from FY 2019. The total credit and continuing education eligible FTEs submitted is 3,645, a decrease of 8.5% from FY 2019. The graph below provides the trends in total FTEs, including ineligible, for the most recent three years.

MHEC will conduct their own review process and will provide a transmittal letter indicating their acceptance of the eligible FTEs submitted via the CC-2 and CC-3 submissions. The transmittal letter from MHEC, CC-2 form and back-up data files, and CC-3 summary and detail data files will be shared as part of the College’s external financial audit process being conducted this semester. Prior to completion of the external audit, BCCC’s FY 2020 eligible FTEs should be considered preliminary and referred to as “unaudited eligible FTEs.”

The preparation of the CC-2 and CC-3 submissions is completed through the collaborative work of the Offices of Institutional Research, Information Technology Services, Registration, Admissions, and the Workforce Development and Continuing Education Division.





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

- Maryland Higher Education Commission
 - Degree Information System file for FY 2020
 - Enrollment Report for Credit Courses for FY 2020 (CC-2)
 - Enrollment Report for (Equated Credit) Continuing Education Courses for FY 2020 (CC-3)
 - External Credit System file for FY 2020
 - Annual Report on Exemption for Non-Resident Tuition for Undocumented Immigrants
- Maryland Department of Labor
 - Workforce Investment Opportunity Act (WIOA) Program Performance Data File
- National Council for State Authorization Reciprocity Agreements (NC-SARA)
 - Distance Education Enrollment and Out of State Learning Sites Data Submission

GRANT SUBMISSIONS & AWARDS UPDATE

<i>New Grant Submissions for 2020-2021</i>	Amount	Status
Student Support Services/TRIO	\$ 1,929,070	Awarded
P TECH Supplemental	\$ 59,677	Awarded
Adult Basic Education (ABE)	\$ 834,237	Awarded
Baltimore's Promise Grads2Careers	\$ 66,000	Awarded
Campus Consortium Artificial Intelligence Chatbot	\$ (50,000)	Under consideration
Campus Consortium Business Continuity Planning Audit	\$ (20,000)	Under consideration
Campus Consortium Online Learning & Work from Home	\$ (100,000)	Under consideration
Campus Consortium Student Engagement Mobile App	\$ (100,000)	Under consideration
Carl D. Perkins	\$ 293,580	Awarded
Child Care Access Means Parents in School (CCAMPIS)	\$ 90,760	Awarded
Child Care Career Prof Dev Fund (CCCPDF)	\$ 96,212	Awarded
Corporation Public Broadcasting/WBJC	\$ 143,233	Awarded
Governor's Emergency Education Relief (GEER)	\$ 754,357	Awarded
Maryland Near Completer One Step Away	\$ 51,114	Awarded
Maryland Office of Refugees & Asylees (MORA)	\$ 600,604	Awarded
Maryland Open Source Textbook MOST OER Mini Grant	\$ 3,000	Awarded
NASA Morgan State University	\$ (601,725)	In Progress
National Security Agency NSA Cybersecurity Capacity Building	\$ 300,000	Awarded
Prevent Cancer Foundation	\$ (25,000)	Not Awarded
Total Awarded	\$ 4,325,119	

Featured Grant

BCCC was awarded a \$300,000 Cybersecurity Diversity Education Initiative (CEDI) capacity building grant, funded by the National Security Agency (NSA) to develop a Cybersecurity Computer Forensics program. Students will research and obtain hands-on experience with an extensive range of security assessment and analysis tools to detect intrusion activity. These tools are an essential step for businesses to mitigate vulnerabilities using state-of-the-art technology. The CEDI grant will support more than 100 students and provide over 40 scholarships. This grant is the initial step towards BCCC seeking recognition as a Center of Excellence in Cyber Security.



Baltimore City Community College

CABINET UPDATE

Board of Trustees, September 16, 2020

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

COMMUNICATIONS/ PUBLIC AFFAIRS

The Communications Department engaged media to promote the College's Summer and Fall enrollment, community outreach efforts, remote status and free tuition which yielded the following publicity:

- Baltimore Times, August 21, 2020 – “BCCC announces tuition free fall classes”
- Daily Record, August 20, 2020 – “Baltimore City Community College to celebrate virtual commencement”
- Central Maryland, August 13, 2020 – “Baltimore City Community College Offering Free Fall Tuition As Classes Shift Online Due To Coronavirus”
- CITYBIZLIST, August 11, 2020 – “BCCC to Offer Tuition-free Classes for the Fall to Eligible Students”
- CBS Baltimore, August 10, 2020 – “Baltimore City Community College Offering Free Fall Tuition As Classes Shift Online Due To Coronavirus”
- Daily Record, August 10, 2020 – “BCCC to offer tuition-free classes for fall semester”
- Daily Record, August 7, 2020 – “ BCCC to continue online instruction in fall”
- CBS Baltimore, August 6, 2020 – “Coronavirus Latest: Loyola University Maryland, Baltimore City Community College To Offer Online-Only Instruction For Fall Semester”
- BBJ, August 6, 2020 – “Listeners help Baltimore's public radio stations survive the pandemic”
- Washington Afro-American, July 16 , 2020– “Councilman Leon F. Pinkett, III, Together Assisting People (TAP), and Baltimore Ravens Andre Smith Partner to Provide 80,000 Pounds of Fresh Fruit & Vegetables to Families Impacted by COVID-19”
- Daily Record, June 29, 2020 – “Baltimore City Community College to serve as summer food distribution site”

President McCurdy was interviewed on several local radio stations about the College's free tuition initiative:

- WBJC-FM (BCCC Radio) on August 22, 2020
- The Larry Young Morning Show on WOLB-AM on August 21 & 24, 2020
- Magic 95.9, FM “Ryan Da Lion” morning show on August 18, 2020
- 92Q-FM, afternoon show on August 18, 2020

Additionally, Senator Cory McCray (BCCC alumnus) wrote an op ed in support of funding for the College:

- Baltimore Sun, August 25, 2020 – “BCCC improving, but needs state funding to continue progress – COMMENTARY”



WBJC

Ms. Jennifer LaFleur was hired as WBJC’s new underwriter/ development director. Ms. LaFleur comes with extensive media sales and underwriting experience including at iHeart Media, Baltimore Sun Media Group and WYPR.

The radio station conducted the following interviews to highlight community resources:

- Maryland Pro Bono Resource Center- Guests Cate Scenna and John Warshawsky
- Maryland Health Care Commission- Guest: Nikki Majewski, Chief of Health Information Technology
- CASH Campaign of Maryland- Guest: Sue Rogan, Director of Strategic Partnerships
- Encore Creativity for Older Adults- Guest: Jeanne Kelly, Founder and Artistic Director
- Hermandad- Guest: John Knight, President
- Concern4Kids- Guest: Carrie Knebel, Executive Director; MARFY (Maryland Association of Resources for Families and Youth) to help foster kids cope with the stress of life during COVID – 19
- Baltimore City Child Care Resource Center- Guest: Suzanne Funk, Infant and Early Childhood Mental Health Specialist
- SOAR (Securing Older Adult Resources)- Guest: Francine Hyman, Financial Counselor
- Maryland Consumer Rights Commission’s Fair Housing Action Center- Guest: Carol Ott, Tenant Advocacy Director
- TAP (Together Assisting People)- Guests: Chris Rogers, Executive Director of TAP and Baltimore City Councilman Leon F. Pinkett III
- Enoch Pratt Free Library- Guest: Heidi Daniel President and CEO
- Author Charita Cole Brown- People of Color Mental Health Awareness Month
- Vet Dogs- Guest Joe Worely
- Bmore Kind Food Bank- Guest: Kate Pika, Marketing and PR Director
- CASH Campaign of Maryland- Guest: Francesca Jean-Baptiste, Director of Tax Partnerships
- Parks and People Foundation- Guest: Dr. Franklin Lance, President and CEO
- Author Carol Franks Randall
- Author and President of the Robin Hood Foundation Wes Moore

EVENTS

The Events and Marketing teams helped organize and/ or provided support for the following events:

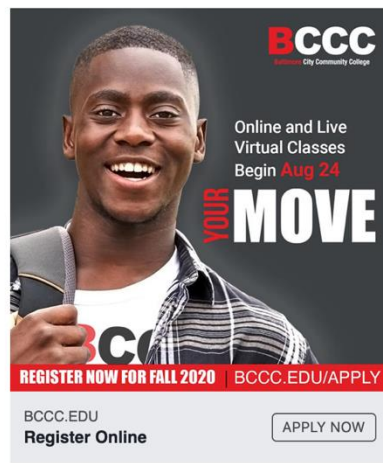
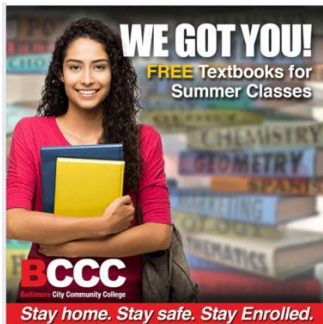
- Virtual Commencement- August 22, 2020
 - Graduate Box contents including program and invitation
 - Class of 2020 Webpage
 - Video Production
- President’s Forum- August 12, 2020
- Together Assisting People (T.A.P.) Food Distribution Initiative- July 18, 2020
- President’s Townhall- July 16, 2020

MARKETING

The new Director of Marketing, Michael Berends, started on September 1, 2020. Mr. Berends is the former Associate Vice President of Marketing at Towson University where he served for 15 years and was responsible for achieving record enrollment growth and revenue.

Marketing priorities included summer and fall enrollment promotion, production of program brochures, and other Realignment Task 8 deliverables including:

- Audit of the seal and logo conducted by Hatcher Group
- Continuation of the *We Got You* Free Textbook campaign and promotion on social media and digital advertising
- *Your Move* marketing campaign consisting of the following:
 - Three postcard mailers sent to current students (5,000), Near Completers (6,629) and prospective students with Completed Application Only (12,826)
 - Advertising featured on
 - Elevator Wrap “The Cube” located at Baltimore and President Street
 - Buses
 - Mall kiosks located at Mondawmin, Gallery, White Marsh and Towson malls
 - Radio Ad - 30 second spot running on
 - WERQ-FM, 92Q
 - WWIN-FM, 95.9
 - WWIN-AM, 1400 Spirit
 - WLIF-FM HD2, 106 Praise
 - WOLB-AM, 1010







Brochure drafts of the following academic programs were completed and submitted for review:

- Biotechnology
- Dental Hygiene
- EMS
- HIT
- Nursing
- PT Assistant
- Respiratory Therapist
- Surgical Technologist
- Arts and Social Sciences

DEVELOPMENT

The BCCC Foundation awarded \$27,315 in scholarships to over 65 students to help defray Fall semester expenses.

The Foundation's audit is underway and is expected to be completed by late September, early October. The Development Director's position was eliminated in June and a potential new position to support fundraising efforts is being reviewed.

Alumni engagement included:

- Special congratulatory messages to the Class of 2020 from alumni US Representative Kweisi Mfume, Senator Cory McCray, Milton Hunt, Debra Vines, and members of the class of 2019.
- Alumni Association participation in a virtual conversation with Academy Award nominee Alfre Woodard and Black Lives Matter co-founder Patrisse Cullors after viewing the film *Clemency* on Wednesday, July 29.
- Alumni Association participation with NextAct Cinema to watch a live streamed jazz performance on Friday, July 17.

FUTURE: What to expect next

Customer Service Enhancement

- Establish a Service Request System (Fresh Service)
- Provide monthly brown bag discussions about marketing topics
- Survey faculty/ staff regarding specific needs
- Ensure routine focus groups and data collection resumes
- Establish official Secret Shopper program
- Establish process for reviewing and sharing consumer feedback posted on social media, web

Social Media

- Aggressive Commencement Updates and Countdown starting this weekend
- Continue with updates re Student Support Services and Registration
- Highlight Academic and WDCE Programs
- Faculty and Staff Spotlights
- Student Testimonials
- Continue running Enrollment Ads for Fall Term (August - Oct.)
- Create Facebook Page for International Students
- Resurface *Thankful* Video Series by Students

Print/Publications



- Annual publication review and print schedule
- Continue with publication of Academic brochures
- Create International Students Brochure
- Create Veteran Services Brochure
- Review all Student Services/ Student Life brochures for refresh
- Review of WDCE brochures for potential refresh
- Provide quarterly training to faculty/ staff on marketing templates, Style Guide usage
 - Provide concierge service to all student facing departments

Website

- Continue aggressive pace for website edits via intrusive Subject Matter Expert Alerts and request for Copy Updates using an established review process.
- Plan for full review of website.
- Add Virtual Campus Tour.
- Work with Blackboard to improve the overall look and functionality of website to improve user experience.

Signage

- Execute Marquee/ Electronic Sign replacement project for front entrance at Liberty Campus
- Execute External Campus Wayfinding Signage project
- Complete parking lot signage project

Logo

- Finalization of Logo and Campus wide Roll Out including focus groups

Community Engagement

- More virtual events including speakers series
- More partnering with City and other community organizations to maximize outdoor Campus spaces
- More community affairs programming on WBJC

Communications/ Media Relations

- Return to weekly newsletter for employees
- Aggressive promotion of BCCC student successes
- Aggressive media pitches of BCCC faculty as subject matter experts
- Weekly appearance of Dr. McCurdy on WBJC- McCurdy Mondays
- 3-5 press releases, story pitches, interviews per week
- Curating of faculty, staff and student testimonials

Social Media

- Increased social media presence
- Increase in social media followers and engagement
- Establishing clear ROI feedback and metrics



Baltimore City Community College

CABINET UPDATE

Board of Trustees, September 16, 2020

Dr. Debora Johnson-Ross, Director, Mayor’s Scholars Program

GRADUATES

We are pleased to acknowledge the graduation of two Cohort I Mayor’s Scholars this summer – Christopher Davis and Yitzchok (YY) Vidal. Christopher will attend the University of Baltimore with a Parsons Scholarship and YY will attend Towson University.

STAFFING

The Mayor’s Scholars Program, as previously reported, has been fully integrated into the fabric of the College. Advising is now provided by the Student Success Center and all other student support services are provided by the appropriate offices. The program is staffed by a director and an administrative coordinator who work closely with Academic Affairs and Student Affairs to ensure program sustainability.

SUMMER BRIDGE 2020

In keeping with the College’s current practice, all Summer Bridge classes and events were delivered virtually in collaboration with and support from Academic Affairs, Student Affairs, IT, Advancement and Strategic Planning and all college divisions.

The 2020 Summer Bridge differed from 2018 and 2019 by offering more credit accumulation opportunities for students. It was also innovative by necessity, using Zoom as a platform to deliver all of the student support services. The virtual help desk implemented by the Mayor’s Scholars Program has become a platform for providing advising, financial aid and general student support for the fall semester.

Enrollment

There were 258 students enrolled in Cohort III of the Mayor’s Scholars Program. Included in this number were:

- Youthworks participants 87
- CASA scholarship recipients 24
- ESL students 23
- Workforce students 32

Cohort III Demographics

Race:

African American	84%
American Indian	1%
Asian	1%
Other	8%
White	3%
No response	2%

Gender:

Female	70%
Male	30%

Ethnicity

LatinX	11%
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Academics

Students were offered college-level and developmental courses which allowed them to accumulate from one to six credits during the Summer II session. Students who had earned college credits via dual enrollment or P-TECH were enrolled in general education courses. Non-credit courses were also offered for Workforce and English language students.



The courses offered included:

Course Code	Course Title	Credits
PRE 100	Preparation for Academic Achievement	1 credit
ENG 101	English Writing	3 credits
RENG 91	English and Reading Skills	4 credits
RENG 92	Composition Skills	4 credits
MAT 128	Pre-calculus I: College Algebra	3 credits
MAT 107	Modern Elementary Statistics	3 credits
MAT 92	Intermediate Algebra	4 credits
MAT 86	Integ Pre & Intro Algebra	5 credits
PSY 101	Introductory Psychology	3 credits
SOC 101	Introduction to Sociology	3 credits
MSPE101	Mayors Scholars Program – English	Non credit
MSPW1	MSP Workforce Workwise	Non credit

Source: BCCC Records

Student Support Services and Co-Curricular Activities

During Orientation week and throughout the Summer Bridge, various Student Affairs offices provided workshops, began preparing students for the Fall semester and offered opportunities for social engagement. Some of the events included:

- Student Engagement and Campus Services: Supporting You
- Disability Support Services
- Community Standards
- Online Learning for New College Students
- Living and Learning in a New Environment
- Test Anxiety and Time Management
- School Life Balance
- Understanding Your Educational Plan
- Preparing for Fall Registration
- MSP Chat and Chill
- Social activities: Kahoot (trivia game), Karaoke Battle, Dance Party

FALL 2020 ENROLLMENT and RETENTION

As of this writing, Fall enrollment and retention numbers for Mayor’s Scholars are:

Semester	Cohort 1	Cohort 1 Retention	Cohort 2	Cohort 2 Retention	Cohort 3	Total
Fall 2018	335	n/a	n/a	n/a	n/a	335
Fall 2019	143	43%	381	n/a	n/a	524
Fall 2020	84	25%	153	40%	258	495

Source: BCCC Student Information System and MSP Records

The 495 scholars enrolled in the Fall 2020 semester includes 63 English Language Institute (ELI) credit students and 9 non-credit Workforce Development students. Registration is ongoing so the enrollment reported here may not be the final count for the semester.

REPORTS

An updated Joint Chairmen’s Report on Enrollment and the Mayor’s Scholars Program (MSP) is due in November 2020 and is currently in development.



Baltimore City Community College

CABINET UPDATE

Board of Trustees, September 16, 2020

Ms. Lyllis M. Green, Chief Internal Auditor

INTERNAL AUDITS, REVIEWS AND INVESTIGATIONS

Internal Audit activity during the months of June, July and August included reviews of employees’ activities reported by whistleblowers, follow-up reviews of external audit findings, as well as tests of internal controls related to Information Technology external audit findings. The reviews required collaboration with the College’s President, General Counsel, the Assistant Attorney General, and the President’s Cabinet. Additionally, several staff members from the Administration & Finance Division, Information Technology Services, the Office of Public Safety, and the Office of Human Resources provided information and/or assistance.

EXTERNAL AUDITS

Annual Financial BCCC Audit

This year, the College’s annual financial audit is being performed by Clifton, Larson, Allen LLP. We are familiar with the audit firm as they have audited the BCCC Foundation for the past several years. The auditors are expected to perform the review during the summer months with submission during October in accordance with the State’s requirement.

Maryland Higher Education Commission (MHEC) Audit

Staff in the Student Affairs division have been cooperating with MHEC auditors and providing the requested information. The auditors arrived in May.

Legislative Auditors (OLA)

The College continues to address the findings and recommendations from the last Legislative Audit Report that was issued in November 2017. Of the eight findings noted, four have been implemented and the remaining four are partially implemented or in progress. This report shows additional progress, since the last report, on Finding #5 - IT personally identifiable information (PII) and Finding #6 - Malware.

<i>Finding</i>	<i>Recommendation (Excerpts from November 2017 OLA Report)</i>	<i>Observations</i>	<i>Status @ 08/31/2020</i>
1. facilities planning and operations			Partially implemented
2. corporate purchase cards,			Implemented (includes repeat finding)
3. Payroll			Implemented
4. affiliated foundation,			Implemented with compensating controls
Information systems (2), 5. Sensitive Personally identifiable information	a. perform a complete inventory of its systems and identify all sensitive PII, b. determine if it is necessary to retain this PII and delete all unnecessary PII,	Software that was purchased in June is now installed with the first PII inventory report generating 62,916 PII items.	a. Implemented b. Partially implemented

<i>Finding</i>	<i>Recommendation (Excerpts from November 2017 OLA Report)</i>	<i>Observations</i>	<i>Status @ 08/31/2020</i>
	<p>c. determine if all necessary PII is properly protected by encryption or other substantial mitigating controls,</p> <p>d. update its databases and systems with encryption capability then encrypt all sensitive PII not otherwise properly protected or employ other substantial mitigating controls to protect this data (repeat).</p>	<p>The next step is the review of inventory and the removal of all unnecessary PII.</p> <p>All necessary PII will be properly protected. Currently, email PII protection is provided by Microsoft365.</p> <p>The Student system's (HP LAN) mitigating controls are being tested to ensure protection of student data by using a unique identifier for students.</p>	<p>c. In progress</p> <p>d. In progress</p>
6. Malware protection for BCCC computers was not sufficient	<p>a. ensure, on an ongoing basis, that all active computers have current signature files, and up-to-date malware protection software installed, and operational;</p> <p>b. limit the assignment of administrative rights on workstations to specific system/network administrators and those users specifically allowed such rights, with any such assignments to non-information technology administrators being justified, approved, documented, and regularly reviewed to determine whether they are still needed (repeat); and</p> <p>c. ensure that all workstations are kept up-to-date for critical security related updates for commonly vulnerable applications (repeat).</p>	<p>a. ITS implemented a process to have all active computers up-to-date and operational and current with signature files and malware protection software consistently.</p> <p>b. The process was initiated in June with full implementation during August. Procedures are being developed with cooperation from the Office of Human Resources to ensure timely notification of assignment and removal of administrative rights.</p> <p>c. The malware protection reporting would not be accurate since all the college's workstations are not powered-up for critical security related updates. The plan to update workstations will be completed as ITS staff return to campus and gain access to offices where the workstations reside.</p>	<p>a. Implemented</p> <p>b. Implemented</p> <p>c. In progress</p>
7. cash receipts			Implemented
8. equipment			Partially implemented

Note: The complete OLA, November 2017 report can be viewed at:
<https://www.ola.state.md.us/Search/Report?keyword=&agencyId=5a8ac903cc9d721804e01114&dateFrom=&dateTo=&reportTypeId=1>



Single Audit Review

The 2019 Single Audit Review for the State of Maryland was received on June 29, 2020. The Single Audit (A-133) examines internal controls over federal funds granted to organizations. In the state of Maryland all federal funds to state agencies are combined for reporting in a single document; however, findings are attributed to the specific agency where they occurred. It should be noted that Baltimore City Community College had no single audit findings reported for 2019 and no outstanding findings from 2018 and 2017.

OFFICE CHANGES

As previously reported, the search for qualified Staff Auditor/EEO Compliance Officer applicants has been unsuccessful. As a result, the job posting was removed pending a review of the position description. The Chief Internal Auditor has been involved in several EEO and ADA employee issues on behalf of the vacant EEO position. Additionally, there is involvement in the Office of Human Resources' reporting responsibilities for the Affirmative Action Plan (AAP), the Annual Equal Employment Opportunity Report and the development of procedures for the Title IX Sexual Misconduct Policy that became effective this year.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, September 16, 2020

Dr. Debra L. McCurdy, President

Realignment Task #1

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

Dr. Liesl Jones, Vice President for Academic Affairs

Strategic Analysis of the College’s course offerings and schedule

Working with an outside consultant, a review of course offerings and scheduling of courses was completed in the spring of 2020. The data from this analysis will be used in conjunction with Program Review and Evaluation to determine priorities for hiring, allocating resources, and sunsetting or growing programs. The analysis will also be used to determine the development of new programs this year and the revision of current programs. For example, our Commuter Information Systems program teaches outdated languages. New courses will be developed based on modern languages and outdated courses will be deleted. The data regarding course scheduling was used to develop the fall schedule. We used the data from the analysis to determine the number of sections to offer for each course as well as the best times to offer those courses based on the enrollments and the fill rates. These current changes and continued review of the schedule will help to build schedules that are student centered.

Program Development

During the Academic year 2019-2020 the college began the planning and the development of the Facilities Master plan. As part of that plan, the Nursing building is slated for renovation to increase the square footage and modernize the laboratories and lecture spaces. The programs housed in the nursing building will need the increased square footage in order to expand. During this Academic year, Nursing, Physical Therapy Assistant, and Dental Hygiene will all be asking their accrediting bodies for a substantial change in program to increase the number of students admitted to the programs. We will also be looking to expand our Health Professions programs into Occupational Therapy and Radiology Technician. These two areas show a potential need in the labor market and will allow growth both in the credit and noncredit programs.

Workforce

In the upcoming Academic Year, based on the Career Pathways, Workforce and Academic Affairs will be developing a plan to cross list courses such that students will get credit towards an Associate degree and/or a Certificate regardless if they are registered as Workforce or if they are registered in the Associate degree program. We will also develop a list of courses offered in Workforce programs that can be used as exemptions/substitutions for courses listed in the Associate degree program or for courses that serve as prerequisites. These actions will help students move between the different credential opportunities at the College.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, September 16, 2020

Dr. Debra L. McCurdy, President

Realignment Task #2

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

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

The Division has expanded business and community partnerships to align programs to the economic development and workforce training needs in Baltimore. These programs have also transitioned to on-line and remote delivery of instruction and testing due to the pandemic.

Workforce Development Program Development and Expansion

- Developing new contract training with Johns Hopkins Hospital, University of Maryland Medical System, and BACH for training designed to advance Certified Nursing Assistants (CNAs) to higher-level Multi-Skilled Medical Technicians and Advanced Patient Care Technicians;
- Offering new Hospitality and Customer Service training with a focus on hotel and lodging services in Baltimore;
- Expanding in-demand Transportation programs with new Diesel Technician II training and a new Commercial Driver’s License (CDL) Training program (Sept. start date); and
- Launching a new Community Health Worker program that incorporates COVID-19 Contact Tracer instruction to meet employment needs in the region.

Expanding grant funding and community partnerships to support student access to Workforce

Development programs (*goal is to have free training for all programs*):

- Increasing the number of approved training programs eligible for WIOA funding through the Mayor’s Office of Employment Development (MOED), from two (2) to five (5);
- Receiving FY21 funding for workforce training scholarships through the Baltimore Children and Youth Fund (BCYF), MHEC Sequence Scholarships; Cyber Warrior Diversity Program; and GEER Funding.

Working with business and community partners to increase student access to programs and employment:

- Expanding Career Services and job placement for all BCCC graduates;
- New contract training agreements include BACH, UMMS, and Bon Secours;
- Renewing annual training contracts with more than 15 organizations, such as Maryland New Direction, and Maryland Restaurant Association.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, September 16, 2020

Dr. Debra L. McCurdy, President

Realignment Task #3

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

Dr. Liesl Jones, Vice President for Academic Affairs

Multiple/Alternative Measures

This summer we implemented multiple or alternate measures to place students in their math and English courses. Some of the measures that were used to review transcripts for placement were overall high school GPA, SAT/ACT scores, grades in AP courses, GED and completion of the high school Transition Course. The rubric outlined in the State’s Career and College Readiness Toolkit was used to develop the alternate measures for placement. The preliminary pass rate in math courses from the summer ranged from 68% to 92% based on the available data. These pass rates are higher than what has been reported in the past. We will be collecting data in the fall and spring semesters from the previous academic year and the current academic year to assess the use of multiple measures for placement as compared to using ACCUPLACER. We will be gathering the data from the English courses as well. The change in placement methods for the fall 2020 semester has greatly reduced the number of students that were placed into remedial education.

Program Development

Current education plans are under review to confirm accuracy to update articulation agreements with our four-year institutions. We analyzed a number of our programs for transferability and are looking to change areas of concentration in Sciences to create a Biology degree and a Chemistry degree. The development of these degrees will also coincide with the new, fourth P-Tech pathway, in General Science with Dunbar High School. We have developed a list of potential new programs based on labor market needs. With that we are looking at two new programs in Health Sciences: Occupational Therapy and Radiology Technician. We are looking to develop programs at BioPark such as Biomedical Engineering and programs on Liberty Campus such as Game Design. Finally, the review of the programs and of the scheduling of courses has shown that we need to update a number of programs in Computer Science and Business.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, September 16, 2020

Dr. Debra L. McCurdy, President

Realignment Task #4

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

Dr. Liesl Jones, Vice President for Academic Affairs

Memorandum of Understanding BCPSS

Meetings were held this summer to discuss P-Tech, Dual Enrollment and the current MOU with Baltimore City Public Schools. Previously, we have had two MOU’s one for BCPSS and one for Renaissance Academy. The main MOU for City Schools does not expire until June 2023.

Dual Enrollment

For the fall semester we will be offering 15 sections of courses across 5 different high schools. We have developed a communication protocol to better inform the high schools of how their students are progressing in the courses. The communication plan is designed to better support the students. Additionally, the embedded tutoring model begun in spring 2020 for the fall will include faculty having office hours in the online tutoring shells. These changes will be assessed throughout the semester to determine what is working and what needs to change.

Several initiatives led by WDCED support implementation of the college’s Career Pathways and increase early college access. The largest of these is the Pathways in Technology Early College High Schools (P-TECH) program which has nearly 300 high students enrolled in college classes.

- The BCCC P-TECH Liaison worked collaboratively with BCPSS schools New Era, Dunbar, and Carver High Schools to enroll all eligible students in the Summer II Term (with a start date of July 7th). All students received support for registration and preparations, including receiving all textbooks by mail.
- The BCCC P-TECH Liaison continues to host weekly communication sessions P-TECH students and families to ensure successful transition for student to college courses and resources.
- The WDCED provides APEX on-line high school courses for credit-recovery. In June, the BCCC APEX instructors provided additional support for grade 12 students so they could complete graduation requirements for the BCPS Class of 2020.
- The Career Services team, in partnership with Workforce Development instructors have developed a Summer Bridge program for the Mayor’s Scholars Program (MSP). Twenty-seven (27) new MSP students who have expressed interest in Workforce Development programs will complete a 5-week, *Career and Workplace Readiness* course to support their transition to the WD program of their choice.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, September 16, 2020

Dr. Debra L. McCurdy, President

Realignment Task #5

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

Ms. Channa Williams, Interim Vice President for Finance

Dr. Stanley Singleton, Vice President for Student Affairs

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

The Enrollment projections for eligible credit students are monitored closely throughout the year by BCCC administration. Credit enrollment is tracked and reported each day by the Office of Institutional Effectiveness Research and Planning (OIERP). Daily enrollment status for the institution is shared with the cabinet and other key stakeholders at the institution.

The enrollment projections for in-state credit students are developed/updated several times a year. The projections for the State budget which are due in early September to the Executive Branch (via Department of Budget of Management or “DBM”), are updated in mid-August. The credit enrollment projections are based on several factors including enrollment of dually enrolled, new, transfer, and returning students; retention rates; Baltimore City Public School System (“BCPSS”) projected high school enrollment and graduation rates; Maryland Higher Education Commission (“MHEC”) projections; and special initiatives such as the P-Tech program and the Mayor’s Scholars Program. Based on trends related to Maryland residency and the ages of dually enrolled students, future ineligible credit FTE enrollment are projected.

After these projections are developed, they are used to calculate various tuition and fee dollar amounts for the College. These enrollment projections affect restricted revenue calculations, including Pell grants, Federal Supplemental Education Opportunity Grant (“FSEOG”), and Federal Work-Study (“FWS”). The projected expenditure and enrollment levels are key factors in the consideration of tuition and fee adjustments to help balance the budget. Each February, updated projections are developed and enhanced to include the next set of multi-year projections. This calculation is used, based upon the aforementioned criteria to project at least three years beyond the previously submitted budget projection. This enhanced projection incorporates new enrollment and budget data pertaining to the most recently completed semesters. BCCC’s budget (part of the Governor’s Budget for the State) for the upcoming fiscal year is typically enacted by the State Legislature in early April. The College continues to align the budget with enrollment projections and has begun the change to enhance this process. A Comprehensive Enrollment Plan is being developed which will create a process which increases the involvement of more areas within the College for this projection. The Divisions of Student Affairs, Academic Affairs, Institutional Effectiveness Research and Planning, along with Administration and Finance will work together in implementing and updating this process. This progression will be used to develop the budget for the state and it will be a measure to determine such factors as optimal class size, untapped markets of potential students, and possible new income sources. This process has been designed to be ongoing and takes place throughout the year. Additional projections will focus on retention and student success measures, and be used for the College’s multi-year projections.

One key factor in determining the realigning the enrollment is ensuring that enrollment and its infrastructure has been strengthened. Over the past year, BCCC has revised processes and identified personnel will further prepare the institution to build enrollment. Some of the specifically identified updates on these initiatives and activities from Fall 2019 and Spring 2020 are noted in the resource documents. The activities in the enrollment report have been provided to give detail on how BCCC plans to improve student enrollment. These initiatives and strategies are organized by targeted student subpopulations that were specifically identified to serve as a precursor to the institution’s forthcoming work on the comprehensive enrollment plan. The groups are: 1. Currently Enrolled



Students/Retention; 2. Dual Enrollment; 3. Near Completers and Complete College Baltimore; 4. LatinX; 5. Veterans and Military Students; 6. International Students; 7. Year Up; 8. Workforce Development and Continuing Education; 9. Promise Academy; and 10. Granville T. Woods Scholars Program.

PERSONNEL UPDATES

The majority of the College's executive leadership team has been in place for less than fifteen months— the President, the Vice President of Academic Affairs, the Vice President of Student Affairs, the General Counsel and the Vice President, Institutional Effectiveness, Research and Planning, and the Mayor's Scholar's Program Director. The Vice Presidents of Workforce Development and Continuing Education and Advancement and Strategic Partnerships are the only executive leadership team members who have been at the College for a longer period. This administration has directed a new sense of collaboration and innovation toward the work of the College.

Many of the leaders for the enrollment management functions within Student Affairs have been hired over the six months. All of these individuals are seasoned practitioners. Many of them either possess or are working toward the obtaining of a terminal degree.

- The new Director of Admissions, Dr. Jason Morgan, began on September 1, 2020.
- A newly created position, Associate Director of Admissions for Dual Enrollment, has been created and filled by Kijaffa Butler. Ms. Butler began this position on September 1, 2020.
- The new Associate Director for Financial Aid, Saleem Chaudhry, began on September, 8, 2020.
- The Director of Financial Aid, Dawn Langdon, began on September 24, 2020.

PROCESS IMPROVEMENTS

Noted below are some of the improvements that have taken place to strengthen enrollment and to solidify a sound foundation to increase FTEs for BCCC. A more detailed description of these initiatives and activities are noted in the resource documents.

- Student Portal—Modifications were made to the student portal to remove unnecessary language and links to create a less cumbersome registration experience. Students are now able to more quickly complete the registration process and view the bill.
- Admissions Process—Recent changes were made to the admissions process to create a bridge between the student information system and Hobsons CRM. This allows for a more proficiency as it relates to processing admissions applications. Additionally, completion of new student orientation was removed as a barrier to enrollment while continuing to promote the prerecorded student orientation as a benefit to student success. Student Affairs has also been working collaboratively with Academic Affairs to review high school transcripts as an alternate means for course placement.
- Admission Application—The admissions application is currently being reviewed to better track for subpopulations of students beyond general enrollment such as dual enrollment and Mayor's Scholars Program students. Additionally, an ongoing review of all current new student admissions operations, policies, and processes to identify inefficiencies and immediate opportunities for improvement. There are currently ongoing collaborations with IT to improve the data transfer between internal student communication systems as a means to notify students of missing application requirements;
- Website—Several enhancements to the website have been made to make the website more student friendly and targeted with the ease of allowing for efficient navigation. Some of these enhancements include:
 1. The registration webpage was updated to provide four easy steps to register for courses, to include links for course searches for the term, course descriptions, and a *Register Now* button for students to click to be sent directly to the student portal to complete registration. This change improved the office's overall efficiency to the registration process.



2. The website for Dual Enrollment was enhanced to create a more interactive webpage. Students are now able to click on the available courses and view the course descriptions.
 3. Revised the primary admissions webpage to provide concise information and simplify the required steps to apply.
 4. Instituted an appointment booking system to provide current and prospective students a means of scheduling appointments with staff.
- Testing and Multiple Measures—It has been determined that all placement testing services will be suspended until the campus is no longer operating remotely. Placement is currently being done during the admissions process and students' transcripts, and other key indicators are being evaluated by Academics to determine initial placement for students. The use of multiple measures for academic placement was implemented along with the review of acceptable standards for foreign transcripts for new student course placement.
 - Additional Term—Traditionally BCCC offers four sessions each semester—two eight week terms, a twelve week, and a sixteen week term. BCCC, like many other institutions, will be introducing a 10 week term during the Fall 2020 semester that will begin on October 5, 2020. This new ten week term will provide another opportunity to assist students with getting registered for classes and more opportunities to take classes they need to complete degree and certificate programs. The ten week term was strategically planned to align with the return of students to the Baltimore City Public School system to maximize opportunities for enrollment while also offering general education courses that current students can benefit from taking.

The President's cabinet closely monitors and tracks enrollment at BCCC. Additionally, the Chief Budget Officer also closely monitors the enrollment to determine if adjustments need to be made to the institution's budget to further support students, personnel needs, or adjustments for other resources. Over the next year, the College will create a comprehensive enrollment management plan. The processes that are associated with this plan will incorporate the management of enrollment projections. Updates to the upcoming fiscal year budget will be used to evaluate the alignment with the projections.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, September 16, 2020

Dr. Debra L. McCurdy, President

Realignment Task #6

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

Ms. Channa Williams, Interim Vice President for Finance

Engage a qualified firm to conduct a comprehensive staff audit of BCCC faculty, staff, and administration.

BCCC has completed the staffing audit but will wait to implement the recommendations in the report for several reasons. First, some of the comparable community colleges used in the staffing analysis have more robust information technology capabilities than BCCC. As a result, those schools are able to have lower staffing profiles than BCCC because their processes are automated, whereas BCCC is still performing many processes manually.

The President and Cabinet are currently reviewing PIN and Contractual positions as a part of the recommendations made by EdBridge in the staffing audit. With the recent State budget cuts, all positions are currently under review. Some contractual positions and some PIN positions have been eliminated. As the College continues the transition to new systems, the staffing profile at BCCC will be realigned.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, September 16, 2020

Dr. Debra L. McCurdy, President

Realignment Task #7

“Establish strong relationships with key stakeholders.”

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

Strengthening and Expanding Existing Partnerships

- The College is continuing to enhance our partnerships with key stakeholders including the Mayor’s Office, Mayor’s Office of Employment Development, City Schools and the City’s Board of Elections on the following initiatives:
 - Mayor’s Scholars Program
 - Hosting the annual Youth Works interviews and verification
 - Food distribution
 - Dual enrollment
 - PTECH
 - Early Voting
- The College’s Adult Basic Education (ABE) and English Language Services (ELS) Departments continue to work with community partners to support students and provide access to ABE and ESL classes.
- Corporate partners include M&T Bank, Truist Bank, Northrop Grumman, CareFirst and CVS Health.

Established New Partnerships

- In collaboration with Councilman Leon Pinkett, TAP (Together Assisting People), Baltimore Ravens, the College held a vegetable and fruit give away on Campus
- The Workforce Development team established a new partnership with Bon Secours Community Works to provide CNA training program and Grads to Careers Student Support.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, September 16, 2020

Dr. Debra L. McCurdy, President

Realignment Task #8

“Develop and market a brand for BCCC.”

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

Coronavirus Pandemic Employee and Student Communication

- Established COVID-19 resource landing page on bccc.edu with up to date college information, President’s messages and resource information for students and employees.
- Established BCCC Strong social media campaign and webpage to showcase the inspirational, motivation and resources for BCCC faculty and staff.
- Organized Virtual Town Hall meetings on behalf of Office of President including survey tool management, invitation design and event day support.
- Posted safety messages via posters and flyers around Campus, prior to the move to a fully remote environment.

Enrollment Campaigns

- The primary message for the Fall Enrollment Campaign was *(Make) Your Move*. Sub messages included the following:
 - *Graduate Debt Free*
 - Promoted the fact that BCCC has the lowest in-state tuition in Maryland
 - *Stay safe. Stay online. Stay on Track.*
 - Promoted online instruction for fall
 - Promoted progression, movement forward with college studies
 - *Same quality. More affordable price.*
 - Promoted quality and low tuition
 - *We Got You*
 - Promoted all special incentives
 - Free textbooks for students in all summer courses
 - Free shipping for textbooks
 - Virtual and online classes and remote learning
 - Tuition free
- Tactics
 - Postcard mailings
 - Urban/Radio One radio stations 30 second ads
 - MTA Elevator Wrap at President and Baltimore Streets
 - MTA Bus Ads
 - Mall Ads at 4 area malls



Website Billboards

The billboards on BCCC.EDU highlighted the following:

- BCCC Strong
- COVID-19 updates and resources
- Fall Registration
- Free Books
- Free Shipping of Books
- Free Tuition
- MSP 3rd Cohort
- One Maryland (16 CCs in COVID-19 Together)
- Online Tutoring
- Summer Registration
- Virtual (face to face) & Online (web courses)

Social Media

Our organic and paid social media ads featured the following:

- BCCC Strong
 - Featuring photos and videos from faculty and staff
 - Featuring encouraging messages and resources
 - Summer Registration
 - Fall Registration
 - Free Books
 - Free Book Shipping
 - Tuition Free
 - Mayor's Scholars Program
 - BCCC Transfer
 - Specific program promotion for:
 - Biotechnology
 - Business Writing
 - CADD
 - GED
 - Nursing
 - Office Administration
 - STEM
 - Community outreach events
 - Meals for Baltimore in partnership with World Central Kitchen
 - Food Giveaway in collaboration with TAP
 - Free Summer Meals
 - Other
 - Commencement countdown
 - Commencement testimonials
 - Link to Commencement video



Publications/ Graphic Design

The following Academic Program Brochures were designed:

- Biotechnology
- Dental Hygiene
- EMS
- HIT
- Nursing
- PT Assistant
- Respiratory Therapist
- Surgical Technologist
- Arts & Social Sciences

Other Graphic Design Support Included

- Summer and Fall Schedule Books
- Online and Virtual Graphics
- Viewbook
- WDCE Material
- Commencement 2020
 - Announcement Banner – Liberty Campus Exterior
 - Invites
 - Program
 - Virtual Ceremony graphics
 - Webpage

Press Releases/Media Advisories

The College received over 25 media mentions over the last few months. The Communications team sent out media advisories regarding the following:

- BCCC Alumnus Gets 2nd Time Magazine Cover
- Dual Enrolled Student Graduates
- Graduate Commencement “Gift” Boxes
- Free Lunches Through August 7
- Free Text Books – Summer Classes
- Free Tuition- Fall Semester
- Virtual and Online Classes Enrollment
- First Virtual Commencement
- Online/ Remote Only Decision About Classes

Community Engagement

- The College partnered with the Mayor’s Office, World Central Kitchen, Together Assisting People and other community organizations to distribute food to community members.
- The College received complimentary culturally relevant mental health training for counselors from Leaders of a Beautiful Struggle.
- We cultivated potential future partnership opportunities including with the Baltimore City Board of Elections (Early Voting site) and CVS Health (rapid COVID-19 testing site).
- Promoted awareness about community resources through social media, radio station and the College’s website resource pages.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, September 16, 2020

Dr. Debra L. McCurdy, President

Realignment Task #9

“Address the information technology (IT) and infrastructure needs of BCCC, including whether oversight by the Department of Information Technology is advisable.”

Mr. Stephan Byam, Chief Information Officer

Introduction:

The College continues to evaluate and address its IT infrastructure needs, while working with the Department of Information Technology (“DoIT”) and other business partners to implement new and innovative technologies to meet the business need and advance teaching and learning.

In September 2019, the College appointed a Chief Information Officer (CIO) to provide leadership and oversight of the IT program. Subsequently, the CIO appointed a Director of Enterprise Applications, to lead the operational ERP work; and appointed a Manager for IT Infrastructure, Systems & Telecommunications who is primarily responsible for maintaining the IT infrastructure. Prior to this, these positions were mostly vacant which contributed to many of the College’s IT shortcomings.

To date, the College is on track for several of its initiatives for its IT infrastructure, with the ERP implementation being the largest undertaking for the College. With the implementation of the Financial Aid Management system completed, the ERP implementation is the last phase of the Core Business Systems initiative. *As of September 1, 2020, less than one year since the appointment of the CIO, the College is poised to make an ERP recommendation to the Board of Public Works (BPW).* After a Request for Proposal (RFP) process, the College received two (2) solicitations which were reviewed and evaluated; and one proposal for an ERP that is widely used in the Higher Education industry. For almost two (2) decades, the College, under different executive leadership, has made two (2) prior attempts to get to this point with little success.

The Infrastructure component of the Realignment Tasks have been completed with the overhaul of the College’s networking infrastructure. The College is re-evaluating the hardware infrastructure needs since most of its new software applications, including ERP, will be cloud-based.

An updated IT Infrastructure report was submitted to the Joint Chair’s of the budget committees on July 6, 2020 which highlighted major milestones.

Core Business Systems:

Enterprise Resource Planning (ERP)

Background: The College needs to replace its legacy business and student systems with a modern, integrated Enterprise Resource Planning (ERP) system.

ERP Project Team: In September of 2019, a core ERP Project Team, consisting of the President, the new Chief Information Officer, and select cabinet members, was convened. At the time, the College received an outlook rating of “Red” for the implementation of the ERP Project, indicating that Department of Information Technology (DoIT) determined the College had not demonstrated any measures to meet time-sensitive milestones; did not have enough BCCC leadership and oversight; and had not mitigated risks to the project. The



main purpose of the convening of the ERP Project Team was to improve the outlook of the project as well as drive the work required to implement the ERP.

Current State: The ERP Project has continued to maintain a “Green” status from DoIT. This disposition reflects DoIT’s satisfaction that the College is meeting its milestones, adequately applied leadership and oversight and is managing risks to the project.

Project Milestones:

The team began meeting weekly with Maryland’s DoIT’s Project Management Office in October 2019 and developed 30/60/90/120-day (and beyond) milestones that, if each milestone was met, would indicate marked progress toward meeting the implementation timeline.

The high-level tasks that were developed in the meetings included the following:

- **Revise the Requirements for the ERP:** Created a list of the functions that each business area (e.g. Student Services, Academic Affairs, Finance etc.) required from the ERP to execute their operations.

The Information Technology Services (ITS) team met with each of the functional areas and their Vice Presidents to develop specific requirements that they deemed necessary for them to perform their work.

Student Affairs: ITS met with the Vice President for Student Affairs and the College’s Registrar, Director of Financial Aid, Director of Admissions and a host of representation from Student Services to review the existing requirements. Those meetings yielded the need, for example, for the ERP to include Customer Relationship Management functionality to personalize the prospective student experience and to be able to track their progress through the application process.

Academic Affairs: ITS met with the Vice President for Academic Affairs along with representation for the Academic Deans to review the requirements that were developed for the previous RFPs. Considerations were made about requirements that were no longer necessary or requirements that needed updating or adding. Some of the newer requirements, for example, included the ability for faculty to be able to have “self-service” capabilities; and for students to be able to track their own academic progress without having to seek an academic advisor.

Finance: ITS met with the Chief Financial Officer, the Controller, the Procurement Chief, and members of the Accounts payable department to review their requirements. These meetings covered topics such as ensuring the ERP solution could manage the College’s Chart of Accounts, and also be able to provide reports to the state and federal agencies that required specific reports from the College.

Human Resources: ITS met with the Executive Director of Human Resources (HR) and representatives for Benefits and Payroll to address their requirements for a new ERP. The HR department lacked digitization and a comprehensive HR solution, so the requirements were developed based on those needs. Additionally, reporting to state agencies and employee on-boarding processes were recognized as areas where the ERP could aid.

- **Project Schedule:** Documented the project tasks, the resources needed to perform the tasks as well as the expected duration of each of the tasks.

Tasks that were required to contribute to the completion of the project were documented and sequenced. The College had the benefit of relying on existing project documents such as an existing project schedule, so the



ITS team was able to quickly update the more than 1,500 tasks that combined to make the schedule. Tasks were broken down into discreet, eight (8) hour bits of work.

- **Review of RFP Responses:** Reviewed prior years' solicitations to leverage existing work provided by consultants (where applicable) for the development of the College's new RFP (if needed).

Since the College, with the aid of consultants, had already developed RFPs for solicitations, the BCCC team was able to leverage most of the work that was previously performed for the development of the new RFP.

- **Market Research:** Surveyed Maryland Higher Education institutions to determine what solutions were available in the marketplace. This included meeting with many of the 15 other Community Colleges as well as Morgan State and the University of Baltimore.

The College was able to learn that there were four (4) major providers of ERP solutions that were prevalent in the Higher Education marketplace. Many of the Community Colleges and Universities were using either Banner by Ellucian, Colleague by Ellucian, Jenzabar One by Jenzabar and PeopleSoft by Oracle. The team was also able to obtain rough order of magnitudes for costs associated with the ERP; and also learn if there were any other tools and resources that the Higher Education institutions were utilizing to supplement their ERPs.

- **Infrastructure Readiness:** Assessed the recently upgraded network infrastructure to determine if it could support a modern ERP.

With the investment in the new network infrastructure, the College undertook an assessment of its capacity and capabilities. These assessments include the speed of the network and its resiliency. The results indicated that the College's new network is generally ready for a Software-as-a-Service implementation. More specific requirements of the network will be analyzed once a solution is selected.

- **Business [Process] Analysis:** Documented current business process within each functional area (e.g. Student Services, Academic Affairs, Finance etc.) and determine where improvements could be made.

In preparation for the new ERP system, the BCCC's Information Technology team conducted Business Process Analysis sessions with functional areas to document current business processes. These BPA sessions allowed the functional areas to document what their current processes were as a precursor to conducting Business Process Improvements.

Student Affairs: ITS met again with the Vice President for Student Affairs and the College's Registrar, Director of Financial Aid, Director of Admissions and a host of representation from Student Services to document their existing critical processes. In these exercises, processes supporting the student life-cycle (Admission, Advising, Registration, Testing, Degree Audit) were captured in their current state. In the event that gaps or inefficiencies were recognized, the team would table those as action items to be discussed in the later "Process Improvement" phase of the Business Analysis.

Academic Affairs: Follow-on meetings were held with the Vice President for Academic Affairs along with representation for the Academic Deans to capture their critical processes. The main area of focus for the Academic Affairs team was their catalog and course scheduling process including guaranteed scheduling, which highlighted opportunities for utilizing a multi-year calendar, maximizing classroom utilization as well as maximizing faculty teaching hours when creating the course schedule.



Finance & Administration: The Finance Business Process analysis meetings covered the Bursar's & Student Accounting, Procurement, General Accounting, Human Resources and Payroll Offices to review, document, and identify improvement opportunities for key processes. The ITS team met with the Chief Financial Officer and the Bursar to document the processes for billing and payment (how student payments were received and being processed). Areas of focus included the "Drop for Non-Payment" process which proved to be burdensome for the students and needed to be addressed.

The ITS team also met with the Procurement Department reviewing the purchase order and contract management processes, the Accounting Office reviewing the accounts payable, monthly and end-year reporting, and Payroll Office reviewing time sheet processing, and Human Resources Office reviewing processes related to the employee life cycle (hiring, onboarding, and separation).

Continuing Education: The ITS team met with key stakeholders in Workforce Development & Continuing Education (WDCE) to review, document, and identify opportunities for improvement in the registration, billing & payment, grading, and monitoring & tracking student progress in WDCE courses and programs. Identifying improvement opportunities led the ITS teams to document differences between managing student information on the credit and non-credit sides.

Reporting: The ITS team met with Institutional Effectiveness, Research and Planning to review, document, and identify opportunities for improvement in standard and ad-hoc reporting and grants management.

The Business Process Improvement sessions revisited any major inefficiencies that resided in existing processes and allowed the functional areas to categorize, document and plan for improvements. In some cases where the improvements were deemed to be relatively easy and provided immediate benefit, these processes were adjusted accordingly. Other processes that required crosswalks with other departments were documented for a later stage.

- **Peer Visits:** Engaged the Community College of Baltimore County and Howard Community College to dialogue about their implementation experiences.

The College assembled a group of about 25 representatives from Human Resources, Enrollment Management, Information Technology, Academic Affairs and Student Services for peer visits. The purpose of these visits was to learn from some of the Colleges what ERPs they utilize as well as obtain perspectives from the different functional areas on their implementation and post implementation experiences.

The BCCC team visited with the Community College of Baltimore County (CCBC) and met with counterparts (See Appendix C) about a range of topics including Implementation Experience, Business Function Experience, Vendor Support Experience and Overall Campus Impression. Additionally, BCCC's team members developed questions that were specific to their areas and were provided an opportunity to hear from their functional counterparts about the ability of the ERP to meet their needs. The same BCCC team also engaged Howard Community College virtually.

These visits were invaluable to the College as they provided insight into other areas of planning and consideration for BCCC's own implementation.

- **Review of Intergovernmental Cooperative Purchasing Agreements (ICPA):** Conducted research to determine if the ICPA could be utilized as a procurement vehicle for the College to acquire an ERP without having to perform an RFP. The research sought to find any ERP contracts that were already in place that allowed for the College to "piggy-back" on the contract's terms and conditions. This vehicle would have expedited the acquisition process. While the College pursued the ICPA option, the College also undertook



the development of the RFP in the event that and ICPA could not be leveraged. Ultimately, the College had to proceed with the RFP. However, because the RFP was being developed while the ICPA research was being conducted, the College saved significant time by not having to start the RFP work upon notice of the outcome of the ICPA.

- **Revise Request for Proposal:** Created a revised RFP which included updated requirements for the ERP as well as a new scope for a Software-as-a-Service option.

The BCCC team utilized the existing RFPs that were developed for the ERP Project and then made updates to include the newly developed scope and the updated requirements. For the RFPs revision, the BCCC team (including the President, CIO, VP for Institutional Effectiveness Research & Planning and CFO) worked with a Technical Writer from DoIT as well as the DoIT Project Manager. In these sessions, the team made substantive changes to the RFP to ensure the document reflected the current needs of the College as well as adhered to Maryland's procurement standards.

The BCCC team consistently met these milestones and, because of the sustained progress made, DoIT improved the status of the ERP initiative to "Green," in December of 2019. This rating indicated that the College met the time-sensitive milestones, had enough BCCC leadership and oversight, and mitigated risks to the project.

In January 2019, the BCCC ERP Project Team provided an update of the project's status to the College's Board of Trustees (BOT), which included the project's scope and preliminary timelines. (See Appendix A). In February, both DoIT and the BCCC team provided a second update to the BOT (See Appendix B). At that meeting, the BOT was able to hear directly from DoIT about their involvement with the project and to further elaborate on DoIT's decision-making process that led to BCCC receiving a "Green" status.

The release of a Request for Proposal (RFP) was the major deliverable at the 120-day milestone; and on April 8, 2020, an RFP was released to eMaryland Marketplace (the State's Procurement site) for a Software-as-a-Service (SaaS) ERP system. The College had elected to pursue a SaaS product in order to further expedite the timeline for implementation and minimize capital costs that are usually associated with Commercial Off the Shelf (COTS), on premise solutions.

The College received responses, in the form of official proposals, from two recognized vendors in the Higher Education ERP industry. One of the two proposals needed "curing" and the College granted the vendor the opportunity to "cure" the proposal by June 9, 2020 to be considered as an "offeror." Other vendors indicated that they would not be participating in the bidding process, therefore the College's Evaluation Committee reviewed two proposals.

The evaluation committee's (consisting of three (3) Cabinet members and two (2) directors of functional areas; along with "Technical Consultants" who brought subject matter expertise some of the function areas) review of the proposals began on June 11, 2020. After the proposals were reviewed, oral presentations were made to the evaluation committee by each of the vendors. After the oral presentations were completed, the committee then reviewed the financial proposals and made a recommendation to the President and the Executive Steering Committee for which proposal should move forward for contract negotiation.

As of September 1, 2020, the College is in contract negotiations and is expected to make a recommendation to the Board of Public Works by the second week of September 2020.



Infrastructure:

The College is re-evaluating the hardware infrastructure needs since most of its new software applications, including ERP, will be cloud-based. Currently, the College “hosts” HPLAN, Minisoft and supporting applications on-premise, which, when consumed by the ERP will lessen the required Datacenter footprint.

Infrastructure Readiness: ITS has determined that the College’s infrastructure is ready to support a Software-as-a-Service (SaaS) solution. Additionally, ITS has also established that, given that the existing Student Information System is housed on-campus, the College will need to invest in adequate network redundancy to allow its users to still connect to it should there be an outage by our main Internet Service Provider, NetworkMD.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, September 16, 2020

Dr. Debra L. McCurdy, President

Realignment Task #11

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

Mr. Kevin Larger, Director of Government Relations

The College sought to address the identified barrier of limited procurement authority during the 2020 Maryland General Assembly legislative session. This work built on the progress that was made during the 2019 legislative session. In 2019, BCCC worked closely with legislative partners to draft legislation to empower the Board of Trustees to develop policies and procedures to govern procurement. These policies and procedures would require approval from the Board of Public Works and the Joint Committee on Administrative, Executive, and Legislative Review. Once approved, BCCC would be able to conduct procurements, governed by the policies and procedures, internally, up to \$500,000. The legislation ultimately did not pass either chamber.

BCCC determined a \$300,000 procurement authority would better reflect the College’s needs. The legislation (Senate Bill 159 / House Bill 207 – Baltimore City Procurement Authority) had its hearings in both the House and Senate on February 4. The Senate approved the legislation on February 27 by a vote of 39-7. The legislation, however, ultimately did not pass the House Health and Government Operations Committee.

Considerable progress was made toward Realignment Task #11 during the 2020 legislative session and BCCC will continue to work closely with the legislature to determine how best to proceed so that the College can move forward and be more responsive to the procurement needs that exists. BCCC will also work to identify other barriers that may exist and determine what actions need to be taken.



Baltimore City Community College

REALIGNMENT TASKS UPDATE

Board of Trustees, September 16, 2020

Dr. Debra L. McCurdy, President

Realignment Task #12

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

President McCurdy & Cabinet

President McCurdy and the Cabinet will review and expand the Board of Trustees approved 2018-2022 Strategic Plan goals and objectives. The work of expanding the Strategic Plan will engage members of the College community to develop strategies and targets.

2018-2022 Strategic Plan Framework:

Goal 1: Student success – Provide equitable access to a learning environment that supports a diverse population of learners and promotes student goal attainment.

- 1.1 – Align, support and deliver courses, programs, and services to ensure progression, transferability and employability.
- 1.2 – Utilize contemporary educational methods to improve and advance students' academic and workforce preparation and goals.
- 1.3 – Enhance the student experience by increasing awareness of and engagement with College activities and support services.
- 1.4 – Increase persistence and goal attainment across all student populations.

Goal 2: Community engagement – Implement a comprehensive approach to engage current and future students, alumni, and the community.

- 2.1 – Reposition the College's brand to increase awareness of programs and services and highlight targeted initiatives.
- 2.2 – Grow partnerships with business and industry, government agencies, community members, educational institutions, and all potential partners in serving our students and community.
- 2.3 – Strengthen partnerships to promote and increase access to student learning and transfer opportunities, collaborative planning, and resource sharing.

Goal 3: Institutional framework – Optimize resources to effectively and efficiently support existing and emerging initiatives.

- 3.1 – Ensure facilities, technology, staffing and instructional resources support a quality learning and working environment.
- 3.2 – Promote an environment of professionalism and civility.
- 3.3 – Invest resources to attract, grow and retain a highly-qualified and diverse faculty and staff.
- 3.4 – Develop and implement a plan to ensure faculty and staff knowledge retention and fluid transition during times of employee turnover.
- 3.5 – Improve the College's financial sustainability.

Plan Framework was approved by the BCCC Board of Trustees on April 18, 2018.

Baltimore City Community College

Enrollment Report

Board of Trustees, September 16, 2020

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

After the revision of the Academic Calendar, general registration for Fall opened on May 25, 2020. General registration was originally planned to open on April 20, 2020. However, due to the COVID-19 pandemic transition and calendar revisions, registration opening was delayed. Traditionally BCCC offers four sessions each semester—two eight-week terms, a twelve-week, and a sixteen-week term. Registration for the sixteen-week session ended on September 8, 2020. To address the enrollment shortfall for Fall 2020, BCCC, like many other institutions, will be introducing a ten-week term that will begin on October 5, 2020. All strategies for enrollment are now concentrated on maximizing registration for the twelve-week, ten-week, and eight-week terms. This new ten-week term will provide another opportunity to assist students with getting registered for classes and more opportunities to take classes they need to complete degree and certificate programs. The ten-week term was strategically planned to align with the return of students to the Baltimore City Public School system to maximize opportunities for enrollment while also offering general education courses that current students can benefit from taking.

Enhancements and Improvements

Student Portal—Modifications were made to the student portal to remove unnecessary language and links to create a less cumbersome registration experience. Students are now able to more quickly complete the registration process and view the bill.

Admissions Process—Recent changes were made to the admissions process to create a bridge between the student information system and Hobsons CRM. This allows for more proficiency as it relates to processing admissions applications. Additionally, completion of new student orientation was removed as a barrier to enrollment while continuing to promote the pre-recorded student orientation as a benefit to student success. Student Affairs has also been working collaboratively with Academic Affairs to review high school transcripts as an alternate means for course placement.

Admission Application—The admissions application is currently being reviewed to better track for subpopulations of students beyond general enrollment such as dual enrollment and Mayor's Scholars Program students. Additionally, there is an ongoing review of all current new student admissions operations, policies, and processes to identify inefficiencies and immediate opportunities for improvement. There are currently ongoing collaborations with IT to improve the data transfer between internal student communication systems as a means to notify students of missing application requirements.

Website—Several enhancements to the website have been made to make the website more student friendly and targeted with the ease of allowing for efficient navigation. Some of these enhancements include:

- The registration webpage was updated to provide four easy steps to register for courses, to include links for course searches for the term, course descriptions, and a *Register Now* button for students to click to be sent directly to the student portal to complete registration. This change improved the office's overall efficiency in the registration process.
- The website for Dual Enrollment was enhanced to create a more interactive webpage. Students are now able to click on the available courses and view the course descriptions.
- Revised the primary admissions webpage to provide concise information and simplify the required steps to apply.

- Instituted an appointment booking system to provide current and prospective students a means of scheduling appointments with staff.

Testing—It has been determined that all placement testing services will be suspended until the campus is no longer operating remotely. Placement is currently being done during the admissions process and students’ transcripts, and other key indicators are being evaluated by Academics to determine initial placement for students. The use of multiple measures for academic placement was implemented along with the review of acceptable standards for foreign transcripts for new student course placement.

Over the summer, BCCC introduced the “We Got You” campaign for students. Given the difficulty associated with the COVID-19 pandemic for everyone, this campaign was introduced to ease some of the burdens associated with being enrolled in school such as providing free text books for students enrolled in Summer 2020 session I and Summer 2020 session II. The College Bookstore has been processing all textbook order fully online. Books are shipped to students at their homes at no additional cost.

Communications

Email communications were crafted and sent via Hobsons CRM to inform students of registration timelines and other important information. Email communication along with text messaging has been incorporated as a way to maintain constant communication with current and prospective students.

- Between August and September, a communication was sent from Hobsons CRM to 2,436 continuing students (those registered during spring and summer 2020, but not registered for fall 2020, excluding graduates);
- A communication was sent to 3,333 applicants from January 1, 2020 to August 13, 2020 who have not ever registered for classes for Fall 2020;
- A second letter sent to 2,040 students who applied since January 1, 2020 and took classes previously;
- An ongoing focused call campaign to prospective students has been initiated and is currently underway, supporting the completion of the admissions application and course registration;
- Email templates were developed to expedite responses and engagement with current and prospective students (concise information);
- Regular weekly communication is sent to all unregistered students to remind them to register as well as providing them with the instructions for online self-registration;
- Staff from across the college have been identified to assist with the increase of phone calls and email to assist both the Office of Admissions and Office of Records and Registrations staffs. These staff members maintain logs of student communication that are submitted and reviewed daily.

Dual Enrollment

Under the leadership and direction of the Office of the President, there are concentrated efforts to significantly increase dual enrollment. In addition to the start of a new Director of Admissions, a full time position of Associate Director of Admissions for Dual Enrollment has also been dedicated as of September 1, 2020. BCCC has been partnering with Baltimore City Public Schools to strengthen the program. Recent strategies have also included:

- Ongoing collaboration between The Office of Admissions, the Division of Academic Affairs, the Office of Records and Registration, the Division of Workforce Development and Continuing Education, and IT to foster efficient student application, registration, and support services;

- Scheduled bi-weekly operational meetings with strategic partners to streamline operations and provide a venue for continuous improvement;
- Revisions of the primary dual enrollment website to provide concise program benefits, eligibility criteria, course overviews, and application processes to prospective students; and
- Revised the dual enrollment marketing material to provide clear and concise information for prospective applicants

Fall Credit Unduplicated Enrollment Update for September 11, 2020 AM

Total Headcount Change from Prior Year -16.5% 18 days after start of classes

	Fall 2019	Fall 2020	% Change		
Eligible FTEs	1247.1	975.3	-21.8%		
Ineligible FTEs	132.5	112.8	-14.9%		
Total	1379.6	1088.1	-21.1%		
	Fall 2019 as of 9/13/2019 (n=4,369)	Fall 2020 as of 9/11/2020 (n=3,647)	Total Change from Prior Year	Fall 2019 as of 9/13/2019 (n=4,369)	Fall 2020 as of 9/11/2020 (n=3,647)
	Headcount	Headcount	% Change in Headcount	% of Headcount	% of Headcount
Entry Status					
New to BCCC	1210	703	-41.9%	27.7%	19.3%
Continuing from Spring	2487	2461	-1.0%	56.9%	67.5%
Returning from Sessions before Spring	672	483	-28.1%	15.4%	13.2%
Total	4369	3647	-16.5%	100.0%	100.0%
Gender					
Women	3032	2716	-10.4%	69.4%	74.5%
Men	1337	931	-30.4%	30.6%	25.5%
Total	4369	3647	-16.5%	100.0%	100.0%
Ethnic Background					
African American/ not Hispanic	3511	2909	-17.1%	80.4%	79.8%
White/ not Hispanic	259	261	0.8%	5.9%	7.2%
Hispanic	216	184	-14.8%	4.9%	5.0%
Asian	160	130	-18.8%	3.7%	3.6%

Two or more races	113	85	-24.8%	2.6%	2.3%
Other	110	78	-29.1%	2.5%	2.1%
Total	4369	3647	-16.5%	100.0%	100.0%
State Residence Status (Tuition Status)					
City	3168	2507	-20.9%	72.5%	68.7%
County	861	825	-4.2%	19.7%	22.6%
Other State	50	57	14.0%	1.1%	1.6%
Other Country	290	258	-11.0%	6.6%	7.1%
Total	4369	3647	-16.5%	100.0%	100.0%
Academic Goal					
AA Degree	3576	2877	-19.5%	81.8%	78.9%
Certificate	312	225	-27.9%	7.1%	6.2%
No degree; Courses to Transfer	268	323	20.5%	6.1%	8.9%
No Degree or Certificate	209	219	4.8%	4.8%	6.0%
Other	4	3	0.0%	0.1%	0.1%
Total	4369	3647	-16.5%	100.0%	100.0%
Dual Enrollment					
Registered for Fall; grad HS after Summer.	133	114	-14.3%		
Source: BCCC Student Information Management System.			BCCC OIR - 09.11.2020		



BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 11 | Active Search Listing



HR Active Search List As of June 15th, 2020

	Div	PIN #	Position	Oversight	Date(s) posted	Status 5/4/20	Status 6/15/20
1	AA	TBD	Coordinator of E-Learning	Dr. Liesl Jones	6/8/2020	N/A	Resumes forwarded to Vice President
2	AA	TBD	Director of E-Learning & Instructional Technology	Dr. Liesl Jones	6/9/2020	N/A	Resumes forwarded to Vice President
3	SA	TBD	Director of Financial Aid	Dr. Stanley Singleton	11/22/2019	Resumes forwarded to Vice President	Resumes forwarded to Vice President
4	SA	66669	Director of Testing & Accommodative Services	Dr. Stanley Singleton	5/15/2020	N/A	Resumes forwarded to Vice President
5	ASP	67003	Director of Development & Underwriting Sales	Jonathan Palevsky	3/17/2020	1st Round of Interviews to be Scheduled	Interviews Being Conducted
6	ASP	TBD	Director of Marketing	Dawn Kirstaetter	6/1/2020	N/A	Resumes forwarded to Vice President
7	A&F	73966	Director of Procurement	Towanda Carter	5/2/2019	Resumes forwarded to Oversight	Resumes forwarded to Oversight
8	A&F	62619	Director of Facilities	Michael Thomas	7/1/2019	Resumes forwarded to Vice President	Resumes forwarded to Vice President
9	A&F	66982	Director of Budgets	Donal Christian	1/23/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
10	A&F	66967	Environmental Services Manager	Michael Thomas	3/17/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
11	A&F	66861	Maintenance Manager	Michael Thomas	3/17/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
12	A&F	72349	Director of Human Resources	Donal Christian	5/13/2020	N/A	Resumes forwarded to Vice President
13	A&F	TBD	Bookstore Manager	Sylvia Rochester	5/27/2020	N/A	Resumes forwarded to Oversight
14	PO	TBD	Executive Administrative Assistant	Dr. Debra McCurdy	4/26/2019	Resumes forwarded to President	Resumes forwarded to President
15	PO	66676	Staff Internal Auditor/EEO Compliance Coordinator	Lyllis Green	8/1/2019	Additional interviews being scheduled	Resumes forwarded to Oversight
16	PO	TBD	Vice President of Student Affairs	Dr. Debra McCurdy	4/17/2020	Resumes forwarded to President	Resumes forwarded to President



HR Active Search List As of August 28th, 2020

	Div	PIN #	Position	Oversight	Date posted	Status 7/27/20	Status 8/28/20
1	AA	TBD	Coordinator of E-Learning	Dr. Liesl Jones	8/21/2020	N/A	Resumes forwarded to Vice President
2	AA	TBD	Dean of Natural, Social Sciences, Arts, Business, Technology	Dr. Liesl Jones	7/21/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
3	AA	TBD	Assistant Vice President of Academic Affairs	Dr. Liesl Jones	7/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
4	SA	TBD	Director of Financial Aid	Dr. Stanley Singleton	11/22/2019	Running Background check on candidate	Running Background check on candidate
5	SA	66669	Director of Testing & Accommodative Services	Dr. Stanley Singleton	5/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
6	ASP	TBD	WBJC General Manager	Dawn Kirstaetter	7/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
7	A&F	TBD	Bursar	Donal Christian	6/29/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
8	A&F	73966	Director of Procurement	Tawanda Carter	5/2/2019	Resumes forwarded to Oversight	Resumes forwarded to Oversight
9	A&F	72349	Director of Human Resources	Donal Christian	5/13/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
10	A&F	TBD	Bookstore Manager	Sylvia Rochester	5/27/2020	Resumes forwarded to Oversight	Resumes forwarded to Oversight
11	A&F	TBD	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
12	A&F	TBD	Facilities Maintenance Manager	Kate Dixon	8/25/2020	N/A	Resumes forwarded to Oversight