BALTIMORE CITY
COMMUNITY COLLEGE

Baltimore City Community College

Board of Trustees Open Session

Dr. Debra L. McCurdy
President

Mr. Kurt L. Schmoke
Chair

WEDNESDAY | JANUARY 15, 2020

TAB 1 | Approval of the January 15, 2020 Agenda

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Agenda | January 15, 2020

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

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I. **Call to Order**   Mr. Kurt L. Schmoke, *Chair*

   Adoption of Agenda   Mr. Kurt L. Schmoke, *Chair*
   a. Approval of the January 15, 2020 Agenda (Tab 1)

II. **Board Actions / Consent Agenda**   Mr. Kurt L. Schmoke, *Chair*
   a. Approval of the December 18, 2019 Minutes (Tab 2)
   b. Student Government Association Report (Tab 3)
   c. AFSCME Local #1870 at BCCC Repot (Tab 4)
   d. Faculty Senate Report (Tab 5)

III. **Items Removed from the Agenda (Tab 6)**   Mr. Kurt L. Schmoke, *Chair*
   ▪ Student Government Association Report (Tab 3)

IV. **New Business (Tab 7)**   Dr. Debra McCurdy, *President*
   ▪ Digital Media Program (Vote)   Dr. Liesl Jones,
                                                                  VP Academic Affairs

V. **College Policies (Tab 8)**   Mr. Kurt L. Schmoke, *Chair*
   ▪ None

VI. **Presentations (Tab 9)**   Dr. Debra McCurdy, *President*
   ▪ Enterprise Resource Planning (ERP)   Mr. Stephan Byam, *CIO*
                                                                Dr. Donnell Josiah, *Maryland*
                                                                   Department of
                                                                   Information Technology

VII. **President's Report (Tab 10)**
   a. Cabinet Division Reports (Information)   Dr. Debra McCurdy, *President*

   b. BCCC Legislative Priorities   Dr. Debra McCurdy, *President*
                                                                Mr. Kevin Large, *Director*
                                                                   Government Relations

   c. Enrollment Report   Dr. Stanley Singleton,
                                                                   VP Student Affairs

VIII. **Active Search Listing (Tab 11)**   Mr. Kurt L. Schmoke, *Chair*

IX. **Motion for Adjournment**   Mr. Kurt L. Schmoke, *Chair*

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BALTIMORE CITY COMMUNITY COLLEGE

BOARD ACTIONS / CONSENT AGENDA

TAB 2 | Approval of the December 18, 2019 Minutes
TAB 3 | Student Government Association
TAB 4 | AFSCME Local #1870 at BCCC
TAB 5 | Faculty Senate Report

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TAB 2 | Approval of the December 18, 2019 Minutes

Open Session Minutes | December 18, 2019

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

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Board Members Present: Chairman Kurt L. Schmoke, Esq., Ms. Leonor Tannhauser Blum, Mr. Jason Perkins-Cohen, Dr. Rachel Pfeifer, Mr. J.C. Weiss, II, Mr. Pete Nachtwey (by phone), Ms. Leila F. Parker (by phone).

Board Members Absent:
John Lewis

CALL TO ORDER
Chair Schmoke called the meeting to order at 4:07 p.m.

ADOPTION OF THE AGENDA
A. Adoption of the December 18, 2019 Agenda

Chair Schmoke requested a motion to adopt the December 18, 2019 Agenda. Trustee J.C. Weiss motioned for the adoption of the December 18, 2019 Agenda and Trustee Leonor Tannhauser Blum seconded the motion. The motion was unanimously approved.

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

A. Approval of the November 20, 2019 Minutes

Chair Schmoke requested a motion to approve November 20, 2019 Minutes. Trustee Leonor Tannhauser Blum motioned for the approval of the November 20, 2019 Minutes and Trustee J.C. Weiss seconded the motion. The motion was unanimously approved.

B. Student Government Report
Report provided but not discussed.

C. Faculty Senate Report
Report provided but not discussed.

ITEMS REMOVED FROM THE AGENDA

Report from AFSCME Local #1870 was removed from the agenda.

NEW BUSINESS
    N/A

COLLEGE POLICIES
    N/A

PRESENTATIONS

  A. **Facilities Master Planning**
      Dr. McCurdy provided an overview of the discussions that have been taking place regarding plans for all BCCC properties. She stated that regular meetings with the architecture firm Noelker and Hull Associates and the Department of General Services are helping to develop strategies that will tie into the Facilities Master Plan.

      Dr. McCurdy introduced Mr. Robert Ashbury, principal at Noelker and Hull who gave a detailed analysis of BCCC properties. Mr. Asbury mentioned that this project started in the summer under the assignment of the Department of General Services (DGS) to evaluate all facilities and buildings, to determine best usage of properties and space, and to assess how facilities uses and plans will integrate and support academic programs. Mr. Ashbury noted that information acquired during the evaluation of properties and discussions with Dr. McCurdy and her staff are helping to draft the master plan.

      Mr. Asbury noted the following concerns and suggestions:
      - Library and Nursing Building should be high priorities for renovation
      - Building systems in the Nursing Building, Library, and Fine Arts Wing are at the end of their useful life.
      - Life Science Building is in good condition with exception of boilers and elevators.
      - Problems with sanitation drains exist in the Main Building.
      - Central systems plan is needed for all buildings for operational efficiency and maintenance costs.
      - Life safety systems (fire alarms and sprinklers) and ADA Compliance requirements are lacking in some areas.

      Chair Schmoke asked if the idea of a second exit from the BCCC campus was a possibility. Mr. Asbury shared that the Loop Road Project is already set to begin in approximately one year. However, without acquiring more property, a second exit is not an option. Dr. McCurdy added that pushing exit traffic onto Liberty Height could be a challenge, but was a part of the original DGS plans.

      Chair Schmoke asked whether the nursing program would be able to utilize the space in one of the pavilions since they were previously used as hospital space. Mr. Asbury responded that the areas are cut up into offices and are not suitable for instructional space.

      Mr. Asbury explained that a full report along with deliverables will be provided in the first quarter of 2020.

PRESIDENT'S REPORT

Dr. McCurdy shared that her presentation will cross between operations, realignment, and enrollment. As part of both realignment and enrollment initiatives additional efforts towards dual enrollment in partnership with Baltimore City Public Schools are underway. Meetings have taken place with Trustee Pfeifer and several of her lead administrators to discuss the Mayor's Scholars Program, P-Tech, dual enrollment, and how to effectively move students through and between institutions. Dr. McCurdy shared that she believes there is tremendous opportunity in looking at dual enrollment as a viable option that would benefit the students, BCCC, and BCPS.

Dr. McCurdy reiterated that there are several areas of recruiting efforts that should be integrated. An evaluation of all areas of the college that have outreach responsibility has uncovered the need to establish an enrollment master plan that fits with the realignment tasks.

Currently in its second year at BCCC, the Mayor's Scholars Program (MSP) brought in well over 400 students. The Abell Foundation has commissioned an evaluation of the MSP to determine the success of students in the program, and how it will be integrated into the College's operations. Consultant Cristina Lopez and VP Burrell (and staff) will be responsible for writing the report.

The Realignment Tasks included a review of the College's budget, enrollment, and spending. A report on enrollment and a review of the MSP Program were due to the Joint Chairs by December 1, 2019. The College received a positive response to the information submitted which outlined intended change that supports enrollment.

Another part of the realignment task was a comprehensive review of all positions, which is ongoing. Dr. McCurdy shared that Dr. Liesl Jones, our new VP for Academic Affairs started just six days ago and has hit the ground running. Discussions with candidates for the vacant VP for Administration and Finance and Government Relations positions are underway and making good progress. With these selections, the President's Cabinet will be complete.

Dr. McCurdy shared the College is continuing to build a presence in the community through marketing and branding.

The College is continuing to form partnerships and relationships with the Department of Budget Management (DBM), the Department of General Services (DGS), the Department of Information Technology (DOIT), and community leaders. Regular meetings and engagement opportunities have helped to buil relationships that had not previously existed.

Dr. McCurdy shared that when she started in May 2019, the College's Enterprise Resources Planning (ERP) Project rated a "red" status (heightened-risk) as defined by the Department of Information Technology (DOIT) due to missed deadlines, lack of engagement and a lack of an overall strategy for the project's completion. New deliverables were established in August and the project moved to "yellow" status by October/November. With weekly meetings, strong deliverables, and hard work, the College stands at "green" status as of December. Dr. McCurdy gives much of the credit for this accomplishment to the leadership of the Chief Information Officer, Mr. Stephan Byam.

Mr. Byam shared that Dr. McCurdy's leadership, support, and commitment to having all parties engaged and around the table is what has pushed this progress. He indicated that the efforts of the core ERP Team, the support of the executive staff, and the thriving relationship with DOIT were also responsible for the success.

Chair Schmoke asked about the timeline for selecting a product. Mr. Byam shared that selection should begin around late April.

Enrollment Report

Dr. Stanley Singleton, Vice President for Student Affairs shared the College's enrollment numbers for Winter and Spring 2020. He provided an update to previously provided reports and noted that the number for the Winter semester is 36 credit students versus 34, and the Spring semester number is 2,203 versus 1740 (these compare 2018 and 2019).

Chair Schmoke asked Dr. Singleton what he thought was causing the increase. Dr. Singleton responded that he credits the increase in enrollment to Dr. McCurdy's leadership in bringing all parties to the table regarding enrollment initiatives, adjusting to an open schedule for placement testing, a focus on student payment plans, and simply staying in constant contact with students.

ACTIVE SEARCH LISTING
Report provided but not discussed.

MOTION FOR ADJOURNMENT

Chair Schmoke made a request under the provisions of the State's Open Meetings Law to adjourn the Open Session Meeting and to reconvene for the Closed Session. Trustee Leonor Tannhauser Blum motioned for the adjournment of the December 18, 2019, Open Session Meeting and Trustee J.C. Weiss seconded the motion.

NEXT MEETING: January15, 2020.

BCCC Staff Present:
Eileen Waitsman, Dr. Maria Cazabon, Eileen Hawkins, Jeffrey White, Dr. Chima Ugah, Dr. Daphne Snowden, Scott Saunders, Dr. Anil Malaki, Frederick Paraskevoudaki, Renata Allen, Lorraine Brown, Dr. Bob Iweha, Edward Ennels, Scott Olden, and Earl Melvin.

Other Attendees Present:
Omer Olloumou, SGA Vice President, Debra Vines, Ian Klein (Department of Legislative Services), Kristin McFarlane (Office of the Attorney General).

CLOSED SESSION

Chair Schmoke requested a motion, under the Open Meetings Act, State Government Article Section 10-508, to convene in Closed Session on December 18, 2019, in the President's Conference Room to discuss real estate, personnel and to obtain legal advice. The motion was given by Trustee Weiss III and seconded by Trustee Perkins-Cohen.

Respectfully submitted,

Debra L. McCurdy, PhD
President

TAB 3 | Student Government Association Report

- Not Submitted

TAB 4 | AFSCME Local #1870 at BCCC Report

AFSCME Local 1870
Board of Trustees Summary Report
December 17, 2019 (meeting date)

Attendees: Dr. McCurdy, President of BCCC, Salita High, Vice President of AFSCME Local 1870 and James Revis, Treasurer of AFSCME Local 1870.

1. Contract negotiations between BCCC Administration and AFSCME Local 1870 was discussed. The teams have not met in months. Dr. McCurdy was asked if she knew when negotiations would resume. She stated we should check with Ms. Williams, HR Director.

2. Dr. McCurdy was asked about negotiations around BCCC's change in scheduling which forced the majority of employees to work 8am to 5pm with a mandatory hour for lunch. Dr. McCurdy stated that she felt the change in hours was necessary due to the rampant abuse of hours and a need for uniformity here at BCCC. She stated that those negotiations would take place at the table along with other issues still being addressed through contract negotiations. Ms. High stated that AFSCME Local 1870 officers plan to work with members on improving attendance and being more accountable.

3. Ms. High stated to Dr. McCurdy that moral at BCCC is at an all-time low. "I've never seen it this low in 20 years!" Ms. High reported to Dr. McCurdy that employees from all areas and levels feel, "expendable, replaceable and unwanted. Employees are resigning, being terminated and leaving for other jobs in record numbers. So much experience and valuable knowledge of the College is leaving BCCC in droves. Dr. McCurdy said she will address morale in the new year.

4. When asked about vacancies, Dr. McCurdy stated many position searches are in progress. She stated we have an abundance of Administrative Assistants. We are overstaffed in some

areas. She stated some areas have positions that don't require a full-time, 40-hour a week employee year round, and she is working with VP's to rectify the situation.

TAB 5 | Faculty Senate Report

The Faculty Senate welcomes Chairman Kurt Schmoke and the members of our Board of Trustees to a new year 2020 and a new decade. Our faculty are looking forward to a productive year and beyond in advancing the charter of our College, Baltimore City Community College. The Faculty Senate reports the following items since previous Board meeting in December, 2019.

I. Meeting with Dr. McCurdy, BCCC President: On December 13, 2019, Faculty Senate Leadership addressed the following issues with the President:

a. Moving P-Tech and MSP Programs to Academic Affairs Division: Faculty Senate Leadership expressed concerns about credit programs being housed outside Academic Affairs Division. It has been problematic with these areas outside Academic Affairs meeting deadlines with scheduling and assigning faculty to cover the classes. Also, requiring faculty to teach college-level and intense courses to 10th graders in P-Tech program who are highly unprepared for college-level courses is very problematic. Apparently, no one is screening the P-Tech students for college-readiness and they are not required to take our placement test before enrolling in College-level courses. Consequently there is a high failure rate as well as behavioral issues in the classroom and hallways. Faculty Senate Leadership suggested that the College should make efforts to get the older students from the 11th and 12th graders only into the College instead of the 9th and 10th graders. Dr. McCurdy stated that she will look into the data before moving forward with any decision. MSP is part of State of Maryland's realignment tasks and ABEL Foundation will be evaluating the MSP program, and the College will be conducting the two years evaluation from the inception of the program.

b. Update on Realignment Task #6 Comprehensive review of all positions at BCCC: Dr. McCurdy stated that the status of positions review will be reported out to the Board of Trustees and the entire College will receive the updates at the same time. Some areas are being reviewed for efficiency. Some areas will be combined, and that some positions may be closed.

c. Procedure for Grants Submission: Faculty Senate Leadership requested the standard operating procedure to write and submit grant opportunities. Dr. McCurdy mentioned the inadequacies associated with recent grants that were submitted. The procedures for grant writing will be available shortly once all details are flushed out. For the moment, all grants must go through VP Becky Burrell who will guide the process.

d. Update on the Loop Road Construction, Renovation of Nursing Building, and Modernization of Bard Library: Dr. McCurdy mentioned that all the dialog behind the scene with the State of Maryland agencies are still ongoing and the parties are closer to resolution. The scope of the library and Nursing building will be expanded as originally planned, and considering renovation instead of costlier new construction. The loop road is moving forward with a timeline to complete the project in 2021/22. Also, the money has been allocated for a new roof in the Fine Arts Building with no further renovation on the table for the building, Dr. McCurdy concluded.

e. Update on VP for Business and Finance: Dr. McCurdy informed Faculty Senate Leadership that the College is close to making an offer to a qualified candidate.

f. The Sabbatical leave request from Dr. Kathleen Kennedy which was approved by the Senate Executive Committee (SEC) was presented to Dr. McCurdy, BCCC President to be reviewed by the VPAA.

II. Spring 2020 Faculty Academy: The Academy was held on January 8, 2020. It was an all-day event for faculty professional development and was very successful. A total of 88 faculty members attended the academy with additional 9 participants consisting of Deans, Associate Deans and guests. Dr. Mary Foster from Morgan State University was the guest speaker on "Growth Mindset." There were 15 breakout workshops for the afternoon session.

III. The Association of Faculties for Advancement of Community College Teaching (AFACCT) held their 30th Annual Conference on January 9-10, 2020 at Community College of Baltimore County-Catonsville Campus. The administration approved and paid the individual registration fee of $85. The following faculty attended the AFACCT 2020 conference:
     a. Dr. Mohamed Ahmed, Department of Natural and Physical Sciences
     b. Dr. James Dyett, Department of Health Professions
     c. Dr. Samson Mengesha, Department of Natural and Physical Sciences
     d. Dr. Malathi Radhakrishman, Department of Natural and Physical Sciences
     e. Dr. Elfagid Tekaligne, Department of Natural and Physical Sciences
     f. Professor Chikao Tsubaki, Department of English, Humanities, Visual & Performing Arts

Humbly Submitted,

Chima Ugah

Dr. Chima Ugah,
Faculty Senate President

TAB 6 | Items Removed from the Agenda

- Student Government Association Report

BALTIMORE CITY COMMUNITY COLLEGE

TAB 7 | New Business

- ▪ Digital Marketing Program (Vote)

Digital Marketing Program

Baltimore City Community College provides quality, affordable, and accessible educational opportunities with comprehensive programs that meet the professional and personal goals of students while improving communities in the greater Baltimore area. The primary goal of the Digital Marketing Certificate (DMKT) is to provide a career pathway to a knowledge-economy job and to provide a digital skills curriculum that is more accessible for community college students. Students will have the option to enrich their academic, experience, and marketing credentials by doing real-work projects using the same software they will use in the industry.

This proposal for a new certificate is thoughtful, intentional, goal-driven and a shared experience. The program is designed to be offered fully online and will support local business partners by developing a marketing ecosystem and creating an entrepreneurial culture. Baltimore City Community College's Digital Marketing Certificate will change lives and build communities.

Baltimore City Community College faces important development decisions about the extent to which it can and should adequately meet the demand for next-generation marketing training in the connected economy. For our students, we should expect a different set of employment and career opportunities.

The Digital Marketing Certificate aligns with the 2017–2021 Maryland Higher Education State Plan by developing a preferred partnership with Facebook that is a promising program that carries Maryland's economy forward. In addition, this certificate is a demonstration of the catalyst for innovation model where Baltimore City Community College, Maryland Higher Education Commission and the Facebook Community Boost program meets the challenges of a changing competitive workforce. This certificate provides educational opportunities by supporting students' personal and professional goals through training in digital skills and supporting businesses through marketing solutions that drive business growth.

Today, the world of marketing's digital and marketing programs have struggled to maintain pace with the rapid technological changes influencing market practice. Baltimore City Community College and the State of Maryland must be forward-looking and consider the disruptive technologies of digital marketing education and student career choices. The proposed digital marketing courses help narrow the digital skills gap among our college graduates and will help develop goal attainment, digitally prepared, work-ready individuals.

Proposed Curriculum

As a proposed stackable certificate, students will be able to earn a credit credential as they continue their study toward the AAS degree. Digital skill instruction in mainstream higher education perpetuates skills gaps, and social inequity. Working with, rather than around, the higher educational system is the pathway to impact.

Course ID	Credits	Course Name	
PRE 100	1	Preparation for Academic Achievement	College Requirement
ENG 101	3	English Writing	General Education Requirement
MAT 107	3	Modern Elementary Statistics	General Education Requirement
BUAD 112	3	Computers for Business Management	Business Core Requirement
DMKT 101	3	Foundations and Strategy of Marketing	Program Option Requirement
DMKT 102	3	Marketing Content Strategy and Branding	Program Option Requirement
DMKT 200	3	Marketing Analytics and Performance Optimization	Program Option Requirement
DMKT 201	3	Social Media Marketing	Program Option Requirement
DMKT 202	3	Search and Display Advertising	Program Option Requirement
DMKT 203	3	Email Marketing	Program Option Requirement
Total Credits	**28**		

Course Number, Title, Credits and Descriptions

DMKT 101 Foundations and Strategy of Marketing (3 Credits)

Course Description: This course is designed to introduce the student to the basics of Digital Marketing. It aims to develop the student's understanding of marketing in the context of a business and provide a framework for students to think about concepts such as segmentation, targeting, value propositions, and metrics. Students will be assessed throughout the course through exercises on the topics. This culminates in a final project in which the student will use the PATH framework to analyze and create a digital marketing strategy for a chosen company.

DMKT 102 Marketing Content Strategy and Branding (3 Credits)

Course Description: This course is designed to give the student clearer insight into branding and content strategy. It aims to push students to explore concepts such as consumer psychology, appropriate content, and strategy. Students will have the opportunity to practice their writing and communication skills-both vital skills for digital marketing.

DMKT 200 Marketing Analytics and Performance Optimization (3 Credits)

This course aims to give students the skills needed to analyze results of marketing efforts. Students will learn about factors that drive conversion and how to optimize their efforts using data and A/B testing. Students will understand what the key metrics for digital marketing are. Students will be assessed through three projects that give them an opportunity to get hands-on experience using spreadsheets, Google Analytics and analyzing an A/B test.

DMKT 201 Social Media Marketing (3 Credits)

Course Description: This course gives students a deeper understanding of the part social media plays in a digital marketing strategy. Students will learn about different platforms and their best practices. Students will create a social media strategy that builds on the material in DMKT 101. The students will be assessed through a capstone project completed throughout the course. The project will give students an opportunity to test their social media skills as well as creating a real ad campaign on the Facebook platform.

DMKT 202 Search and Display Advertising (3 Credits)

Course Description: This course will give students greater insight into two major areas of paid advertising: search and display advertising. Students will learn about the different channels and how the industries work. They will learn best practices for each channel and how to create effective strategies that build on their knowledge from course 1 in this series. Students will be assessed on their performance on two capstone projects which is completed throughout the course which will entail creating an outline for campaign strategies for search and display.

DMKT 203 Email in Marketing (3 Credits)

Course Description: This course offers a deep dive into the world of email marketing, an incredibly effective marketing channel that can deliver great results for companies. In this course, students will learn about the role of email marketing in a company's marketing campaign, what stages of the customer journey email marketing is suited for and best practices for email visuals and copy. The course will also touch upon more complex email practices such as automation and how to outline an email drip campaign. The students will be assessed on their performance on a capstone project which will entail outlining the components of an email campaign.

The Digital Marketing Certificate is 28 credits and consist of six (6) new Digital Marketing courses. The program sequence is below:

Digital Marketing Sequence:

Course ID	Credits	Course Name	Course Pre-Requisite / Co-Requisite
Semester 1			
PRE 100	1	Preparation for Academic Achievement	None
ENG 101	3	English Writing	ENG 82 or RENG 92
BUAD 112	3	Computers for Business Management	
MAT 107	3	Modern Elementary Statistics	MAT 86 or MAT 86M or MAT 91 or MAT 92
*DMKT 101	3	Foundations and Strategy of Marketing	ENG 101
	13		
Semester 2			
*DMKT 102	3	Marketing Content Strategy and Branding	DMKT 101, ENG 101
*DMKT 200	3	Marketing Analytics and Performance Optimization	DMKT 101, ENG 101, MAT 107
	6		
Semester 3			
*DMKT 201	3	Social Media Marketing	DMKT 101, 102, 200, ENG 101, MAT 107
*DMKT 202	3	Search and Display Advertising	DMKT 101, 102, 200, ENG 101, MAT 107
*DMKT 203	3	Email Marketing	DMKT 101, 102, 200, ENG 101, MAT 107
	9		
Total Credits	**28**		

*New Digital Marketing Course

Table 1: Resources and Narrative Rationale

TABLE 1: RESOURCES					
Resource Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1. Reallocated Funds					
2. Tuition Fee Revenue (c + g below)	$48,000.00	$72,000.00	$96,000.00	$120,000.00	$144,000.00
a. Number of F/T Students	10	15	20	25	30
b. Annual Tuition/Fee Rate	$ 3,144.00	$3,144.00	$3,144.00	$3,144.00	$3,144.00
c. Total F/T Revenue (a x b)	$ 31,440.00	$47,160.00	$62,880.00	$78,600.00	$94,320.00
d. Number of P/T Students	10	15	20	25	30
e. Credit Hour Rate	$138.00	$138.00	$138.00	$138.00	$138.00
f. Annual Credit Hour Rate	12	12	12	12	12
g. Total P/T Revenue (d x e x f)	$16,560.00	$24,840.00	$33,120.00	$41,400.00	$49,680.00
3. Grants, Contracts & Other External Sources	$20,000.00				
4. Other Sources – State aid based on students FTE	$90,876.00	$136,314.00	$181,752.00	$227,190.00	$272,628.00
TOTAL (Add 1-4)	$158,876.00	$208,314.00	$277,752.00	$347,190.00	$416,628.00

Table 2: Program Expenditures and Narrative Rationale

TABLE 2: EXPENDITURES:					
Expenditure Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1. Faculty (b + c below)	77,438.00	77,438.00	77,438.00	77,438.00	77,438.00
a. # FTE	0.5	0.75	1	1.25	1.5
b. Total Salary	51,972.00	53,531.16	55,137.10	56,791.21	58,494.94
c. Total Benefits	25,466.00	25,466.00	25,466.00	25,466.00	25,466.00
2. Admin. Staff (b + c below)					
a. # FTE					
b. Total Salary					
c. Total Benefits					
3. Support Staff (b + c below)					
a. # FTE					
b. Total Salary					
c. Total Benefits					
4. Technical Support and Equipment	-	-	-	-	-
5. Library	1500	1000	1000	1000	1000
6. New or Renovated Space	-	-	-	-	-
7. Other Expenses	-	-	-	-	-
TOTAL (Add 1 – 7)	$78,938.00	$79,997.16	$81,603.10	$83,257.21	$84,960.94

Finance Data

Resources, Assumptions:

1. **Reallocated Funds;**

   No funds will be reallocated from existing programs

2. **Tuition and Fee Revenue:**

It is assumed that tuition and fees will be constant in the next five years. The In-state tuition rate is currently $110 per credit hour and a total fee of $28 (consisting of consolidated fees of $15, Tech fee $10 registration fee of $2, and facilities capital fee $1) for a total of $131 per credit hour rate was used in calculating the revenue: with 24 credits per year for full-time students and 12 credits per year for part-time students.

3. **Grants, Contracts and Other External Sources:**

Facebook will offer a one-time grant of $20,000.00 for the develop the digital marketing certification option.

4. **Other Sources:**

Baltimore City Community College is the only state funded community college in the state of Maryland. The college will receive approximately $7,573 per student FTE.

5. **Total Resources:**

Based on a conservative estimate of resources, the Digital Marketing certification program at Baltimore City Community College is expected to have adequate resources from its inception to maintain a successful and expanding academic program.

Expenditures, Assumptions:

1. **Faculty (#FTE, Salary, and Benefits):**
At least two full time faculty members are required to teach the core courses in this program. One of the two faculty member will serve as the Program Coordinator. General education required courses will be taught in their various departments. All faculty members are expected to teach a total of 30 Teaching-Assignment Units (TAU) per academic year. One TAU is equivalent to 15 contact hours. The salary and benefits are along the line with BCCC faculty salary and benefit structure. Faculty will be required to observe office hours in accordance with the faculty handbook, faculty contracts and the program coordinator contract.

2. **Administrative Staff**

There will be no need for an additional administrative staff. The existing department and school administrative staff will be enough to run the program.

3. **Support Staff**

The existing support staff in the School of Business, Science, Technology, Engineering and Mathematics as well as in Academic Affairs at BCCC will be enough to administer the proposed new program.

4. **Technical Support and Equipment**

Currently funds will not be needed to provide the needed learning environment.

5. **Library**
Additional funds will be needed to purchase Digital Marketing textbooks, reference materials, periodicals.

6. **New and/or Renovated Space**
There will be a need to renovate and configure existing space to serve as a dedicated learning environment for the proposed Digital Marketing program.

7. **Other Expenses**

Funding will be available for professional development for faculty members who teach in the Digital Marketing program pathway.

8. **Total Expenditures**

Based on a conservative estimate of expenditures, the Digital Marketing program at Baltimore City Community College is expected to have adequate resources to cover the costs of this academic program.

Basis of Proposal

- Our mission--*"**Baltimore City Community College BCCC** provides quality, affordable, and accessible educational opportunities with comprehensive programs that meet the professional and personal goals of students while improving communities in the greater Baltimore area."*

- This certificate
  - Provides instruction that can lead to immediate employment.
  - Responds to the College's Strategic Plan Goals:
    - Goal 1: Student Success--2. Raise the number of degrees and certificates awarded;
    - Goal 2: Community, Business & Industry, and Education Partnerships--2. Develop at least ten new programs that are relevant and meet business and industry needs.

Facebook & BCCC Agreement

- Master Program Management and Content Licensing Agreement
  - 2-year agreement (can be extended)
  - Pathstream will provide content for 6 courses within the program
  - BCCC can retain pdf copies of the content after the agreement has expired
  - Facebook paid for 2 years of content and IT support for faculty and students
  - Cost for program extension is $50 per course/per student
  - So far Facebook has maintained the extension for other institutions such as Miami Dade and New Mexico Community Colleges
  - The terms and conditions of the agreement will be governed by the laws of Maryland

Program Outcomes

1. Describe the basic concepts of digital marketing and its essential role in demand fulfillment.
2. Identify the key elements and processes in digital advertising operations and how they interact.
3. Identify principles and strategies for establishing efficient, effective, and sustainable marketing content.
4. Explain the critical role of technology in managing electronic or email marketing operations and product flows.
5. Define the requirements and challenges of social media marketing.
6. Discuss how to assess the performance optimization and marketing analytics
7. The Digital Marketing Certificate, consisting of 10 courses (all online)

Courses within the Digital Marketing Certificate Program

The Digital Marketing Certificate is 28 credits and consist of six (6) new Digital Marketing courses. The program sequence is below:
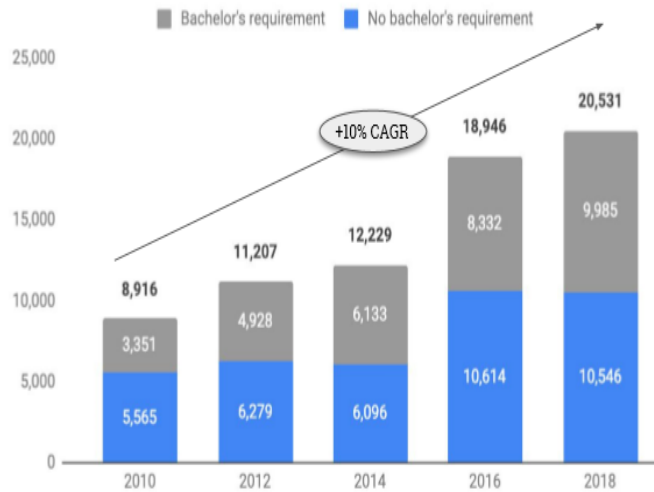
Digital Marketing Sequence:

Course ID	Credits	Course Name	Course Pre-Requisite / Co-Requisite
Semester 1			
PRE 100	1	Preparation for Academic Achievement	None
ENG 101	3	English Writing	ENG 82 or RENG 92
BUAD 112	3	Computers for Business Management	
MAT 107	3	Modern Elementary Statistics	MAT 86 or MAT 86M or MAT 91 or MAT 92
*DMKT 101	3	Foundations and Strategy of Marketing	ENG 101
	13		
Semester 2			
*DMKT 102	3	Marketing Content Strategy and Branding	DMKT 101, ENG 101
*DMKT 200	3	Marketing Analytics and Performance Optimization	DMKT 101, ENG 101, MAT 107
	6		
Semester 3			
*DMKT 201	3	Social Media Marketing	DMKT 101, 102, 200, ENG 101, MAT 107
*DMKT 202	3	Search and Display Advertising	DMKT 101, 102, 200, ENG 101, MAT 107
*DMKT 203	3	Email Marketing	DMKT 101, 102, 200, ENG 101, MAT 107
	9		
Total Credits	28		

*New Digital Marketing Course

Statistics

Entry Level Digital Marketing Roles in Mid Atlantic US

Entry-level digital marketing job postings in Mid Atlantic US

Legend: ■ Bachelor's requirement ■ No bachelor's requirement

+10% CAGR

Year	No bachelor's requirement	Bachelor's requirement	Total
2010	5,565	3,351	8,916
2012	6,279	4,928	11,207
2014	6,096	6,133	12,229
2016	10,614	8,332	18,946
2018	10,546	9,985	20,531

PATHSTREAM

Digital marketing job titles

Top 10 job titles for entry-level digital marketing roles with no bachelor's requirement in 2018

Job Title	Count
Marketing Associate	8,911
Marketing Representative	8,001
Marketing Coordinator	7,113
Marketing Assistant	6,353
Marketing Specialist	5,923
Copywriter	3,114
Marketing Analyst	1,481
Media Specialist	1,398
Social Media Specialist	1,212
Sales and Makreting Representative	859

PATHSTREAM

PATHSTREAM
Support Services

- Faculty and student support

- BCCC IT and Pathstream interface

- Tuition Subsidy/Scholarship Award

➢ The participating colleges are eligible to receive up to $20,000 to be applied toward learner enrollment fees.

➢ Facebook will provide $1000 to participating colleges toward marketing cost.

TABLE 1: RESOURCES					
Resource Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1. Reallocated Funds					
1. Tuition Fee Revenue (c + g below)	$48,000.00	$72,000.00	$96,000.00	$120,000.00	$144,000.00
a. Number of F/T Students	10	15	20	25	30
a. Annual Tuition/Fee Rate	$ 3,144.00	$3,144.00	$3,144.00	$3,144.00	$3,144.00
a. Total F/T Revenue (a x b)	$ 31,440.00	$47,160.00	$62,880.00	$78,600.00	$94,320.00
a. Number of P/T Students	10	15	20	25	30
a. Credit Hour Rate	$138.00	$138.00	$138.00	$138.00	$138.00
a. Annual Credit Hour Rate	12	12	12	12	12
a. Total P/T Revenue (d x e x f)	$16,560.00	$24,840.00	$33,120.00	$41,400.00	$49,680.00
1. Grants, Contracts & Other External Sources	$20,000.00				
1. Other Sources – State aid based on students FTE	$90,876.00	$136,314.00	$181,752.00	$227,190.00	$272,628.00
TOTAL (Add 1-4)	$158,876.00	$208,314.00	$277,752.00	$347,190.00	$416,628.00

TABLE 2: EXPENDITURES:					
Expenditure Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1. Faculty (b + c below)	77,438.00	77,438.00	77,438.00	77,438.00	77,438.00
a. # FTE	0.5	0.75	1	1.25	1.5
b. Total Salary	51,972.00	53,531.16	55,137.10	56,791.21	58,494.94
c. Total Benefits	25,466.00	25,466.00	25,466.00	25,466.00	25,466.00
2. Admin. Staff (b + c below)	-	-	-	-	-
a. # FTE	-	-	-	-	-
b. Total Salary	-	-	-	-	-
c. Total Benefits	-	-	-	-	-
3. Support Staff (b + c below)	-	-	-	-	-
a. # FTE	-	-	-	-	-
b. Total Salary	-	-	-	-	-
c. Total Benefits	-	-	-	-	-
4. Technical Support and Equipment	-	-	-	-	-
5. Library	1500	1000	1000	1000	1000
6. New or Renovated Space	-	-	-	-	-
7. Other Expenses	-	-	-	-	-
TOTAL (Add 1 – 7)	$78,938.00	$79,997.16	$81,603.10	$83,257.21	$84,960.94

Questions

BALTIMORE CITY COMMUNITY COLLEGE

TAB 8 | College Policies

- None

TAB 9 | Presentations

A. Enterprise Resource Planning (ERP) – Maryland Department of Information Technology

BCCC
Enterprise Reporting Project (ERP)

January 15, 2020

Stephan A. Byam, Chief Information Officer

ERP Purpose

Enterprise resource planning (**ERP**) is defined as the ability to deliver an integrated suite of business applications. ERP applications automate and support a range of administrative and operational business processes across multiple industries, including line of business, customer-facing, administrative and the asset management aspects of an enterprise.

-www.gartner.com[1]

The purpose of an ERP at BCCC is to facilitate the flow of information among all business functions inside the College's boundaries and to manage the connections to external stakeholders and third -party systems (State, Federal, special agencies, and others).

Project Vision

The vision for the project is through the acquisition and implementation of an ERP solution the College will benefit from:

- **improved customer service to its students**
- **strengthened compliance**
- **increased operational efficiencies**

This will allow for an environment that **supports positive student learning experiences**, aid leadership in **capturing, and acting on, meaningful and comprehensive data points and metrics**, and allow the college the foundation to **exert more effort on recruiting, retaining and graduating students.**

BCCC Realignment

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

The ERP project will provide a solution to one of the infrastructure needs of the College, which are as follows:

- Infrastructure
  - Network
  - Data Center
- Core Business Systems ✅
  - Enterprise Resource Planning (ERP)

Addressing these needs will provide the basis for:
- improved student experience
- improved faculty, staff, administrative work experience
- addressing current operational needs and provide for future growth and innovation

ERP Project Outcomes

The main objectives of this project is to acquire a solution that will allow BCCC to:

- **Protect Personally Identifiable Information** (and address related audit findings)
- **Integrate platforms** –opportunities to create and leverage operational and strategic data that can be used for managing outcomes at multiple levels
- **Improve workflows** – workflows via automation can improve BCCC's service-levels and capture necessary data for driving further improvements
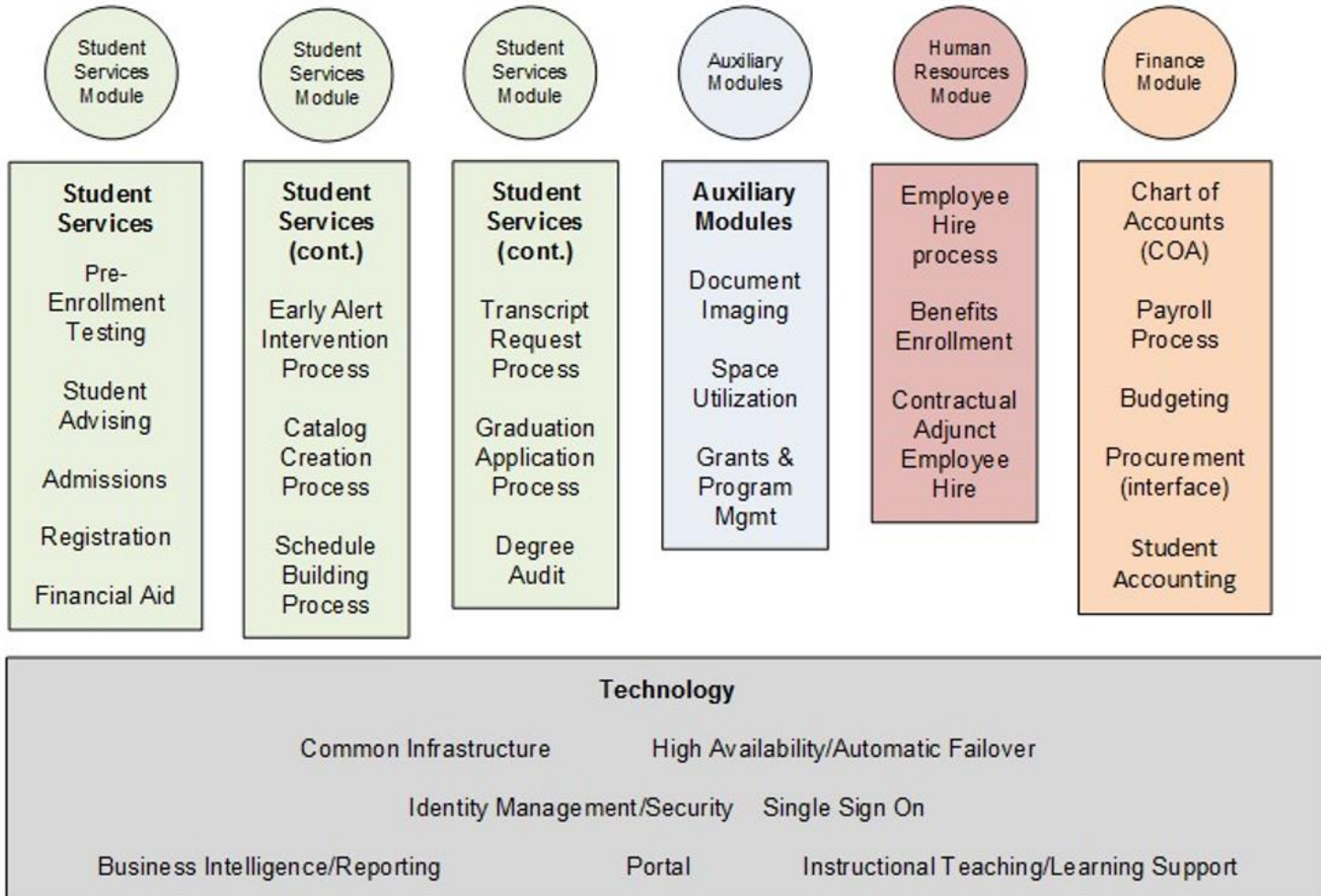- **Eliminate extraneous databases**

Project Scope

The scope of the ERP project will include the following:

- Academic Services
- Student Services
- Human Resources
- Finance
- Data Warehouse
- Portal
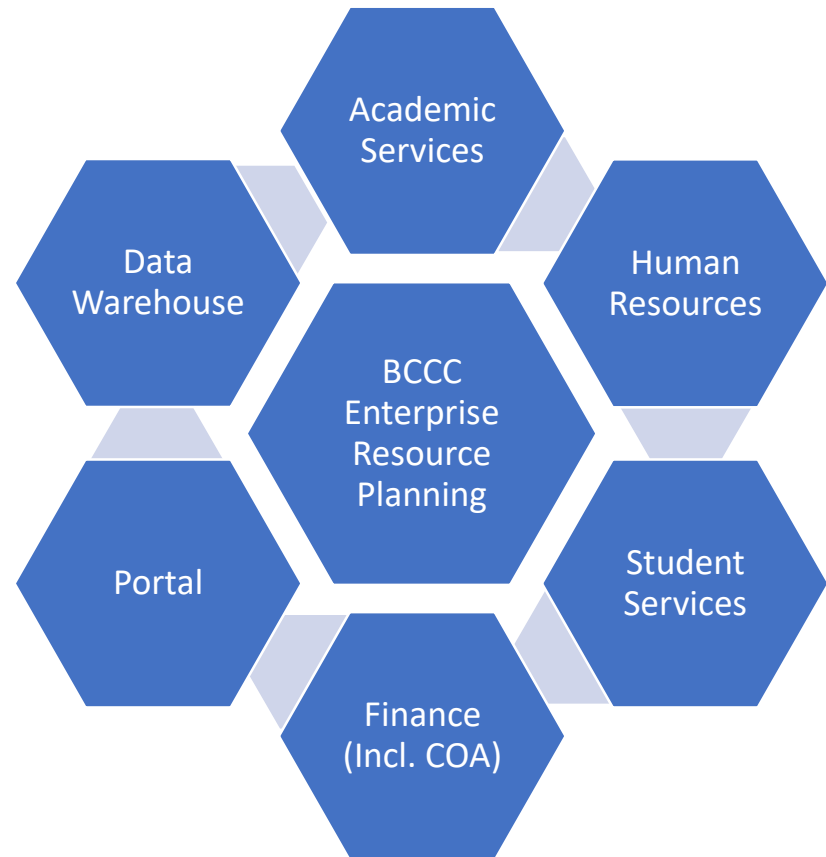
Conceptual View

*Typical but not exhaustive representation of ERP in Higher Ed

Project Updates

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

Under the leadership of Dr. McCurdy, a Core ERP Project Team has been re-established and is meeting weekly with DoIT:

Core Team:
President McCurdy
Becky Burrell
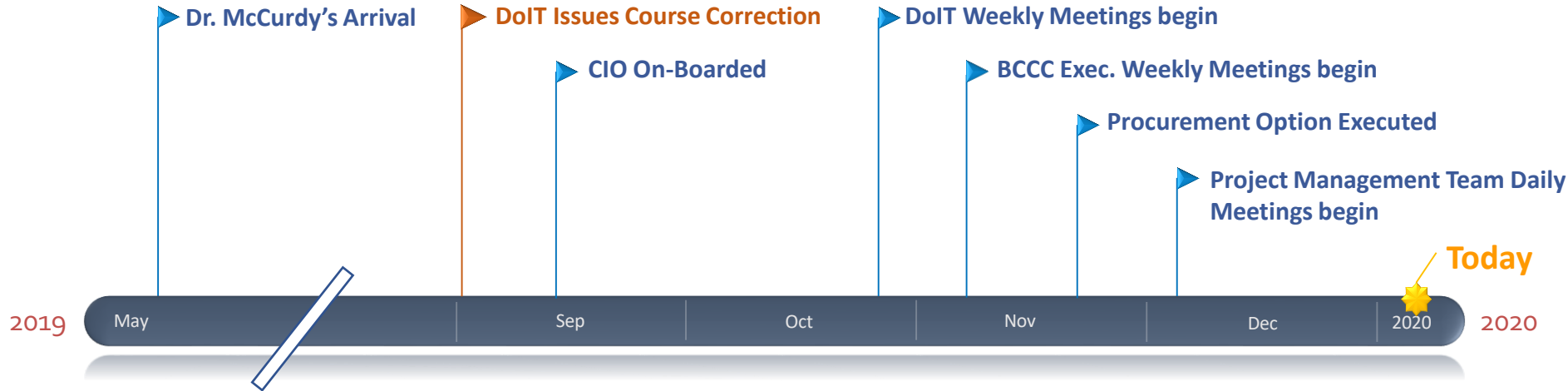Stephan A. Byam
Sherida Studwood
Maria Rodriguez
Kemberly Henderson
Donnell Josiah (DoIT)

The project's status has recently been elevated to a **GREEN** status as of December 2019

Project Historical Timeline (6 month reflection)

Dr. McCurdy's Arrival

DoIT Issues Course Correction

DoIT Weekly Meetings begin

CIO On-Boarded

BCCC Exec. Weekly Meetings begin

Procurement Option Executed

Project Management Team Daily Meetings begin

Today

| 2019 | May | Sep | Oct | Nov | Dec | 2020 | 2020 |

Project Status:

Related Activities:

- Respond to Course Correction
- Direct Engagement from the President
- Fully Engage Executive Sponsorship
- Fully Engage Executive Team
- Submit IT Project Request (ITPR) to DoIT for 2021

- Develop short term (30/60/90 day) milestones
- Conduct Market Analysis
- Explore Procurement Options
- Refine Requirements
- Opt for Software-as-a-Service

- Develop Project Plan
- Execute tasks related to milestones

Challenges

In addition to the executive leadership commitment and engagement, BCCC overcame other challenges that posed a risk to the project. These include:

Technical Limitations:
- Aged and unsupported networking infrastructure remedied by the investment in Wide Area Network (WAN) and Local Area Network (LAN) infrastructure

Human Capital:
- Key leadership roles required to drive enterprise-wide change were vacant and are now filled: VP for Academic Affairs, VP for Student Affairs, Chief Information Officer, and the VP for Finance and Administration

High Level Project Milestones

The College is on track to select an ERP solution by May 2020:

ERP Selection

Today

2020

| Jan | Feb | Mar | Apr | May | Jun |

Project Status:
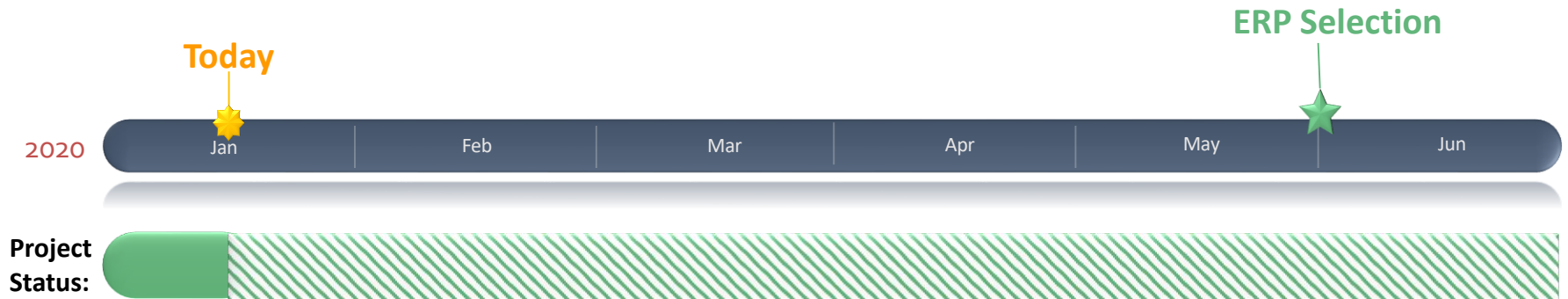
Related Activities:
- Continue Weekly DoIT Meetings
- Continue Project Management Daily Meetings
- Continue to Engage Executive Leadership
- Continue to drive meeting project milestones
- Ensure ERP remains top priority for Cabinet and Executive Leadership and ensure accountability at Cabinet Level

Summary

To remain competitive in serving the community, the College has to take measures to ensure a more efficient means to provide quality educational student experiences.

The College recognizes, appreciates and strives for integrated, secure and agile administrative operations, which can be achieved with the implementation of the ERP.

As such, the College:

- has ensured ERP remains a priority
- maintains direct Presidential engagement and oversight
- has executive leadership buy-in and accountability
- continues to collaborate with, and is responsive to, DoIT

TAB 10 | President's Report

A. Cabinet Area Reports
B. BCCC Legislative Priorities
C. Enrollment Report

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, January 15, 2019

Dr. Debra L. McCurdy, President

MEETINGS & ACTIVITIES

The following represents some of the meetings and activities of the President since the December 18, 2019 report to the BCCC Board of Trustees:

Business/ Corporate Stakeholders
- Dr. John Brothers, President, T. Rowe Price Foundation re BCCC Foundation and fundraising priorities- January 10, 2020

City Schools
- Dr. Michelle Bondima, City Schools Commissioner- January 9, 2020
- On-going discussions about dual enrollment, PTECH, MSP, assessment- January 8, 2020

Higher Education Leadership/ Associations
- Campus Compact Mid-Atlantic Board of Director Meeting- January 9, 2020

College Leadership
- Cabinet meetings- January 3,6, 8, 2020
- ERP – January 3 & 10, 2020
- Mayor's Scholars Program evaluation- January 2 & 7, 2020

Media Interview
- Baltimore Business Journal interview re Bard building fire- January 6, 2020

Baltimore City Community College
CABINET UPDATE
Board of Trustees, January 15, 2020
Mr. Kevin Large, Special Assistant to the President/Director for Government Relations

LEGISLATION
I will begin attending the weekly MACC legislative review meetings starting on Monday, 1/13. I will provide updates from these meetings on a weekly basis.
I will discuss the draft Procurement Authority legislation with Senator Hayes' office next week.

MEETINGS WITH LEGISLATORS
This week all my meetings were informal office drop-ins to introduce myself.

OTHER ACTIVITIES
I will begin attending the weekly Baltimore City House and Senate Delegation meetings starting on Friday, 1/17. I will provide updates from these meetings on a weekly basis.

OTHER UPDATES
This session began with both a new Speaker of the House and Senate President. Adrienne Jones of Baltimore County is the new Speaker of the House. Bill Ferguson of Baltimore City is the new Senate President. Mike Busch was Speaker from 2003-2019. He passed away on April 7, 2019. Mike Miller was Senate President from 1987 to 2020. He is battling cancer and stepped down but is remaining a State Senator.
On 1/8, I met with Dr. Sadusky and Jody Kallis of MACC to introduce myself and get a broad overview of MACC.
On 1/10, Delegate Stephanie Smith was elected to lead the Baltimore City House Delegation. Smith is a freshman lawmaker from East Baltimore, District 45. Smith replaces former chairwoman Cheryl Glenn, who resigned from the House amid corruption charges. Smith is a lawyer and an assistant director in the Baltimore City Dept. of Planning who works on racial equity issues. Smith serves on the Ways & Means Committee.

IMPORTANT DATES
1/15, final date for the Governor to introduce budget bill
1/27, MACC Trustee Conference and Legislative Reception
2/19, Aid to Community College's hearing, House APP
2/20, BCCC Operating Budget hearing, Senate B&T
2/25, BCCC Capital Budget hearing, Senate B&T
2/26, BCCC Operating Budget hearing, House APP
2/26, BCCC Capital Budget hearing, House APP
3/2, final date to introduce bills without suspending rules
3/10, final date for each Chamber to report their own bills out of committee
3/16, "Crossover" Each Chamber to send to other Chamber those bills it intends to pass favorably (after this date a bill is referred to the Rules Committee)
3/30, final date for the Budget bill to be passed by both Chambers
4/6, "Sine Die" Session ends at midnight

Baltimore City Community College
CABINET UPDATE
Board of Trustees, January 15, 2019
Dr. Liesl Jones, Vice President, Academic Affairs

ACADEMIC AFFAIRS

Following the Middle States Conference, I began as the new VPAA. I have started to review the different areas that encompass Academic Affairs. I have begun to work with the Deans to ensure that all classes are staffed prior to the start of the semester and all faculty contracts are turned in for review prior to the start of the semester. I have begun to review the curriculum to begin to review programs that have potential to grow, programs that may need to be consolidated and programs that may need to be closed and programs that need to link better to workforce. I have received the data in regard to program enrollment to help make these decisions. VP Singleton and I will be working on a better plan for grade reporting so that we can minimize the number of missing grades at the end of the semester. We are preparing of the start to the spring semester and are monitoring enrollment to ensure that we have enough courses to meet the needs of the students.

SCHOOL OF ARTS & SOCIAL SCIENCES

English, Humanities, Visual and Performing Arts:
Professor Charles Arnette held the Annual Holiday Concert on Thursday, December 5th, showcasing several of our music majors in solo performances.

Professor Tamara Payne held the end-of-semester Student Art Exhibition on Thursday, December 12th, showcasing the artwork from several of our art courses, including drawing, painting, jewelry making. The students curated the exhibition and provided an Artist Talk to discuss their influences, visions, and artistic processes.

Education, Social and Behavioral Sciences:
Dr. Zak Kondo continued his lecture series with the presentation entitled "Lies and Myths in U.S. History" Part I and II, in the Mini Conference Center.

SCHOOL OF BUSINESS, SCIENCE, TECHNOLOGY, ENGINEERING & MATH

Biotechnology
Dr. Madabushi and a Biotech student, Miss Cameron Weaver, presented a poster titled "Evaluation of anti-cancer drugs on human lung cancer cells" at the 2019 ASCB/ EMBO (America, Society for Cell Biology/European Molecular Biology Organization) International Conference held in Washington DC.

Dr. Madabushi served as a reviewer for the of National Science Foundation (NSF) for two grant programs: Emerging Frontiers in Research and Innovation (EFRI) and Active Engineering Research Center (ERC) awards (from the Research Experience and Mentoring (REM) Program).

Eight Biotech students presented their internship research work on Dec 6th at BioPark to faculty from Natural and Physical Sciences, internship lab mentors and Biotech club members.

Eleven Juniors from Edmondson Westside High School completed 10 credits over 3 semesters towards earning Biotech and Lab Animal Certificates.

SCHOOL OF ALLIED HEALTH AND NURSING

The Nursing Program
The School of Nursing and Health Professions conducted their Nursing Pinning Ceremony
for the Fall 2019 Nursing Graduates on Thursday, December 19th. During the ceremony, 29 graduates were
pinned.

ACADEMIC OPERATIONS & SERVICES

The Office Articulation and Transfer Services
Finalized a proposal for approval to partner with the University of Baltimore. The partnership will consist of
BCCC hosting a UB Transfer Week at the BCCC liberty campus, sponsored by UB to create a culture of transfer
and further educate students about transfer options to UB. (1) Educate the campus (faculty, staff, administrators,
and students) about transfer. (2) Recognize successful transfer students or inspire students to transfer and
achieve. (3) Create a welcoming environment for transfer students. (4) Inspire the work of transfer to be campus
wide.
Dr. Snowden partnered with workforce development to finalize and submit the FY 2020 P-Tech Supplemental
College Grant Application for Maryland State Department of Education approval.

Library Services
The report of Wēpa print solution services for students shows that in December 2019, students used wēpa to print
19,840 pages versus the 16,769 pages in December 2018. This represents an increase of 3,071 (18.3%) pages
printed. However, for FY 2020 from 7/1/19 through 12/31/19, student's printed 172,856 pages versus 220,949
pages in the same period of FY 2019. This represents a decrease of 48,093 (21.8%) pages printed in FY 2020.

Retirements

Virgie Williams	Library Assistant Director	49 years of service
Dr. Diana Zilberman	Associate Dean, Academic Services	30+ years of service
Portia McCormick	Administrative Assistant III	30+ years of service
Juanita Wingo	Director of Tutorial Services	30+ years of service

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION

The WDCED provides ongoing enrollment in Adult Basic Education (ABE) and English Language Services (ELS) and Workforce Development (WD) classes. More than 519 students were registered for continuing education classes in the month of December. Also in this month, 127 workforce students completed training and were issued a certificate of completion.

ABE/ELS Program Improvement
Each Department participated in grant monitoring and professional development aimed at increasing program quality and expanding services for students. The week of December 2nd, the Adult Basic Education (ABE) and English Language Services (ELS) Departments hosted the Department of Labor Monitoring Visit at the BCCC Harbor Campus. This annual program review provides guidance and support for the continuous improvement of ABE and ESL programs funded by the Consolidated Adult Basic Education and Family Literacy Grants.

- On December 4th, the English Language Services Department participated in the Welcoming Cities Certification Visit hosted by the Mayor's Office of Immigration Affairs (MIMA). As part of the visit, several BCCC programs were highlighted, including English as a Second Language (ESL) and Citizenship classes, and the Refugee Youth Project (RYP) offered in partnership with Baltimore City Schools.

- The English Language Services (ELS) Department participated in several training sessions designed to ensure alignment of programs to national standards and benchmarks. Staff participated sessions on the Maryland ESL Curriculum Standards (Dec. 9th) and on the administration of the Accuplacer-ESL placement exam for incoming ESL students (Dec. 5th).

- The ABE director participated at the Department of Labor administrator workgroup meeting at the Anne Arundel Sales & Service Training Center. The meeting provided an opportunity to discuss challenges and opportunities and to gather ideas from adult education peers. The director also joined a webinar on Adult Literacy and Education: Strategies to Alleviate the Literacy Gap.

- In partnership with Baltimore City Schools, high school students may complete on-line credit-recovery courses through BCCC hosted APEX classes. In December 2019, 45 students completed their courses for the Fall Term. We anticipate assisting more than 100 students over the course of the Spring Term.

Workforce Development Program Development and Expansion
The Workforce Development 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:

- On December 16th, WDCED staff participated in the Baltimore Metropolitan Council Workforce Policy Briefing on two critical research projects impacting workforce development. This report provides insight on barriers faced and strategies for expanding opportunities for workforce training in Baltimore.

- New workforce development contracts include training for Certified Nursing Assistant (CNA) with Bon Secours Community Works starting in January. This will be a continued partnership with multiple cohorts of students.

- To expand opportunities for healthcare training, WDCED established new clinical partnerships. A new agreement with Levendale Nursing facility provides clinical rotations for Patient Care Technician (PCT) students, an additional partnership at the Family Medical Clinic is for Multi-skilled Medical Technician (MSMT) students, and a new agreement with Good Samaritan will provide clinical sites for Phlebotomy students.

- The Construction Pre-Apprenticeship class completed training in December and six graduates interviewed for employment with Veolia Energy (maintenance mechanic positions) and Towner Management (residential maintenance positions). Two students were offered positions based on the first interview, with other students participating in additional interviews.

- The first graduating class from the Baltimore's Promise Cybersecurity train**g** program finished in December. Students are currently working on obtaining their CompTIA A+ Certification. Two students had an opportunity to interview with Koniag, a large IT contractor with Social Security Admin.

ENVIRONMENT SERVICES & FACILITIES

Environmental Services & Facilities

Ongoing cleaning, maintenance, and repairs for all campus facilities. Completion of facilities repair orders include weatherization and stair tread repairs. On-going interior maintenance and cleaning including daily schedules and preparation for projects to be completed over the semester break.

- Facilities personnel have received training on all updated procurement and purchasing processes and policies. The correct process is now in effect with oversight provided at the senior level. All open purchase orders have been closed. Under new procedures, all vendors to report and sign in with the facilities admin office. All work is verified by staff and the appropriate BCCC technician assigned to escort and ensure the work is completed satisfactory.

College Facilities Master Plan is proceeding in consultation with Department of General Services (DGS) and several engineering firms including, Noelker and Hull Associates, Inc., AMT Engineers and Weigand Engineering. An update on the BCCC Facilities Master Plan was presented at the December 2019 Board of Trustees meeting.

PUBLIC SAFETY & SECURITY

Public Safety 24-hour Monitoring & Security

Security for all campus locations includes camera surveillance, access control monitoring, and officers on patrol (security rounds and stations). In December, staff continued work with Stanley Security to upgrade campus security cameras and key access systems. Public Safety personnel are following college procedures for procuring and monitoring vendors.

Successful shut-down of all campus locations for the Winter Break to ensure no unauthorized access. No incidents were reported at any campus locations over the break.

Baltimore City Community College

Board of Trustees, January 15, 2019

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

- The *Office of Disability Support Services* (DSS) conducted seven (7) student intakes, student conferences with ten (10) students, five (5) parents, and fifteen (15) faculty members relating to accommodations for DSS students. DSS proctored examinations for Twenty-five (25) students, participated in collaboration meetings with the Mayoral Scholarship Program, Testing Center, Student Wellness, Admission, Public Safety, Biotechnology, Workforce Development and the IT team.

- The *Office of Financial Aid* received 9,351, 2019/2020 applications as of 12/4/2019 and 3,535 students were awarded. There are 1,251 Pell Grant recipients enrolled for the spring 2020 semester. This represents 48% of the semester's enrollment. Of this number, 648 Pell Grant recipients are enrolled fulltime. To date, 1,303 students are receiving some type of financial aid—federal, state and institutional scholarship (approximately 49.89%).

- The *Office of Judicial Affairs and Title IX* has prepared the mandated Campus Climate and Sexual Assault Survey for deployment in February 2020. Students will be encouraged to participate in the survey and will have the option of accessing it via Canvas. Results will be analyzed and included in the Campus Climate report to due to MHEC in June 2020. Classroom management and Academic Integrity trainings are being offered to faculty members during departmental and program meetings. Three (3) academic departments and one (1) program have participated thus far. During 2019, Title IX classroom trainings totaled more than four hundred fifty (450) students.

- The *Registrar's Office* processed 8,196 transcripts for calendar year 2019, generating $38,190 in revenue. General Registration began on January 3, 2020. At the time of report, 2,452 unduplicated students have registered. Emails have been sent weekly to remind students to register for Spring 2020. All Student Services offices are open each Saturday in the month of January from 9:00 a.m. –1:00 p.m.

- In recognition of World Aids Day on December 2nd, the *Office of Student Life and Engagement* sponsored an HIV information event in the Student Atrium which included free confidential HIV testing. This event was held from Noon to 2:00 p.m. Thirty-six (36) people that engaged in the event and eight (8) were tested for HIV.

- On December 4th in the Student Atrium, Dr. Debra McCurdy, member of the cabinet, and BCCC students celebrated the holiday season with pizza, popcorn, and conversation. The SGA members and other student leaders helped with this event by serving refreshments and drinks, and encouraging everyone to take pictures with the BCCC Panther. The *Office of Student Life and Engagement* also sponsored two Study Breaks for Students during exam week—inclusive of hot beverages, snacks, and tips on how to be successful during exams in the Student Atrium. Fifty-three (53) students participated in the activity.

Student Life and Engagement Resource	Student Usage
Campus Resource Center (lab)	70 students
Game Room	182 students
Panther Pantry	2 new students and 23 returning

- The *Student Success Center (SSC)* serviced 1,140 students during the month of December. The SSC team focused efforts on registering currently enrolled and new students during this period. The advisors have started outreach activities to students who have not registered based upon their individual advising caseloads. SSC is working with the Admissions department to reach students who have completed admission requirements, but have yet to register for classes along with students who have interrupted their studies prematurely.

- The *Office of Student Support and Wellness (SSWS)* has grown their self-improvement groups to include social anxiety, grief and loss. A parenting series has been discussed with two possible community partners. The Truth grant has ended in December 2019, but SSWS is preparing to submit a new grant for the Opioid Workforce Innovation Fund. The office began conversations with two possible community partners for the creation of a smoking cessation series. Individual counseling and classroom presentations will continue during the winter semester.

- The *Office of TRIO/SSS-STAIRS* program's final RFP for the FY 2020 grant competition was published on December 17, 2019. The application is due on January 27, 2020. The Academic Coordinator attended the Department of Education TRIO SSS Technical Assistance Workshop on December 9, 2019 in Arlington Virginia. The Transfer Specialist attended the Transfer Affinity group training on ARTSYS on December 6, 2019. A total of thirty-seven (37) program participants were seen for services in December.

- On December 14, 2019, the *Upward Bound Math and Science* (UBMS) program's Annual Holiday celebration for program participants, alumni, family members and staff. On December 30th the UBMS program director met with BITHGROUP Technologies staff members to discuss plans for a continuing our relationship in 2020. This company is one of UBMS's recognized community partners. BITHGROUP Technologies provides services in Enterprise IT, Health IT, Identity Services, Hardware/Software Reselling, Cyber Security and Digital Business Transformation. The meeting focused on the continued collaboration with our computer science instruction and hands-on activities for UBMS program participants in the spring and summer of 2020.

- The *Men's Basketball Team* began the season on December 2, 2019. They have played five (5) games and are currently at 0-5. The opponents were Northern Virginia Community College, Cecil College, Frederick Community College, Harcum College and Chesapeake College.

Admissions Applications Overview (to date)

Winter 2020	Spring 2020	Summer I 2019	Summer II 2020	Grand Total
432	1933	64	64	2493

Recruitment Events for December

Event	Sponsoring Organization	Location	Leads
On site Admissions Day	ConneXions Middle/high School	ConneXions Middle/high School	30
"How to Pay for College" Seminar Elijah Cummings	MICA	1301 West Mount Royal Avenue Baltimore MD 21217	1
Information Session	Edmondson-Westside HS	501 N Athol Ave Baltimore MD 21229	5
Campus Tour	Children's Guild of Baltimore	BCCC	5
Information Session	Carver High School	Carver High School	1
Campus Tour	Renaissance Academy Visit	BCCC	25
Campus Tour	Emily Merrill	BCCC	1
Information Session	NAF	NAF	0
Application Day	Digital Harbor HS	Digital Harbor HS	27
Information Session	Vivian T Thomas	Vivian T Thomas	5
Information Session	The Agency Maryland – Real Estate Firm	BCCC	0
Health Fair	Last Chance Enrollment Event by Healthcare Access Maryland	BCCC	1
Application Day	Patterson High School	100 Kane Street	20

Baltimore City Community College

Board of Trustees, January 15, 2020

Mr. Stephan Byam, Chief Information Officer

PERSONNEL

Director of Enterprise Applications

The finalist for the Director of Enterprise Applications position withdrew their candidacy before BCCC officially extended an offer. As such, BCCC is reviewing the recruitment strategy for this position to ensure a wider array of qualified candidates.

Manager of Infrastructure

ITS is still reviewing qualified candidates for the IT infrastructure, Systems and Telecommunications Manger.

TECHNOLOGY

Enterprise Resource Planning (ERP) Project

The ERP Request for Proposal (RFP) was submitted to Maryland's Department of IT (DoIT) on December 17, 2019 and BCCC is awaiting feedback from DoIT. This review process is typically lengthy, however, BCCC has been working with the DoIT Project Management Team to ensure that the College's ERP Project receives an expedited review process. In the interim, the Executive Leadership Team is scheduling visits with peer State institutions to review their ERP solutions and to garner best practices and lessons learned.

Infrastructure

The project to replace the datacenter switches was completed on December 19, 2019. The ITS team was able to replace three (3) of the College's main datacenter switches with minimum impact to the College's productivity. This project was the final task in Phase 1 of the realignment task #9.

The Phase 2 Wi-Fi Augmentation and Hardware Infrastructure Replacement projects have been placed on hold to re-evaluate the current need and impact of cost to the college. In the interim, short term maintenance contracts have been put in place to ensure the College has support for the existing hardware infrastructure.

PROCESS

Policies

The Office of the CIO is preparing a Cyber Security Policy as well as a Data Classification Policy to be presented to the Board for approval for the February 2020 Board Meeting. The lack of these two policies were noted by auditors. The review of the policies was originally scheduled for the January 2020 meeting, however, ITS will need to make the drafts available for faculty to review, and they will not return until after the January meeting.

Cyber Security Policy: The purpose of the Cyber Security Policy is to provide the construct for the maintenance, confidentiality, integrity, and availability of the College's system resources and data.

Data Classification Policy: The purpose of the Data Classification Policy is to provide a construct for the categorizing of data in a way that conveys the sensitivity of information, such as data that must be safeguarded for confidentiality, integrity, and availability.

Baltimore City Community College
Board of Trustees, January 15, 2020

Ms. Eileen Waitsman, Controller, Administration & Finance

Bursar's Office

- Resolved students' issues with prior semester balances so they can register for the current semester.
- Assisted students with third party invoicing so they can register for the current semester.
- Worked with Financial Aid to reconcile and post residual awards from the fall, 2019 semester.
- Assisted students in setting up payment plans for the current semester
- Set up bookstore accounts so the students will be able to use the 3rd party funds for their book purchases.
- Served 1,414 students

Bookstore

- Provided a method for students to sell their books through the Buyback Program.
- Started preparing for the new semester.
- Served 838 students/employees.

Procurement
- Continued work with various areas such as Facilities on the past due invoices.
- Continued work on various contracts that need renewal/bidding (Heartland, Class Act).
- Searching for Inter-Agency agreements for the College to use, especially for software.

Controller, General Accounting, and Grants

- Worked with the Bookstore to ensure smooth transition to new semester.
- Prepared various monthly invoices for Grants and Contracts.
- Worked with Grants Development on Grants Processes and Reporting.
- Processed 185 journal entries (1,428 lines).

Accounts Payable

- Processed 264 invoices for payment.

Worked with Procurement and end users to resolve purchase order issues so outstanding bills can be paid. Past due invoices continue to be a problem.
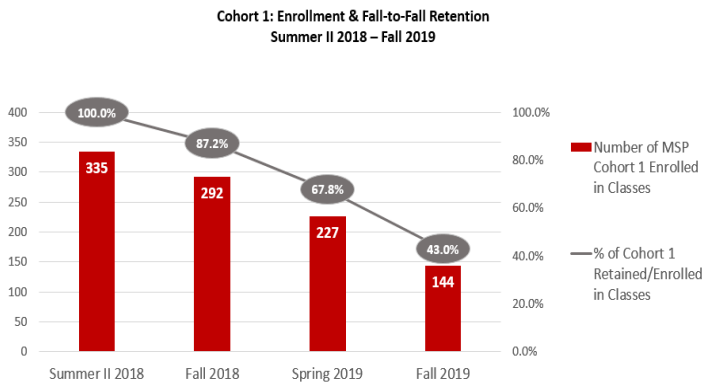
Baltimore City Community College
Board of Trustees, January 15, 2019
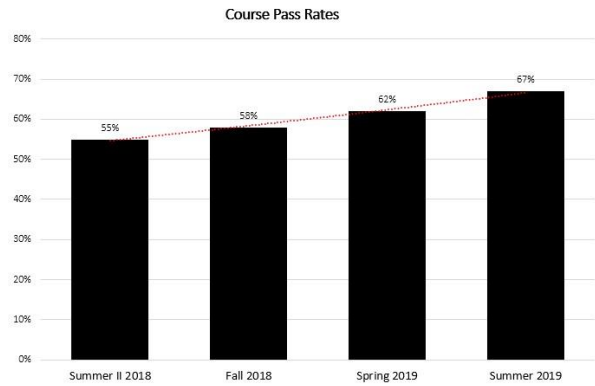*Ms. Becky Burrell, Vice President, Institutional Effectiveness, Research & Planning*

OFFICE OF INSTITUTIONAL RESEARCH

The Office of Institutional Research (OIR) is working with the Mayor's Scholars Program (MSP) to complete the Program's annual report using newly developed scorecards. The MSP scorecards provide demographic, enrollment, course, retention and persistence data. BCCC representatives met with members of the Mayor's Office to discuss current/future data management efforts to monitor the Program's impact for short-term and long-range planning.

Sample Summative Scorecard Data

Cohort 1: Enrollment & Fall-to-Fall Retention Summer II 2018 – Fall 2019

Legend:
- Number of MSP Cohort 1 Enrolled in Classes
- % of Cohort 1 Retained/Enrolled in Classes

Data points: Summer II 2018: 335 (100.0%); Fall 2018: 292 (87.2%); Spring 2019: 227 (67.8%); Fall 2019: 144 (43.0%)

Note: BCCC fall 2018 to fall 2019 retention rate for all full-time credit students is 42.9%

Course Pass Rates

Summer II 2018: 55%; Fall 2018: 58%; Spring 2019: 62%; Summer 2019: 67%

Note: Course Pass Rates ABC/ABCDFW

OFFICE OF GRANT DEVELOPMENT

The Office of Grant Development (OGD) is continuing to realign all grant activity through a new institutional process in order to ensure internal/external compliance and operational effectiveness. The introduction of a formal *Grants Lifecycle Process* is imperative to maximizing federal, state and local grants awards, increasing revenue to support the College's operations including special initiatives that support student success.

Grants Lifecycle Process
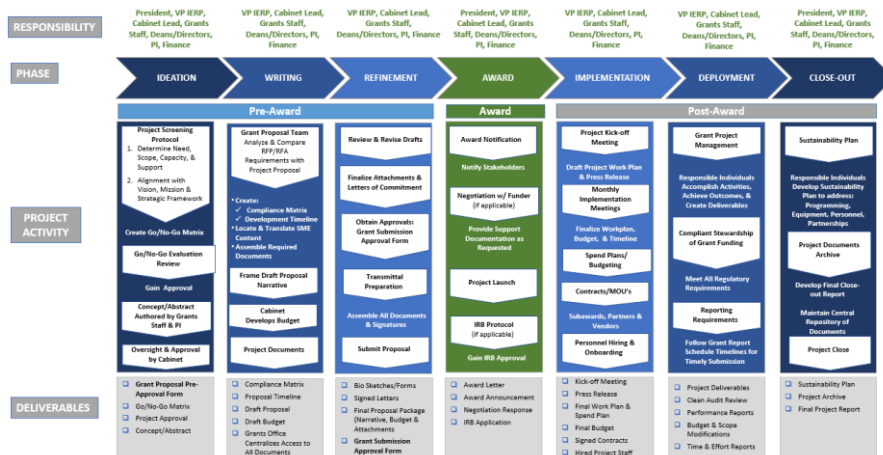
The Office of Grant Development is currently working with Student Affairs, Academic Affairs and the Finance areas to submit a proposal for the federally funded TRIO Student Support Services (SSS) grant. The current SSS grant provides $1,790,122 in staffing and services for 230 "at promise" students and will end August 2020. The College also has the TRIO Upward Bound Math & Science grant ($866,630). Both TRIO grants were funded for a five-year period. The Upward Bound Math & Science grant is in year three of five. Currently, total federal grants are $2,890,363. Strategies towards increasing the number of grant submissions and awards is in progress.

Baltimore City Community College

Board of Trustees, January 15, 2020

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

PUBLIC RELATIONS/ MEDIA

The College received the following media coverage from December 17, 2019 through January 7, 2020:

- Community College Daily, Jan. 7 – "Remembering Ronald Wright" (obituary story; former Vice President of Academic and Student affairs at BCCC)
- Baltimore Business Journal, Jan. 6 – "Fire in vacant Baltimore City Community College site highlights its troubles" (includes quotes from Dr. McCurdy; and David Cordish)
- Baltimore Sun, Jan. 6 – "Two alarm fire in downtown Baltimore damages vacant BCCC building; at least five people were inside"
- WJZ 13, Jan. 6 – "2-Alarm Fire Breaks Out At Vacant Building In Downtown Baltimore"
- WMAR TV, Jan. 5 – "Fire crews battled a 2-alarm fire in Downtown Baltimore"
- Baltimore Business Journal, Dec. 27 – "Colleges and Universities List: ranked by full-time enrollment at colleges and universities in greater Baltimore in 2018;" BCCC ranks number 17 out of 20.
- Baltimore Sun, Dec. 23 – "Nahketah Gregory Johnson," retired educator obituary (mentions husband Clarence Gregory who taught African American history at BCCC).
- Baltimore Times, Dec. 20 – "A story that began 50 years ago: BCCC Virgie Williams."
- The Daily Record, Dec. 20 – "The Daily Record celebrates 2019 Icon Honors Winners" (includes a photo with Virgie Williams, who recently retired from BCCC as associate director of the library; her husband, Arnold Williams, is a 2019 Icon).
- Conduit Podcast (Maryland Association of Counties podcast), Dec. 19 -- Special Edition: Live from Charm City; featuring Maryland Sen. Cory McCray, BCCC President Dr. Debra McCurdy, Baltimore City Schools CEO Sonja Santelises, and Baltimore City Police Commissioner Michael Harrison.
- Community College Times, Dec. 17 – Funding Roundup; includes BCCC's biotechnology $200,000 grant award; has quote from Dr. McCurdy.

EVENTS

No major community or College events were held on Campus during this period.

MARKETING

The marketing team continues to work on design for the College's viewbook and collateral for the Mayor's Scholars Program, Foundation and Workforce Development & Continuing Education division. Logo, seal and mascot design has been temporarily halted due to staff shortage resulting from medical leave of one of the designers and the resignation of another. The graphic design position has been posted and resumes are being reviewed.

DEVELOPMENT/ FOUNDATION

The Foundation exceeded the *Share Our Spirit* fundraising campaign goal by raising $25,959 during the holiday season. The goal was $20,000. The BCCC Faculty & Staff giving campaign will be launched in January. The Foundation Board and staff are in the early planning stages of a scholarship awards event.

The BCCC Alumni Association collaborated with the Salvation Army during the holidays to provide toys and clothing for Baltimore children. BCCC employees adopted families via an Angel Tree housed in the Student Atrium.

Baltimore City Community College
CABINET UPDATE
Board of Trustees, January 15, 2019
Dr. Debora Johnson-Ross, Director, Mayor's Scholars Program

STUDENT SUPPORT
There were three primary areas of student support in the month of December:
- Academic support – ensuring that students were connected with tutoring services in preparation for final exams;
- Registration – helping students complete the registration process for Spring 2020;
- FAFSA renewals – continuing to help students navigate the FAFSA renewal process to ensure a smooth that financial aid issues are resolved prior to the end of the academic year. Students will know that their funding for the 2020-2021 academic year is in place.

MAYOR'S OFFICE
Regular meetings with the Mayor's Office are held. Current items under discussion include the renewal of the Memorandum of Understanding between BCCC, the Baltimore City Mayor's Office, and Baltimore City Public Schools System. At the request of the Mayor's Office, invoices for the Fall 2018 and Spring 2019 semesters were reviewed to confirm that the City was billed correctly for the "last dollar" as agreed upon. The review confirmed that BCCC invoiced the City correctly.

YOUTHWORKS PARTNERSHIP
Plans for outreach to Cohort One and Two students to apply to YouthWorks' Private Sector Program have been completed. The YouthWorks application opened on January 2, 2020 and will close on March 1, 2020. Students have been contacted by postal mail, email and through the College's learning management system (LMS). MSP staff will assist students to complete the application and help guide them through the process. Students who successfully complete the application process and the Job Readiness Academy will participate in an internship-like experience related to their career aspirations during the Summer.

The incoming class, Cohort Three, will participate in the standard YouthWorks program, which included the opportunity to be compensated for five weeks of the MSP Summer Bridge experience.

INSTITUTIONAL INTEGRATION
MSP is working closely across divisions to plan and prepare for Cohort Three. The lessons learned from Cohorts One and Two are being used to develop a sustainable model for the future. Each step from recruitment and outreach, through designing the Summer Bridge, to retention, persistence and graduation is being analyzed to bring efficiency, effectiveness and impact to the program. Funding and staffing are particular areas of consideration. The College expects to implement innovative and thoughtful solutions.

REPORTS
The evaluation of MSP's first year continues with a full draft expected to be complete by the end of January.

BALTIMORE CITY COMMUNITY COLLEGE

President's Report | Legislative Priorities

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- ▪ To Be Distributed At The Meeting

<center>

Enrollment Report
Dr. Stanley D. Singleton
Vice President of Student Affairs – Student Affairs Division

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Spring 2020 Strategies

The identified strategies and topics will begin to frame the institution's work on the Strategic Enrollment Management Plan. The following strategies are identified to sustain and increase enrollment for the Spring 2020 Semester and are categorized as internal (currently enrolled students) and external (prospective students):

Internal

Strategy 1. The advisors in the Student Success Center have adopted a proactive approach to engage students to participate in the early registration process for the Spring 2020 Semester. This effort has been facilitated through consistent communication via face to face appointments, email correspondence, and telephone calls.

Strategy 2. Staff members at the College are collaborating to reemploy the no purge process to allow students the opportunity to take advantage of making payment arrangements for the Spring 2020 Semester.

Strategy 3. Faculty and staff at the College are working together to implement the Attendance Verification (AV) campaign for each term to encourage students to attend courses.

External

Strategy 4. Staff at the College are communicating with formerly enrolled students who have prematurely interrupted their matriculation. These previously enrolled students were in good academic standing at the time of departure and have no billing obligation to encourage them to complete their degree program.

Strategy 5. The College has partnered with the Maryland Association of Community Colleges (MACC) to identify 554 prospective students who have expressed interest in the Maryland promise campaign. Staff from the Office of Admissions have been contacting these individuals to also encourage their application to the Mayor's Scholar's Program;

Strategy 6. The Office of Admissions and the Office of Financial Aid staffs attended a training for the Maryland State Financial Aid Application (MSFAA). The MSFAA will allow BCCC to support students who are ineligible to receive federal aid to apply for state aid. The Office of Financial Aid will begin sponsoring workshops this Spring centered around increasing awareness about this resource;

Strategy 7. A collaborative ventureFor has begun with departments who participate in outreach initiatives; this includes Workforce Development, P-Tech, The Mayor's Scholars Program, Year Up, Admissions, Complete College Baltimore/Near Completers, Veterans, Military, and International Students. This process is necessary to assess the institution's outreach to align resources and to maximize the college's efforts to attract and retain students.

Additional Strategies

- In further partnership with MACC, a second direct communication will be distributed to 708 prospective students for the Maryland Promise Campaign in January 2020.
- Each year, The Office of Admissions hosts on campus information sessions/workshops for the Mayor's Scholars Program (MSP). Workshops have been scheduled to begin in February 2020.

- The Office of Admissions is scheduled to host on campus and community information sessions on The Maryland Dream ACT. The first is scheduled for early February 2020;

Winter 2020 Session

Classes for the Winter 2020 session began on January 2, 2020. The last day of this term is January 19, 2020.

The below information reflects enrollment/registration activity for **Winter 2020** as of January 6, 2019:

- 38 credit students are currently enrolled compared to 43 (**-12%**) in Winter 2019 (Figure 1).
- 2 credit FTEs are generated from eligible Maryland residents, compared to 3 (**-33%**) in Fall 2018 (Figure 2).
- In Winter 2020, there have been no student purges for no established payment arrangements. There was not a purge for the equivalent time in Winter 2019.
- For Winter 2019, BCCC reported 46 as the final headcount to the Maryland Higher Education Commission (MHEC) (via the Enrollment Information System file in April), 2.83 eligible FTEs and 0.03 as the final ineligible FTEs to MHEC in August 2019 to MHEC (via the CC-2 and CC-3 submissions).

Figure 1.

Early Registration opened 11/27/2019 for Winter 2020 versus 11/27/2018 for Winter 2019

Winter 2019 Registration (FY 2020) Total Headcount

Final Winter 2019 Headcount = 46

Figure 2.

Early Registration opened 11/27/2019 for Winter 2020 versus 11/27/2018 for Winter 2019

Winter 2020 Registration (FY 2020) Eligible Credit FTEs

Final Winter 2019 Eligible FTEs = 2.83

Spring 2020 Session

Classes for the Spring 2020 Semester begin on January 21, 2020 (16-week period). The last day of the semester is May 10, 2020. Other terms that take place during the Spring 2020 Semester are below:

Accelerated 1 (8 week):   January 21, 2020-March 15, 2020
12-week: February 17, 2020-May 10, 2020
Accelerated II: (8 week) March 16, 2020-May 17, 2020

The information below reflects enrollment/registration activity for Spring 2020 as of January 6, 2020.

- 2,673 credit students are currently enrolled compared to 2,106 (**+27%**) in Spring 2019 (Figure 4).
- 771 credit FTEs are generated from eligible Maryland residents, compared to 613 (**+26%**) in Spring 2019 (Figure 5).
- Eligible FTEs will generate State aid in two years. 87 ineligible credit FTEs were noted in Spring 2020 compared to 77 in Spring 2019 (Figure 6).
- In Spring 2020, there have been no purges for no established payment arrangements. There was no purge for the equivalent time in Spring 2019.
- For Spring 2019, BCCC reported 4,023 as the final headcount to the Maryland Higher Education Commission (MHEC) (via the Enrollment Information System file in April), 1,053.17 as the final eligible FTEs and 129.73 as the final ineligible FTEs to MHEC in August 2019 (via the CC-2 and CC-3 submissions).
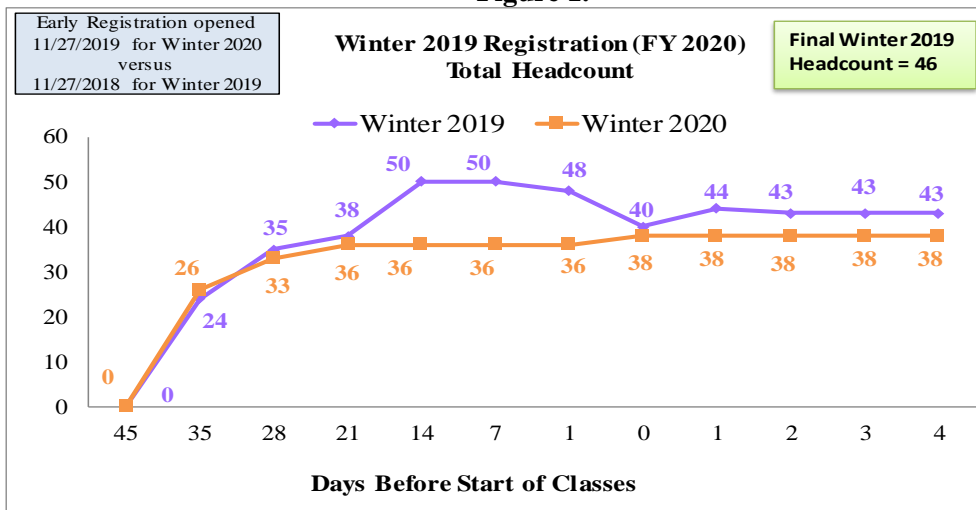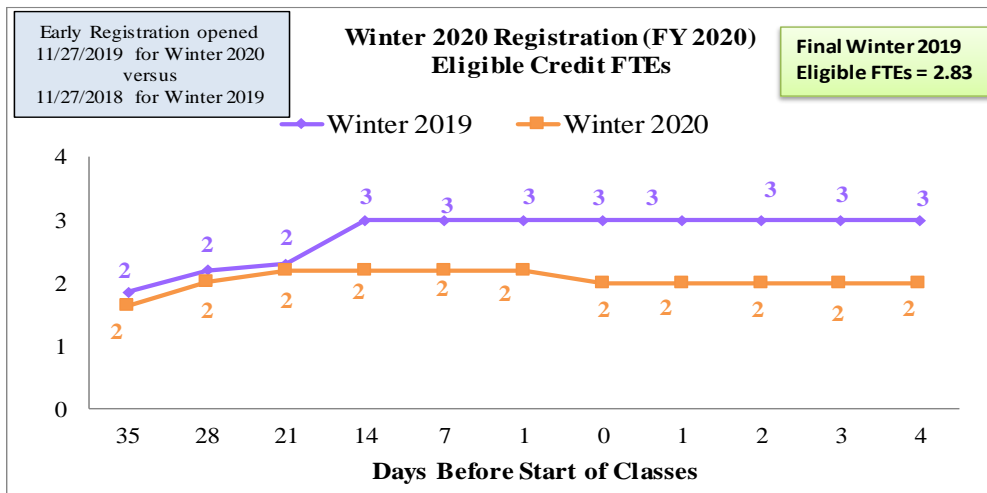
Figure 4

Figure 5

Figure 6

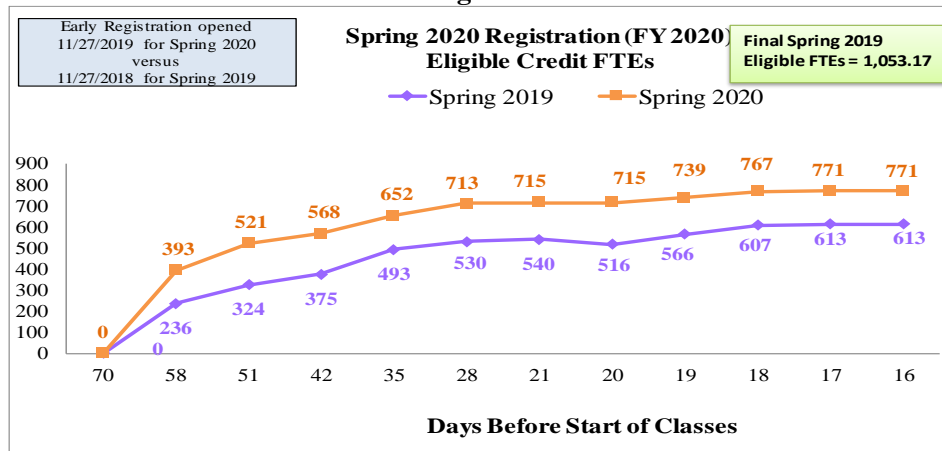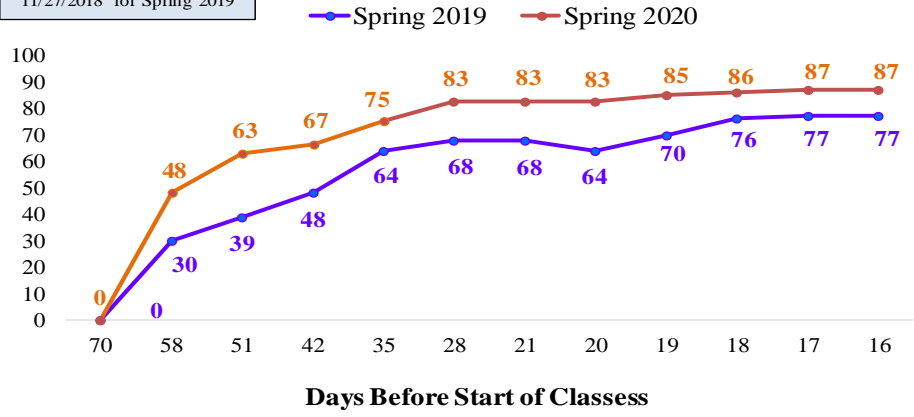**Spring Registration (FY 2020) Ineligible Credit FTEs**
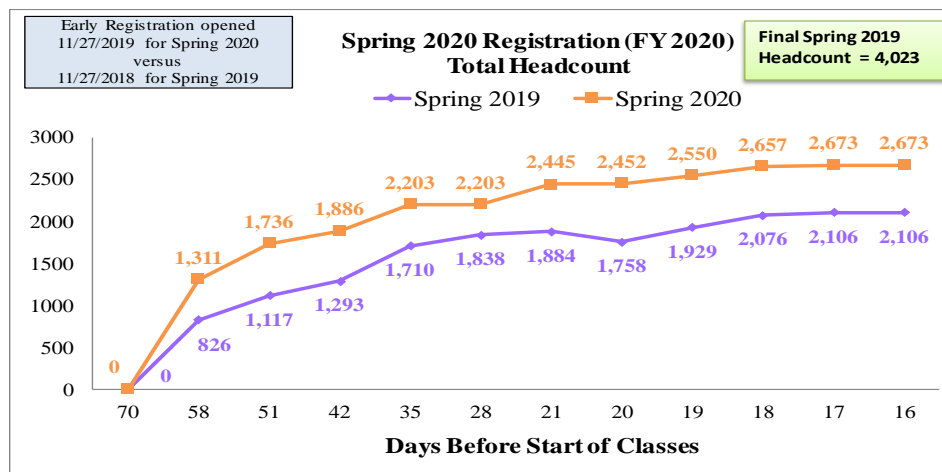
Early Registration opened
11/27/2019 for Spring 2020
versus
11/27/2018 for Spring 2019

Final Spring 2019
Ineligible FTEs = 129.73

Spring 2019 —— Spring 2020

Days Before Start of Classess

	Div	PIN #	Position	Oversight	Date(s) posted	Status 12/10/19	Status 1/6/20
			HR Active Search List As of Janunuary 9, 2020				
1	AA	81589	Assistant Professor/Coordinator of Criminal Justice	Melvin Brooks	8/13/2019	2nd Round of Interviews to be Scheduled	2nd Round of Interviews to be Scheduled
2	AA	78507	EMS Clinical Coordinator	Trudy Booker	10/18/2019	2nd Round of Interviews to be Scheduled	2nd Round of Interviews Conducted; Additional interviews to be scheduled.
3	SA	TBD	Registrar	Dr. Stanley Singleton	10/29/2019	Resumes forwarded to Vice President	Resumes forwarded to Vice President
4	SA	TBD	Director of Financial Aid	Dr. Stanley Singleton	11/22/2019	Resumes forwarded to Vice President	Resumes forwarded to Vice President
5	A&F	73966	Director of Procurement	VP of Administration & Finance	5/2/2019	Resumes forwarded to T. Carter	Resumes forwarded to T. Carter
6	A&F	62619	Director of Facilities	Michael Thomas	7/1/2019	Resumes forwarded to Vice President	Resumes forwarded to Vice President
7	A&F	82343	Police Officer II	Freddie DeGraffinried	11/26/2019	Resumes forwarded to Oversight	Resumes forwarded to Oversight
8	A&F	86279	Police Officer II	Freddie DeGraffinried	11/26/2019	Resumes forwarded to Oversight	Resumes forwarded to Oversight
9	A&F	81699	Police Officer II	Freddie DeGraffinried	11/26/2019	Resumes forwarded to Oversight	Resumes forwarded to Oversight
10	WDCE	81695	Director of ABE	Shawnette Shearin	10/25/2019	Resumes forwarded to Oversight	Resumes forwarded to Oversight
11	PO	TBD	Executive Assistant to the President	Dr. Debra McCurdy	4/26/2019	Resumes forwarded to President	Resumes forwarded to President
13	PO	TBD	Staff Internal Auditor/EEO Compliance Coordinator	Lyllis Green	8/1/2019	Search Re-Opened	Resumes forwarded to Oversight
14	PO	TBD	Director of Enterprise Applications	Stephan Byam	9/20/2019	Resumes forwarded to the CIO	Resumes forwarded to the CIO
15	PO	73032	IT Infrastructure, Systems, & Telecommunications Manager	Stephan Byam	10/3/2019	Resumes forwarded to the CIO	Resumes forwarded to the CIO