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

Open Session Minutes | 4:00pm February 19, 2025 (Virtual Zoom Meeting)

**Board Members Present:** Chairman Kurt L. Schmoke; Ms. Leonor Blum; Ms. MacKenzie Garvin, Esq.; Ms. Tanya Terrell; Dr. Roger Ward, Esq. and Mr. John C. Weiss.

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

- I. Chair Schmoke called the meeting to order at 4:06 PM. The consent agenda (items a-c below) was unanimously approved upon a motion by Trustee Blum, seconded by Trustee Ward.
- a. December 18, 2024 Open Session Meeting Minutes
  - b. December 18, 2024 Closed Session Meeting Summary
  - c. February 13, 2025 Finance/Audit Committee Meeting Minutes

Noting that no written report or request to speak had been submitted either by AFSCME Local #1870 or by the Faculty Senate, the Board moved on to new business.

- II. The following procurements of \$25,000 to \$99,999 were presented to the Board for informational purposes only.
- a. 25Live (CollegeNet) \$61,237.54
  - b. Microsoft Unified (Microsoft Corporation) \$51,195.00
  - c. Access Codes (Vital Sources) \$38,551.31
  - d. Trio Bound – New York Trip (Green Light Tour and Travel) \$33,495.00
  - e. Access Codes (McGraw Hill Education Inc) \$28,500.00
  - f. STEM Programs (Let’s Go Boys & Girls) \$27,000.00
  - g. Physical Education Roof Design (Noelker & Hull) \$44,577.00
  - h. Computer Towers (Dell) \$29,400.00

There were no questions.

- III. The Trustees considered procurements of over \$100,000:
- a. Auditing Services (SB & Company) \$ 173,148.44

Dr. McCurdy stated that the College is looking to procure auditing services from SB & Company for the next 5 years, although CLA will finish the 2024 audits. Ms. Eileen Waitsman, Controller, said that SB had the contract for the five years previous to CLA’s contract, ending in 2019, and were also an MBE subcontractor on a previous audit. The contract covers multiple audits: the College’s Financial Audit, WBJC Audit, Single Audit, Enrollment Opinion Audit, CC-4 Report, and the radio station’s compliance with the Corporation for Public Broadcasting.

Trustee Ward moved to approve the procurement; his motion was seconded by Trustee Blum and unanimously approved.

- b. Main Building Bathroom Renovations \$1,671,732.39
  - 4 bathrooms on the Ground Floor
  - 4 Bathrooms on the 1<sup>st</sup> Floor
  - 4 Bathrooms on the 2<sup>nd</sup> Floor
  - 2 Bathrooms on the 3<sup>rd</sup> Floor

Dr. McCurdy explained that this is a continuation of the deferred maintenance. VP Michael Thomas stated that this is the second series of bathroom improvements, after the Physical Education Center (PEC) and Fine Arts Theatre. Approval is being requested for the Main Building (MNB). The Facilities department has done a great job in repairing the bathrooms, but this renovation is overdue. The request is for 14 bathrooms which will complete the MNB. After MNB, the plan is to move on to the Life Sciences Building (LSB) and then the Pavilions. The Finance Committee reviewed this information and recommended approval by the full Board. Trustee Blum motioned for

approval and Trustee Ward seconded. The procurement was unanimously approved.

IV. Financial Monthly Performance Report

Mr. Richard Walsh, Senior Budget Analyst, had reported and reviewed financial information with the Finance Committee. He now presented to the Board as a whole. Mr. Walsh shared the following chart with the Trustees:



**Monthly Financial Performance Snapshot Report**  
**Appropriation Year 2025**  
 as of February 2025

**Total Revenue by Appropriated Fund**

Revenue Fund	Budget AY25	Monthly Budget AY25 YTD	AY25 Actuals	AY24 Actuals	Net Change
General (Unrestricted)	64,898,547	31,143,382	\$ 52,558,232	51,112,655	1,445,578
Restricted	21,610,084	8,925,233	\$ 14,487,288	16,602,232	-2,114,944
<b>Total Revenue AY25</b>	<b>86,508,631</b>	<b>40,068,615</b>	<b>67,045,521</b>	<b>67,714,887</b>	<b>-669,366</b>

**Year-over-Year (YoY) Expense Comparison**

Expense Fund	Budget AY25	Monthly Budget AY25 YTD	AY25 Actuals	AY24 Actuals	Net Change
General (Unrestricted)	64,898,547	31,143,382	\$ 32,337,057	30,408,893	1,928,163
Restricted	21,610,084	8,925,233	\$ 8,892,106	12,285,382	-3,393,277
<b>Total Expenses</b>	<b>86,508,631</b>	<b>40,068,615</b>	<b>41,229,162</b>	<b>42,694,276</b>	<b>-1,465,113</b>

	Budget AY25	Monthly Budget AY25 YTD	AY25 Actuals	AY24 Actuals	Net Change
<b>Net Surplus</b>	<b>0</b>	<b>0</b>	<b>26,816,358</b>	<b>25,020,611</b>	<b>795,747</b>

**Year-over-Year (YoY) Revenue Comparison**

Revenue Source:	Budget AY25	Monthly Budget AY25 YTD	AY25 Actuals	AY24 Actuals	Net Change
<b>Unrestricted Revenues:</b>	<b>65,088,071</b>	<b>31,143,382</b>	<b>62,668,232</b>	<b>61,112,654</b>	<b>1,445,577</b>
Board of Estimates - Unrestricted	600,000	250,000	0	600,000	-600,000
Bookstore Revenue	935,232	389,680	1,245,222	889,300	355,923
Consolidated Fees	1,050,559	437,733	947,895	883,488	64,407
Credit Tuition	9,251,716	3,854,882	8,758,450	7,185,441	1,573,009
Facilities Capital Fees	109,971	45,821	95,282	85,492	9,790
Investment Income	514,604	214,418	1,391,983	1,232,934	159,048
Local Contract	189,524	78,968	189,524	0	189,524
Non-Credit Fee Revenue	420,610	175,254	910,510	337,506	573,004
Non-Credit Tuition	750,000	312,500	723,580	396,820	326,760
Other Fee Revenue	0	0	19,132	5,409	13,723
Other Revenue	0	0	-31,946	-115,306	83,360
Parking and Transportation	34,719	14,466	6,392	9,048	-2,657
Real Estate Lease Income	1,569,908	654,128	1,114,834	1,276,252	-161,418
Registration Fee	299,995	124,998	275,990	204,412	71,578
State Appropriation	48,280,224	24,140,112	36,210,168	37,368,535	-1,158,367
Technology Fees	700,000	291,667	631,930	589,134	42,796
Tower Rental Income	131,092	54,622	44,611	142,499	-97,888
Transcripts	39,084	16,285	19,332	17,530	1,802
Vending Machine Commission	0	0	5,343	4,160	1,183
WBJC Asset Agreement	210,833	87,847	0	0	0
<b>Restricted Revenue:</b>	<b>21,420,560</b>	<b>8,925,233</b>	<b>14,487,288</b>	<b>16,602,232</b>	<b>-2,114,944</b>
Deferred Maintenance	0	0	0	2,091,702	-2,091,702

Mr. Walsh reported that revenues have increased compared to the same time last year while expenditures have decreased. Bookstore sales revenues have increased, credit tuition and fees have increased in fall and spring as well as non-credit tuition and fees. Federal grants have increased in terms of Title IV funding. There are increases in Maryland state scholarships and non-credit grants. WBJC has an increase in revenues due to a \$2.3M bequest.

Any revenue shortfall appearing in this year's figures compared to last year's are the result of a timing discrepancy. The funding for Board of Estimates (BOE) scholarships has not been provided by the City, creating a timing difference from last year. In terms of real estate revenues, as of this report, second quarter revenues have not been received. State appropriation revenues are off compared to the same time last year due to posting differences by the State. Deferred maintenance funding has not yet been received. BOE and P-TECH scholarships have timing differences.

The College has seen an increase in Bookstore purchases and instructional supplies that align with the enrollment increase. The flood in the West Pavilion created a revenue increase because of an insurance benefit. Although the Deferred Maintenance dollars for Facilities/Plant Operations are less than at the same time last fiscal year, the Budget Office feels that the deferred maintenance expenditures will increase this fiscal year making them comparable to last fiscal year. In terms of revenues/expenses by division, ITS shows an increase in expenses due to the Ellucian contract; Student Affairs shows a decrease in BOE scholarships; Workforce Development and Continuing Education (WDCE) shows an increase in revenue due to Cyber scholarships and Department of Labor and other grants.

## V. Enrollment Report

IVP of Student Affairs Donna Thomas gave a PowerPoint presentation in which she showed that Fall 2024's final credit enrollment was up 11% over Fall 2023; fall 2024 eligible credit FTEs are estimated at 920; and dual enrollment in fall 2024 was up by 33.3% over fall of 2023.

Current high schools participating in the dual enrollment program include Paul Laurence Dunbar, Forest Park, and Greenstreet Academy. More information will follow in the March presentation for Spring 2025 dual enrollment.

Chair Schmoke asked about the College's contact for dual enrollment initiatives as he wants to avoid any overlap by University of Baltimore with BCCC's program.

Winter 2025 credit enrollment was at 562 as of February 9, 2025, an increase over Winter 2024's 402 credit headcount. Spring 2025 credit enrollment currently stands at 15.4% over Spring 2024 and may still increase since spring 2025 registration is underway through March 13. Currently, the estimated eligible credits FTEs for Spring 2025 stand at 915.

IVP Thomas showed application funnel data from prospect to admit status. Further analysis will be conducted regarding the decrease in the number of applications started versus completed. Notifications are being sent to individuals who start but do not complete the application. Trustee Garvin asked for clarification regarding started and submitted status. IVP Thomas said they are utilizing dashboards for recruiters to follow up. Trustee Garvin asked if there is a goal for the number of applicants per semester. Ms. Thomas said that will be brought forward next month for the fall 2025 term; analysis is underway with respect to MHEC's projections. The team is reviewing the Fall 2025 application data to determine where applications are coming from in the State; the majority are from Baltimore City. They are further examining the zip codes and other Maryland counties. The work continues to expand recruitment strategies with territories, building brand awareness, and improving customer service experiences. The Mayor's Scholars Program (MSP) has set a summer goal of 500 for Summer 2025.

Trustee Blum asked about persistence, completion, and transfer rates for MSP students. IVP Thomas will bring that data forward at a future meeting.

Trustee Garvin suggested ongoing data points that still need to be collected should be noted on a list for Trustees to review. Dr. McCurdy agreed with comments regarding the need for additional data.

Trustee Blum asked how the college communicates with students who have dropped out. Dr. McCurdy noted that there are different ways for a student to "drop out." Some may transfer to another institution or complete their degree or program of study; others may simply stop attending. Dr. McCurdy commented that different students should be approached differently and noted

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the need to bring forward the strategies on how to bring students back to the College.

Chair Schmoke noted progress related to the Realignment legislation.

Dr. McCurdy noted how close the College came to the MHEC projections.

More detailed data will come forward. There has been tremendous progress in processing applications moving from paper to electronic and through the funnel. Trustee Garvin recognizes what is involved in obtaining certain data points and is willing to wait; she emphasized the interest in what the data points will be in the future so that the Trustees can comment on a list of existing data points and identify anything missing. Dr. McCurdy said that would be noted, and also acknowledged some of the lingering barriers to data extraction.

## VI. ERP Update

Mr. Ishwor Aryal, Director of Enterprise Applications, noted that the ERP implementation and tech modernization are two components of the realignment legislation. He explained the operation and maintenance phase that the College is currently in. To be successful, BCCC partnered with Ellucian Advisory Services to address the priorities established by the Cabinet. Ellucian is engaging in stakeholder meetings and identifying and implementing new features and functionalities.

Functions related to Human Resources are a key priority in terms of pay processes being integrated with the State's Central Payroll Bureau. The College is ready to test some components with the State.

End user training and WDCE process improvements are additional institutional priorities.

Project "closure" with the State Department of Information Technology (DoIT) is scheduled for June 30, 2025, meaning that key milestones have been met. The College will continue to partner with the State as well as with Ellucian Advisory Services.

Dr. McCurdy said that the College gets to choose if the partnership continues with DoIT. The technology modernization is now focused on the disaster recovery project, phase II. Chair Schmoke asked about continuing the relationship with Ellucian at such a great expense. Dr. McCurdy clarified that advisory services is far less costly than the previous ERP related expenditures. The modules are at various points in the implementation and integration processes.

## VII. President's Report

### a. Human Resources Changes

Dr. McCurdy indicated that the Assistant VP for HR and the VP for Workforce/Facilities, will join her for the presentation. Dr. McCurdy presented the updated organizational chart for the Human Resources (HR) Office and introduced AVP Nicole Carter who noted the additional layer of a Payroll Manager was needed to support the effectiveness and accuracy of the process. The search is underway for a payroll manager and one clerk. They have filled the other HR positions.

Chair Schmoke asked about the Generalist position; AVP Carter explained that the position encompasses all aspects of HR and that the new employee will be able to fill in and support all areas.

The new NeoGov Applicant Tracking System has been implemented and will streamline the application process through pre-screening and manager self-service opportunities.

HR and Information Technology Services (ITS) are working with the State to ensure that the College is prepared to process its own payroll by the deadline of March 21, 2025; it is critical that the deadline be met in order to pay staff.

Banner testing is underway and regular meetings are occurring.

The ADA and FMLA tracking system is a high priority and is being implemented.

### b. Life Science Building Fire & Renovations

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The fire occurred about a week into the Spring 2025 semester. VP Michael Thomas noted how quickly the Fire Department was contacted and responded.

The initial clean-up will cost about \$1,000,000, or approximately \$40,000 per week. Faculty/staff offices, classrooms, labs, and the dental hygiene clinic were taken offline. The cause has been identified as an overheating of the boiler that was being installed by the contractor the day before. The primary fire was contained inside the penthouse; however, the water and soot damage were extensive. All of the building's infrastructure was damaged, including the electrical system. The Department of General Services (DGS) and external contractors are now doing the majority of the clean-up work. New aspects of the damage are being discovered every day. It is not possible to give an estimate of the costs of repairs, as assessment is still underway. The College's out-of-pocket expenses should be somewhat mitigated as this is an insurance claim. Mr. Thomas commented that the responsible contractor has been cooperative so far. Dr. McCurdy commented that this is the College's opportunity to upgrade the building.

Some Dental Hygiene students may have to go past the spring term to complete their clinical hours. Chair Schmoke asked about options for the Dental Hygiene students. Dr. Eric Benjamin, VP of Academic Affairs and Interim Dean Mahmood have contacted other institutions about our use of their facilities, but timing is not workable. The first floor is now reopened. VP Benjamin is developing a plan which would require the students to work at the clinic for 17 additional days after commencement so that they could complete their clinical requirements. Those students who are finished with the program except for the 17 additional days would be permitted to walk across the stage and participate in commencement. VP Thomas shared that the first, second, and third floors have been sealed so that the first floor could be utilized safely for the Dental students.

c. 2025-2028 Strategic Plan Framework

Dr. McCurdy noted that she will be seeking time with the Board to review the progress made so far in terms of the framework with the three pillars of the College's strategic plan: Delivering Our Promise, Aligning Our Strengths, and Expanding Our Reach.

VP Becky Burrell noted the participation of students, faculty, staff, and Cabinet who were engaged in the development of 1,600 ideas which led to the three pillars, and stated that the pillars align with the 12 Realignment tasks and the Governor's Plan as well as the Maryland State Plan for Higher Education. The College's Performance Accountability Report (PAR), approved by the Board in September 2024, aligns with the State Plan for Higher Education and will be the source for many Key Performance Indicators (KPIs) in addition to disaggregated measures.

VP Burrell also noted that students shared their appreciation for their feedback being reflected in the goals, sub-goals, objectives, and KPIs. There is much data to support the strategic and master plans through the PAR, Managing for Results submission to the Department of Budget and Management (DBM), and additional indicators.

Trustee Terrell stated that she appreciated the overlap with the State goals and Realignment tasks. VP Burrell noted that this will be a transparent, living plan accompanied by a new tool, Strategic Planning Online (SPOL), to house the information and link to the budget. Trustee Terrell asked whether it has been considered how to engage external touchpoints in order to get their feedback. VP Burrell stated that industry and community partners will be ongoing participants in the process. Trustee Blum asked if the Plan incorporates possible State and federal budget cuts. VP Burrell pointed to the subgoals under Aligning Our Strengths and Dr. McCurdy stated that planning and budgeting will be integrated.

d. Legislative Budget Hearings (House & Senate)

Dr. McCurdy described the College's time at the Operating Budget Hearings with the House and Senate. The DLS Analyst's questions and actions were shared by Dr. McCurdy along with the College's responses related to enrollment, FTEs, Mayor's Scholars Program, and vacancies. Dr. McCurdy stated that the FTEs were underreported for the College and that BCCC will work with MHEC and other agencies to ensure they are revised to reflect the increase in FY 2024. She also said that the College's adoption of the Neogov HR software will help address legislators' concerns about job vacancies at the College.

Chair Schmoke asked about support from the Foundation for additional dollars in light of the proposed cuts in State funding. Dr. McCurdy stated that the Foundation and the Grants Office will provide support, especially given the limited funds provided from the Board of Estimates.

Trustee McKenzie noted that there had not been a report on Workforce and Continuing Education. Chair Schmoke said it was his fault for leaving it off the agenda and that they would make up for it next time.



VIII. Closing statement and Motion for Adjournment

Chair Schmoke read the following closing statement:

The open session meeting of the Board of Trustees has concluded. Pursuant to the General Provisions Article, Sections 3-305(b) (1), (7), (8), and (9), the meeting will move into closed session so that the Board can:

- Discuss the employment, onboarding, separation, compensation and discipline of specific College employees;
- Consult with counsel to obtain legal advice;
- Discuss strategy, merits, and legal advice regarding pending litigation and administrative complaints involving the College; and
- Discuss matters related to collective bargaining.

May I have a motion to adjourn and close?

Trustee Weiss moved to adjourn the open meeting and move to closed session. Trustee Blum seconded the motion and it was unanimously approved. The Trustees moved immediately into closed session.

Attendees/Participants

*Kurt Schmoke, Esq. – Chair*

*Leonor Blum*

*MacKenzie Garvin, Esq.*

*Tanya Terrell*

*Dr. Roger Ward, Esq.*

*J.C. Weiss*

*Debra L. McCurdy - President*

*Gussener Augustus*

*Eric Benjamin*

*Becky Burrell*

*Lyllis M. Green*

*Maria E. Rodriguez, Esq.*

*Donna Thomas*

*Michael D. Thomas*

*Ishwor Aryal*

*Nicole Carter*

*Richard Walsh*

*Eileen Waitsman*

BCCC Faculty/Staff Attendees

*Da’Nyjae Anderson*

*Dawna Attig*

*Michael Berends*

*Emmanuel Byron*

*Stanley Cavouras*

*Christina Carter*

*Jamie Cofield*

*Sherron Edwards*

*Aquila Evans*

*Rasheedah Evans*

*Andrea Fricks*

*Dr. Kenneth Gillespie*

*Charmanique Goings*

*Noah Grant*

*Valerie Grays*

*Marshall Goodwin*

*Katana Hall*

*Takiyah Hamilton*

*Norine Harper*

*Eileen F. Hawkins*

*Dr. Denise Holland*

*Will Hug*

*Cora James*

*Leslie Jackson*

*Kallem Johnson-Bey*

*Keenan Jones*

*Caren Jones*

*Chris Jordan*

*Karen King-Sheridan*

*Brett King*

*Nena Kutniewski*

*Deborah Lawson-Wilcox*

*Ghazanfar Mahmood*

*Dr. Bryan Miller*

*Thomas Phenix*

*Ashley Peck*

*Darryl Pope*

*Sonce Reese*

*Dr. Sylvia Rochester*

*Shawnette Shearin*

*Sands Simmons*

*Brenda Sierra*

*Nisha Thomas*

*Wanda Walker*

*Aundrea Wheeler*

*Michelle White*

*Dr. Charles Wilson*

*Cynthia Wilson*

*Dr. Sung Yoon Kim*

Non-BCCC Attendees

*Kristin McFarlane*