BALTIMORE CITY
COMMUNITY COLLEGE

Baltimore City Community College

Dr. Debra L. McCurdy
President

Board of Trustees
Open Session

Mr. Kurt L. Schmoke
Chair

Wednesday | May 19, 2021

TAB 1 | Approval of the May 19, 2021 Agenda

BCCC
Baltimore City Community College

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Agenda | 4:00pm May 19, 2021 (Virtual Zoom Meeting)
https://us02web.zoom.us/j/83094968613

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

   Adoption of Agenda (Vote)   Mr. Kurt L. Schmoke, *Chair*
    a. Approval of the May 19, 2021 Agenda (Tab 1)

II. **Board Actions / Consent Agenda (Vote)**   Mr. Kurt L. Schmoke, *Chair*
    a. Approval of the April 21, 2021 Open Session Minutes (Tab 2)
    b. Approval of the April 21, 2021 Closed Session Summary (Tab 2)
    c. Student Government Association Report (Tab 3)
    d. Faculty Senate Report (Tab 5)

III. **Items Removed from the Agenda (Tab 6)**   Mr. Kurt L. Schmoke, *Chair*
    a. AFSCME Local #1870 at BCCC Report (Tab 4)

IV. **New Business (Tab 7)**   Mr. Kurt L. Schmoke, *Chair*
   ▪ Strategic Planning   Dr. Debra McCurdy, *President*
                       Ms. Becky Burrell,
                          VP Institutional Effectiveness
                       Keeling & Associates
                          Dr. Richard Keeling, CEO
                          Dr. Alex Vasquez, Sr. Consultant
                          Mr. Eric Narburgh, Consultant
                          Ms. Rehshette Wells, Proj. Asst.

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

VI. **Presentations (Tab 9)**   Mr. Kurt L. Schmoke, *Chair*
   ▪ Enrollment Report   Dr. Debra McCurdy, *President*
                       Dr. Rose Reinhart,
                          VP Student Affairs
                       Ms. Becky Burrell,
                          VP Institutional Effectiveness

   ▪ Enterprise Resource Planning (ERP) Update   Dr. Debra McCurdy, *President*
                       Mr. Stephan Byam,
                          Chief Information Officer

VII. **President's Report (Tab 10)**   Dr. Debra McCurdy, *President*

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

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

BALTIMORE CITY COMMUNITY COLLEGE

BOARD ACTIONS / CONSENT AGENDA

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TAB 2 | Approval of the April 21, 2021 Minutes

BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | April 21, 2021 (Virtual Zoom Meeting)

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

Board Member Absent: Ms. Lelia F. Parker, Esq., Mr. John D. Lewis

Also Present: Dr. Debra L. McCurdy, President

CALL TO ORDER
Chairman Schmoke called the Open Session Board Meeting to order at 4:03 p.m.

ADOPTION OF THE AGENDA
   A.   **Adoption of the April 21, 2021 Agenda**

ACTION: Chairman Schmoke requested a motion to adopt the April 21, 2021 Meeting Agenda. Trustee J.C. Weiss motioned for the adoption of the April 21, 2021 Agenda and Trustee Leonor Tannhauser Blum seconded the motion. The Board unanimously approved the motion.

BOARD ACTIONS / CONSENT AGENDA

ACTION: Chairman Schmoke requested a motion to accept the consent agenda. Trustee Dr. John Brothers motioned for approval of the Board Actions / Consent Agenda, and it was seconded by Trustee Blum. The Board unanimously approved the motion.

PRESENTATIONS
   A. **College Enrollment Report**

President McCurdy introduced Dr. Rose Reinhart and Ms. Becky Burrell who provided summer enrollment updates.

Dr. Reinhart provided an overview of the Summer enrollment strategies:

- The original summer terms in the academic calendar were evaluated to determine alignment with academic scheduling of City Schools. It was determined that the first 5 week and 8-week sessions did not meet scheduling opportunities for City Schools students to attend. As a result, the College created a second 8-week term to allow for flexibility in enrollment of City Schools students. This created a summer break, following the end of the school year for City Schools students. As a result of this strategy, there is an anticipated increase in enrollment.

- In collaboration with the Marketing Department, a list of high school students was purchased from the College Board. The list contains student demographics: zip code, test scores, GPA. The list contained a group of approximately 9,000 potential students. BCCC will conduct target

outreach to these students to generate leads and enrollment for the BCCC summer session and subsequent semesters. The purpose of this strategy is to impact enrollment and create BCCC name recognition.

- Enhanced Social Media Messaging
    - There has been increased and targeted messaging via the College's social media platforms – Facebook, Instagram and Twitter and paid digital advertising via Google and Facebook.

- Mayor's Scholars Program (MSP) Expanded Outreach
    - The Student Affairs team reviewed 839 potential MSP applicants from City Schools, private schools, home schoolers and other.

Ms. Burrell reviewed historical and trend data for summer enrollment for the period covering 2012 – 2021. To date, Summer 2021enrollment is at 515 students which represents an increase from last year. Additionally, the number of summer courses has been increased to 97.

Chair Schmoke asked which of the 97 courses are the most popular. Ms. Burrell responded that the General Education and developmental courses are popular during the summer months. Ms. Burrell further stated the Summer session will continue with web-based courses and virtual (Zoom courses).

Dr. McCurdy shared that the enrollment challenges are partially due to the compartmentalization of course scheduling and staffing. She further stated these issues are being addressed and that the College is better meeting the needs of students by breaking down functional silos and ensuring scheduling is appropriate. Further, she also stated that the realignment efforts in operations and changes are aiding in the improvements as work involves more cross functional teams directed at core issues.

Trustee Pfeifer inquired about the status of the 132 MSP potential students grouped in the "other" category. She also wanted to know would the College be willing to host campus events for younger students, as we begin to see the State reopen business, etc. This will create an external culture focusd on college preparation and expose students at an earlier age to BCCC. Dr. McCurdy responded that earlier exposure, reaching students at the middle school level, would provide a stronger orientation to attend college. Also, she stated BCCC is poised to engage in these types of activities and provided an example of what was done at other institution for the school year and summer programming.

Dr. Reinhart said the 132 students live out-of-state and therefore did not meet the eligibility requirements for MSP. They were moved into another category to ensure they are not lost.

Trustee Perkins expressed his appreciation for the increase in enrollment numbers, and requested the summer, pre-pandemic summer enrollment numbers. Ms. Burrell responded by reviewing the enrollment numbers she presented in her report. She further stated she would have to follow up and provide the pre-pandemic enrollment numbers from 2019.

Trustee Toriola asked what incentives are being offered for summer registration. President McCurdy responded that the College will be offering free textbooks for students enrolled in summer courses. She also stated the institution is looking into offering tuition free classes for the summer session. She asked Ms. Channa Williams, Interim Vice President Administration & Finance to review use the College's CARES Act funding.

Ms. Williams explained the use of the CARES Act funds for tuition and shared the manner in which the College was prepared to continue work to assist with the reduction and/or elimination of student account balances. This involved several sources of funds.

Chairman Schmoke asked if BCCC students are aware the funding is available to meet their needs in these areas. President McCurdy indicated the communication had not been fully rolled out to students but will be completed before the semester ends. Ms. Williams shared that student payments had been disbursed from the first CARES Act funds.

B. **ERP Update**

CIO Stephan Byam reported the overall ERP status continues to maintain a green status from DoIT and that weekly meetings with DoIT are ongoing. He reported that there are specific functional and cross-functional teams formed and currently working:
- The lead group has met 8 times in March and reviewed the validation tables.
- The Finance team is working to go live July 1 and has met 19 times in March. The Chart of Accounts was worked on by the Finance team. Training was a big part of their efforts. FMIS, which is the State's financial system, is being reviewed to determine the effectiveness of transferring to the Banner system. Currently, Finance is working to create interfaces to assist with the system migration of Banner from the State's FMIS system.
- HR is targeted to go live at the end of the calendar year, December 2021.
- The Student Module is slated to go online next year (2022).

Trustee Toriola inquired about the status of student IDs and browser issues being experienced by students. Mr. Byam responded that the requirement of using the student's SS# has been removed. He further stated the new Banner system will not use sensitive student information but will use a unique Banner ID number instead.

Trustee Toriola also asked how students will feel comfortable with the transition to Banner. Mr. Bynam shared that training will be offered on a continuous basis to instill confidence in using the new technology.

C. **President's Report:**

President McCurdy reviewed the high points from her written report, including:

- The College's Procurement threshold increased under approved legislation, HB770/SB0326
- The Return to Campus planning is underway for the preparation of Campus facilities and operations to manage a hybrid, staggered return to campus this summer and fall.
- The Strategic Planning kick off took place on April 9 with an introduction to the consultant group Keeling & Associates, LLC (K&A) who will be leading the process along with Ms. Becky Burrell. Information gathering interviews were held as part of Phase 2 of the planning process. During the interviews, K&A led discussions with select stakeholder groups that included members of Cabinet, faculty, and staff. The interview gathering sessions provided an opportunity for participants to reflect and share their perspective on the College's greatest strengths and opportunities. Phase 3 of the planning process will be the Strategic Planning Retreats to be held in May and June. During the retreats, expanded groups of faculty, staff, students and community partners will have an opportunity to voice their opinions and thoughts to be used in shaping the College's future strategic priorities and goals for the next several years.

- President McCurdy requested that an hour or so of the May or June Board of Trustees meeting be dedicated as an opportunity for Trustees to meet and speak with the consultants.
- The College is engaged in significant community engagement efforts and collaborative meetings are taking place with the University of Baltimore and Coppin State University.
- The current academic catalog is being updated and is in the editing phase.
- Middle States preparations are in the process of being discussed for timeline consideration.
- Communication with the Faculty Senate has been positive. Questions about contracts, the Fall schedule, Return to Campus have been addressed and area-specific questions have been directed to the respective cabinet.

MOTION FOR ADJOURNMENT

ACTION: Chair Schmoke requested a motion, under the State's Open Meeting Law to adjourn the April 21, 2021 Open Session Meeting at 5:20 p.m., and to reconvene for the Closed Session. Trustee J.C. Weiss motioned for the adjournment of the April 21, 2021 Open Session Meeting and Trustee Jason Perkins Cohen seconded the motion.

NEXT BCCC BOARD OF TRUSTEES MEETING: May 19, 2021 at 4 pm.

Attendance:
- Dr. Debra L. McCurdy, President
- Ms. Maria Rodriguez, Esq., General Counsel
- Dr. Rose Reinhart, Vice President of Student Affairs
- Mr. Michael Thomas, Vice President of Workforce Development
- Ms. Dawn Kirstaetter, Vice President of Advancement and Strategic Partnerships
- Dr. Liesl Jones, Vice President of Academic Affairs
- Ms. Lyllis Green, Chief Internal Auditor
- Mr. Stephan Byam, Chief Information Officer
- Ms. Channa Williams, Interim Vice President for Finance and Administration
- Ms. Becky Burrell, Vice President of Institutional Effectiveness and Planning

BCCC Staff Present:
Sharon Stoddard, Valerie Grays, Eileen Hawkins, Sylvia Rochester, Renata Allen, Edna Street-Jones, Angela Donn, Daviedra Sauldsberry, Michael Berends

Others Present:
Kristin McFarlane, Assistant Attorney General, Office of the Attorney General
Ian Klein, Maryland Department of Legislative Services

TAB 3 | Student Government Association Report

Baltimore City Community College
Student Government Association
Board Report – May 2021

Student Government Association

April 22, 2021 - SGA Meeting and Earth day – The Student Government Association held a meeting on Thursday, April 22nd. This was a virtual meeting via Zoom. At this meeting, the following items were discussed: SGA being invited to attend ISC meetings, Honors and Awards Banquet and Panther Pride Week updates, Earth Day event and SGA elections. At this meeting, students shared what they are presently doing to help reduce their carbon footprints on the environment and planned for Earth Day Fun Day Part 2 scheduled for April 23rd at 5 p.m.

Activities and Events

April 12th – "Death by Mis-education" -The Student Government Association and the Office of Student Life and Engagement sponsored a program on planning for your financial future. Special guest, Kimberly Thompson spoke on the following topics: the importance of having a Will, the importance of having income protection and the importance of saving and investing. The program was held virtually via Zoom from 7 – 8:15 p.m.

April 15th – Bowie State Guest Speakers - The International Students Club had guest speakers from Bowie State University come and present at their April 15th club meeting. The presenters were Study Abroad Coordinator/International Student Adviser/DSO, Patrick Fraizer and Lawrence Webb from Transfer Admissions. They discussed the process of transferring to Bowie State University with an emphasis on international students. The meeting was held via Zoom from 2 - 3 p.m.

April 19th and 20th – ASC Community Programming – The Anthropology and Sociology Club provided members opportunities to engage in select virtual programming throughout the Spring semester. The events for the month of April were as follows: "Education Panel Discussion with Black & Brown Leaders in Education: Our Pre Covid and Post Covid Future" Monday, April 19th at 7 p.m. and "On the Outrage of Black Mothers: Healing the Past in the Present", Johns Hopkins University lecture Series Tuesday, Apr 20, 2021 at 12 p.m.

April 21st – Reflections on the Derek Chauvin Verdict – The Office of Student Life and Engagement in conjunction with the Student Government Association held a pop-up event after the verdict was announced on the national trial of Derek Chauvin. This program gave students and staff an opportunity to reflect on their thoughts and feelings about this high-profile case in a safe and respectful environment. Staff from Student Support and Wellness was available at this program as well. The event was held virtually via Zoom from 2 – 3:30 p.m.

April 23rd - Earth Day Fun Day Part 2 – The Student Government Association and the Office of Student Life and Engagement continued the recognition of Earth Week with its 2nd program. This event was scheduled with fun puzzles and activities to learn about the environment, how to protect it and win some prizes. The program was held virtually via Zoom from 5 – 5:30 p.m.

TAB 4 | AFSCME Local #1870 at BCCC Report

- None

TAB 5 | Faculty Senate Report

Faculty Senate Report

to the

Board of Trustees

May 2021

Katana L. Hall, Ph.D.
Faculty Senate President

BCCC
BALTIMORE CITY
COMMUNITY COLLEGE

Reporting Period:	May 1, 2021 – May 14, 2021

On behalf of the Academy at Baltimore City Community College, the Senate Executive Committee, and the Faculty Senate Officers (Vice President Dr. Edna Street-Jones and Secretary Dr. Denise P. Holland) please find our report to the BCCC Board of Trustees for the month of May 2021.

Note:
As a point of reference, our report is modeled after the summary log method. Additionally, the Faculty Senate President attended each reported meeting and/or event in this report and as such is not listed in the attendance line.

Great News

The Academy celebrates our students and the faculty who teach and empower them:

Student Achievements:

Professor Kathryn Singleton reports that three Health Information and Technology students were awarded internships to Johns Hopkins totaling approximately $180,000.

Professor Fred Paraskevoudakis (Natural and Physical Sciences Department) announces that six students were accepted into the NIH Bridges to Baccalaureate Program at Towson University. They will be starting summer internships at Towson's Department of Biology after successfully completing the required seminar course. The students will also receive one-year paid tuition to continue their education at Towson. Professor Paraskevoudakis also serves as the faculty coordinator for the Grant at BCCC.

The BCCC Nursing Program received 135 admission applications from students. They found 53 students eligible, and 82 students ineligible. Currently the nursing program can accept up to 64 students in a cohort.

Faculty Achievements:

Presentations and Awards
Professor Fred Paraskevoudakis presented at the virtual Maryland Collegiate STEM Conference held on May 1, 2021 with Dr. Mala Radhakrishnan and Professor Mildred Rodman.

Dr. Denise Holland has worked diligently to improve the college's Cyber Security Program for our students and those efforts resulted in BCCC's national ranking at #7 among the *Top 20 Associate Degrees in Cyber Security*. Additionally, Dr. Holland was presented with an award in recognition of her service and commitment to leadership at the Annual Virtual Cybercrime Symposium 2021.

Certifications:
Professor Patricia Black (Nursing and Dental Hygiene) was as awarded her new certifications.

Doctoral Degrees Awarded:
Dr. Brenda Overton (Nursing and Dental Hygiene, Dr. Latonia Moss (English, Humanities, Visual and Performing Arts Department), and Dr. Virgie Mason (English, Humanities, Visual and Performing Arts Department).

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Meetings
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May 3
   6:00–7:00 p.m.
   Meeting with Faculty Senate Vice President Street Jones, Faculty Senate Secretary Holland, and Faculty Evaluation Chair Leshan to review topics covered and assess outcomes of their last meeting with Dr. McCurdy. We developed questions and topics of concern.

May 3
   7:00-8:15 p.m.
   Meeting with Faculty Senate Vice President Street Jones and Faculty Senate Secretary Holland to discuss agenda for SEC Meeting. We also identified areas that are problematic in our governing documents and procedures that need addressing.

May 4
   Conducted research to prepare SEC Meeting documents (Special Rules of Order, Robert Rules of Order Help Sheets, etc.). Reviewed our Constitution and Bylaws with the foci on both consistency and areas in need of updating/revision: lack of cross references and approval dates/logs, omission of prior amendments passed by the Faculty Senate, inconsistency in the Promotion Process documents, and follow up are needed to develop procedures connected to critical areas that do not currently exist.

May 5
   2:00-3:00 pm PRE-Assessment Planning Group In attendance: VPAA Jones, VPIERP Burrell, OIR Director Eileen Hawkins, Professor Teri Doty, and Professor Alice Kimara.

   PRE-Assessment Planning Group identified gaps in Program Review and College-wide Assessment.

May 6
   12:00-1:00 p.m.
   Senate Leadership Meeting with President McCurdy. In attendance: Dr. Debra McCurdy, Faculty Senate Vice President Street Jones, Faculty Senate Secretary Holland, Faculty Evaluation Chair Leshan, General Counsel Rodriguez, and Vice President for Academic Affairs Jones.

   Topics • Essential Documents (Fall 2021 contract modifications) • End of Year Payments (many will be received by May 19th, still outstanding for some faculty as are reimbursements) • Summer/Fall Schedule (Summer assignments almost complete/courses posted…Fall assignments working with a completion date of next week • Culture Change (trust and respect) • College-wide Assessment (resets in process) •

Shared Governance (in favor of collaborative processes college-wide) • Middle States Readiness (report due May 2023, Site Visit 2024) • Summer 2021 Collaborations (working group opportunities with stipends possible for faculty) • Return to Campus Status (unsure for Fall of 2021 awaiting CDC Updates…if so planning a MW or TR schedule with F,S,N off for cleaning buildings) • Professional Development Fall 2021 (addressed timing of sessions and the need for faculty prep time for the start of the semester…focus may be more heavily on assessment) • Engage the Community (we need to provide more opportunities for the community to engage in activities at BCCC) Next meeting scheduled for after Commencement

4:30 -6:00 p.m.
PRE-Assessment Planning Group
Focus: Assessment Day Brainstorming: Rubric Checklist, Logo, etc. prep for May 7, 2021 meeting with Dr. Denise Holland and Professor Darlene Godwin.

May 7

12:00 -1:00 pm Program Coordinator's Meeting VPAA Jones
In attendance: Paul Long, Tamara Payne, Terry Doty, James Dyett, Boyd Servio-Mariano, Petal Summer, Sheri Luck, Autumn Wallace, Brandon Myers, Kathleen Kennedy, Darlene Godwin, Yun Liu, Emmanuel Okereke, Yohannes Weldegiorgis, Solomon Fakinlede, and Jasmine Chandelier.

Dr. Jones asked Program Coordinators (PC's) to share their concerns (lack of equity, lack of time to complete work, complexity of completing degree audits virtually, inadequate support systems in place, etc.). VPAA wants PCs to send her the things they do as coordinators so that she can begin to establish associated levels which assist her in determining contracts details and release time to offer faculty, etc. Dr. Jones committed to meeting with Program Coordinators monthly moving forward.

1:00-3:00 pm   *SEC Meeting (Selected Notes)*
Adoption of Special Rules of Order for Virtual Meetings (approved May 7, 2021 unanimously)
President's Report to the Academy of Faculty May 3 to May 7, 2021 (Monday – Friday)
Faculty Senate Vice President (Status Report Promotion and Appeals)
CIC Chair, Professor Paul Math 112 (approved provisionally with corrections- signature lines, etc. 7/7/2021)

Senatorial Reports: Senator Charmine Bell and Senator Edna Street-Jones – Nursing and Dental Hygiene; Senator Kathryn Singleton Senator – Health Professions; Senator Cheryl Rhodes and Senator Laura – English, Humanities, Visual & Performing Arts; Senator Angela Ramirez Jones and Senator Lorraine Brown – Education, Social and Behavioral Sciences; Senator Fred Paraskevodakis Senator Emmanuel Okereke –Natural and Physical Science; Senator Neal Helton, Jr., and Senator Jasmine Chandler – Business and Technology; Senator Jeff Grell and Senator William Shipley – Mathematics and Engineering
Major Areas of Concern:
Access to clinical labs for students so that they can graduate (3 semesters behind)

Status of Summer Contracts as Summer I Session commences May 24, 2021.

Outstanding faculty reimbursements (6 months to 1 year)

Access to clinical labs for students so that they can graduate (3 semesters behind)

__General SEC Updates__

1. The end of the year payouts are being processed for payments to the faculty in May.

2. Faculty should receive Fall 2021 contracts by the end of May.

3. Dr. Jones will have the outstanding Professional Development hours for faculty from the January sessions forwarded to HR (PD hours from the Strategic plan Kick-off session will also be sent).

4. Virtual Study Abroad grants available to students (Let's take advance of this) – Dr. Rebecca Jones-Hackett

__Upcoming Action Items:__

Ad Hoc Committee for Review of Math 112 scheduled for May 13th at noon.

Special SEC Meeting to Review CIC Approved HIT Program Revisions scheduled for May 19th at noon.

3:15- 8:00 pm PRE-Assessment Planning Group (Related Meetings held April 7, 14, 28, May 5, May 6, and May 7) In attendance: VPAA Jones, VPIERP Burrell, OIR Director Eileen Hawkins, Professor Teri Doty, Professor Alice Kimara, Dr. Denise Holland, and Professor Darlene Godwin.

Focus: Assessment Day preparation (finalizing tracks, agenda, rubric checklist questions, presenters, deliverables table, survey questions, surveys, logistics, etc.)

May 10, 2021

9:30-10:20 a.m. PRE-Assessment Planning Group

In attendance: VPAA Jones, VPIERP Burrell, OIR Director Eileen Hawkins, Professor Teri Doty, Distance Learning Director Brian Terrell, and Professor Darlene Godwin.

Focus: Assessment Day Greenlighting agenda, countdown schedule, breakout room logistics, action plan and roles of Deans and Associate Deans (Dr. Jones will be following up).

May 12, 2021

12:00-1:00 p.m. Senate Leadership Meeting with President McCurdy

In attendance: Dr. Debra McCurdy, Faculty Senate Vice President Street Jones, Faculty Senate Secretary Holland, Faculty Evaluation Chair Leshan, General Counsel Rodriguez, OAG Kristen McFarlane, and Vice President for Academic Affairs Jones.

Focus: Appointment Letter and Contract Revisions related to section 5a, specifically an explanation of termination for 'criminal conviction' (as some faculty are actively and lawfully engaged in peaceful civil protest and may on occasion have been caught in sweeping mass arrests). OAG McFarlane indicated that she had not seen a case since she has been in the OAG. Dr. McCurdy did not include this example in the scope of the definition presented. Senate Leadership welcomed the addition of gradations/levels in the contract to address infractions, that do not violate the law, and may be addressed internally with options other than faculty termination. We mutually agreed to the changes in the document presented.

Topics: Discussion of modifying Program Coordinator roles/titles/length of duty; Establishing Professional Development Days (January, August, and May). Senate Leaderships requested adequate prep time for faculty at the beginning on the semester be considered when planning Professional

Development Days. Faculty need a week to prep for the start for the semester, to advise majors, assist colleagues in course review, and to test LMS components effectively. We shared that the duty dates on the contract are inconsistent from year to year after a historical review by Senate Leadership and should be established based on a review of other criteria as well (SLOA document delivery dates). Dr. McCurdy said that she would work on adjusting that more effectively moving forward. We noted that developing an effective institutional calendar would be of great value to the college.

2:00-3:00 p.m. PRE-Assessment Planning Group. In attendance: VPAA Jones, VPIERP Burrell, OIR, Director Eileen Hawkins, Distance Learning Director Brian Terrell Professor Teri Doty, Professor Alice Kimara, Dr. Denise Holland, Dr. McCurdy.

Focus: Assessment Day–Revised Action Plan, Instructions for the Deans, Department data for Breakouts Rooms prep, Upload Assessment Day documents into SharePoint files, clean up loose ends

May 13, 2021

12:00-12:30 p.m. SEC Ad Hoc Committee. In attendance: CIC Chair Paul Long, Professor Angelique Cook Hayes, Dr. William Shipley, and Professor Nathan Cook.

Focus: Review Math 112 CIC documents (presented on May 7, 2021 SEC Meeting)

Made modifications to 13b subsections ii and iii and deleted a sentence that also appears in 13a.

Our research efforts revealed that BCCC's courses in ARTYS need updating (1980 w/o current certain entries); Second page on Education Plans needs updating as well to reflect current Course IDs.

2:45-3:00 Post Assessment Day Survey review with OIR Director Hawkins (third look) before final greenlight from VPIERP and VPAA.

3:00-4:00 p.m. Run through for Assessment Day**.** In attendance: VPAA Jones, VPIERP Burrell, OIR Director Eileen Hawkins, Professor Teri Doty, Distance Learning Director Brian Terrell, Professor Darlene Godwin, Dr. Denise Holland, Professor Daniel Izume, Dean Dorothy Holley, Dean Mark Conard, and Dean Bob Iweha

Focus: Logistics Check, SharePoint document check, breakout rooms assignment update, assigned roles, etc. with a 12:30 log in on May 14, 2021

4:00-5:30 p.m. Faculty Review Session for Assessment Day: PowerPoints and Syllabi

In attendance: Professor Terry Doty and Professor Daniel Izume

5:30 -10:00 p.m.

Data review and correction for breakout room population, department lists, revisions to the action plan and development of needed documents with OIR Director Hawkins

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Events

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May 14, 2021 BCCC Assessment Day 2021 (approximately 88 participants)

1:00 -4:00 p.m.

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General Session

1:00-2:00 p.m. Welcome Dr. Debra L. McCurdy, BCCC President

Assessment Day Process and Overview –VPAA Dr. Liesl B. Jones and VPIERP Becky L. Burrell

Assessment 101 – SLOA Co-Chairs Professor Terry Doty and Professor Rebekah Kimara

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Working Tracks (each presenter will have 30 minutes to present—20 minutes for the presentation with 10 minutes for questions/sharing ideas)

2:00 – 3:00 p.m. (select one track per session)

2:00-2:30 and 2:30-3:00

Red Track – Dr. Katana L. Hall – PREC Chair

Green Track – Professor Darlene Goodwin, Program Coordinator

Yellow Track – Dr. Denise Holland, Program Coordinator

Blue Track – Professor Daniel Izume

3:00-3:45 p.m. Formative Assessment (Deans and Associate Deans will facilitate this and submit Departmental Action Plans)

3:45-4:00 p.m. Closing and Post Assessment Day Survey

5:30-7:00 p.m.
Virtual Faculty Affairs End of Semester Celebration
(about 30 faculty and 2 administrators were in attendance)

Kudos to Senate Faculty Affairs Committee for a well-planned, thoughtful, and joyous end of year event. Congratulations Professor Curtis Jones (Committee Chair), Professor Lorraine Brown, Professor Angela Ramirez, and Dr. Edna Street-Jones

Faculty Retirements

It is with a mixture of sadness and joy that we salute the following faculty who have served the college with distinction. They will be missed.
Professor Shiree Arvin
Dr. Brenda Overton
Professor Annette Russell
Dr. Karen Shallenberger
Professor Deirdre Stokes

Respectfully submitted on behalf of the Academy,

Katana L. Hall

Katana L. Hall, Ph.D.
Professor of English and Theatre
Faculty Senate President
Program Review and Evaluation Committee Chair
Department of English, Humanities, Visual and Performing Arts
Baltimore City Community College

BALTIMORE CITY COMMUNITY COLLEGE

TAB 6 | Items Removed from the Agenda

- AFSCME Local #1870 at BCCC Report

BALTIMORE CITY COMMUNITY COLLEGE

TAB 7 | New Business

- ▪ Strategic Planning

Strategic Planning

Board of Trustees - May 19, 2021
Dr. Debra L. McCurdy, President

mission
Vision
VALUES

"OUR VISION"

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

"OUR MISSION"

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

"OUR CORE VALUES"

INTEGRITY
Unwavering adherence to a strict moral & ethical standard.

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

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

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

"OUR CORE VALUES"

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

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

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

PROFESSIONALISM
Adhering to the highest standard of customer service.

BCCC
Baltimore City Community College

Board of Trustees

Strategic Planning

May 19, 2021

Richard P. Keeling, MD
Chairman & Senior Executive Consultant

Alex Vasquez, MS, PhD
Vice President for Consulting Services & Senior Consultant

Eric Narburgh, MA
Consultant

Rehshetta Wells, MS
Project Assistant

Keeling Associates
Change for Learning

Meet the Team

Richard P. Keeling, MD
Chairman and Senior Executive Consultant
Project Lead

Alex Vasquez, PhD
Vice President for Consulting Services
Senior Consultant

Melvyn Schiavelli, PhD
Senior Consultant

Eric Narburgh, MA
Consultant

Rehshetta Wells, MS
Project Assistant
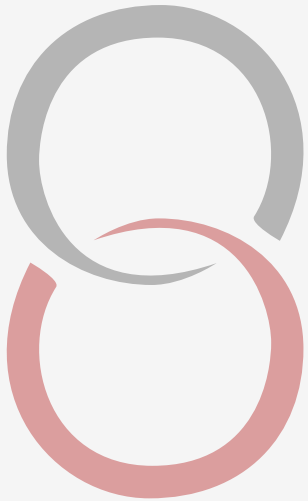
Scope of Work and Project Activities

Project Launch & Information Gathering
April—May 2021

Information Gathering Videoconference Interviews: President and Cabinet, College Leaders and Stakeholders, Faculty and Students, Board of Trustees
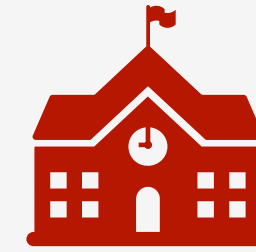
Late May—June 2021:
Review of Findings, Analysis, and Planning Themes

Strategic Planning Session Draft Goals and Objectives
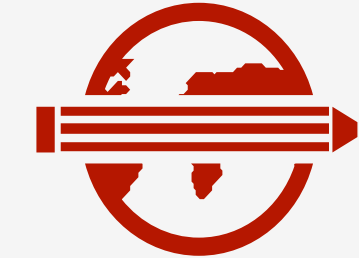
July—August 2021:
Refinement of Draft Goals and Objectives

Implementation Planning Discussions

Final Strategic Plan

Legislative Mandates

‣ Alignment of courses to meet accreditation requirements and the needs of students and Baltimore (including workforce development and job placement)

‣ Improving student pathways and opportunities (including developing agreements with local schools, other colleges/universities, and employers)

‣ Improving institutional effectiveness and sustainability, including budget, reviews of positions, strengthening IT and infrastructure, marketing, and partnerships

‣ Preparing for capital planning, including developing underused or under-utilized real estate and influence regulations to support procurement and construction

These areas, and others, will inform conversations about BCCC's direction and priorities in the new strategic plan and its implementation.

Planning Process

▸ The pandemic creates a challenging context for higher education that makes strategic planning more important than ever:

- How will BCCC prepare for and respond to the students, work patterns, jobs, and demands of the future?

- How will it ensure its long-term sustainability? Not just surviving, but thriving?

- What did the pandemic force BCCC to do that it might keep doing?

- As the pandemic fades (hope!), how does BCCC come back strong?

▸ Re-socialization and re-culturalization are necessities as the pandemic recedes

- BCCC must repair, renew, and reinvent itself all at the same time
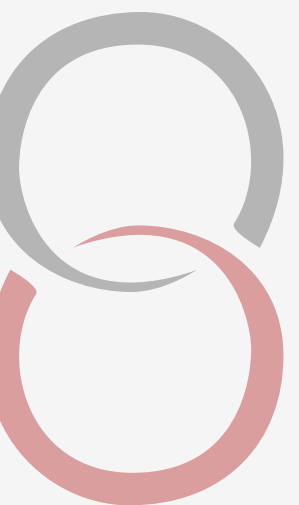
Strategic Questions

▸ What are BCCC's **greatest strengths and assets** to preserve and build upon?

▸ What are the **clearest or most pressing challenges** the College must address?

▸ How might BCCC best **align its programs, courses, and range of credentials to meet the needs of current and prospective students and potential employers** in the city of Baltimore?

▸ How might BCCC **improve or reimagine pathways for students to ensure equitable access and goal attainment**, from enrollment to matriculation and from completion to career?

▸ What should **become true about BCCC over the coming three to five years that is not true today**?
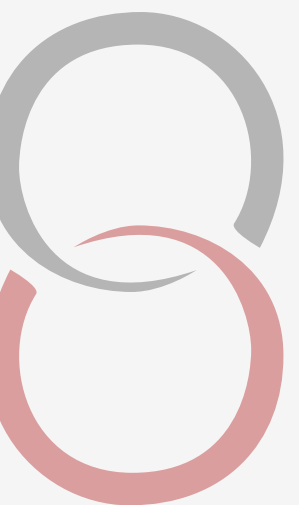
Keeling & Associates

Change for Learning

Company Contact Information:

(212) 229-4750

www.keelingassociates.com

Project Contact Information:

Eric Narburgh, MA

enarburgh@keelingassociates.com

TAB 8 | College Policies

- None

BALTIMORE CITY COMMUNITY COLLEGE

TAB 9 | Presentations

- Enrollment Update
- Enterprise Resource Planning (ERP) Update

BCCC
Enterprise Resource Planning (ERP)

Project Update

May 19, 2021

Stephan A. Byam (Chief Information Officer)

Project Status

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

The Project Team continues to meet weekly with the DoIT's Oversight Project Manager for the College to provide project updates; as well as exchange ideas with the Oversight Project Manager on implementation strategies.

The College also continues to provide official monthly 'Health Assessment' reports to the State which provides details on monthly project activities, including milestones, deliverables and spending.

Project Financial Health

To date, the ERP Project is performing with a positive cost variance based on the projected spending plan. (i.e., the actual costs to date are less than the budgeted amount).

The major contributing factors is the ability of the teams to work remotely, reducing costs budgeted for consultants' travel, room and board; and the College budgeted for integration expenses occurring earlier in the project.

Budgeted Costs through April '21	$1,048,063
Actual costs through April '21	$617,074
Variance	

Organizational Readiness

With the General and Finance modules on target to go-live on July 1, the College is beginning to focus its efforts on organizational readiness and assembling an Organizational Readiness Team:

The charge of the Organizational Readiness team is to provide oversight for the areas of project communication, training and development, organizational change management, and other ERP readiness activities.

Organizational Readiness -Training

One major component of Organizational Readiness is the training of staff and end users, and ensuring that training and training plans are:

- **Consistent** – offered on a cadence that allows new employees and staff to receive training upon entry to the College, and allow existing users to obtain refreshers

- **Comprehensive** – provides training that not only introduces concepts and basic navigation, but provides specific functional training

- **Adaptive –** ensures trainings are evaluated regularly to ensure they align with new business processes and functionality provided by the system

Train the Trainer

The College will be leveraging individual team members to receive first-hand training from the consultants, who, in turn, will provide training to their peers. As such the Organizational Readiness team will Identify key stakeholders to be trained and serve as trainers across all divisions.

The Chief Financial Officer and the Chief Information Officer are partnering to develop the model for the training plan, using the Finance team as a pilot program. This "train-the-trainer" model will utilize strong content experts as trainers for other end users in their department, and in some cases, the wider community.

Infrastructure Readiness

The College is also preparing its infrastructure for internet service redundancy. Due to the greater dependence on the internet for the ERP to operate, the College is working to develop 100% redundancy.

Network MD is providing a second redundant loop that would approach the campus from the west side of the campus. However, this will still leave approximately 800 ft of a single thread which spans from the entrance on Liberty Heights to the College's network infrastructure.

ITS has received a proposal to add another circuit to obtain 100% redundancy, however the IT teams and facilities teams are scheduling discovery meetings because the proposed site is approximate to the Loop Road project.

Questions

TAB 10 | President's Report

Baltimore City Community College

President's Report

Board of Trustees, May 19, 2021

Dr. Debra L. McCurdy, President

Preliminary Facilities Summary

1. Facilities Renewal approvals
   - Next Steps: BCCC procures and completes projects, submits letter to MHEC for reimbursement of grant (Grant #: CCFRG21-01)
   - Requesting ADA consultant from DGS for restrooms
   - Preparing bid documents for LSB fire alarm system and PEC hot water heater

2. Game room – Student Lounge
   - Review new plans, finish options, and quote updates
   - Awaiting Student Services feedback

3. Entrance rendering quotes:
   - Noelker and Hull $1,800
   - Floura Teeter $4,165
   - Ayes Saint Gross $7,400
   - Melville Thomas (no bid)
   - Campus Signage Master Planning option: creating a clear arrival threshold, intuitive and informative wayfinding, and consistent branding

4. Campus Security Cameras
   - Reviewing 4 consultants university project list
   - Scope and Timeline
   - Walkthrough of Functional Areas with Cabinet

5. Loop Road Update
   - DGS to set up phasing meeting
   - ***Review Updated Interior Finishes for Ramp***
   - Construction Bidding Schedule:
     - *Advertise on eMMA*   *5/19/21*
     - *Pre-Bid Conference*   *5/26/21 (zoom)*
     - *Site Visits*   *6/7/2021 – 6/8/2021 (on site)*
       1. *Issue Addenda #1: Harper Hall demolition, ramp*
       2. *Issue Addenda #2: Security Kiosk*
     - *Bids Due*   *6/30/21*
     - *Construction Award (BPW)*   *8/11/21*
     - *Notice to Proceed*   *8/18/21*
     - *Substantial Completion 8/18/22*

The following projects have been deemed eligible for reimbursement with CCFRG funds ($500,000):
- Fine Arts Wing Restroom Renovation for Accessibility
- Physical Education Center Restroom Renovation for Accessibility
- Life Sciences Building Fire Alarm System Replacement
- Physical Education Center Hot Water Heater Replacement

- Campus-wide ADA Water Bottle Refill Station Replacements
  - See the attached Maryland Higher Education Commission letter

Return to Campus

The College's Return to Campus plan is in progress but in the final stages. It has been modified based upon changing requirements from the City of Baltimore, Maryland Department of Health, Center for Disease Control and the Governor's mandates. The College is cognizant of the ever-changing rise of COVID case within the zip codes of its primary service area.

Upon returning the Campus, the College will continue to monitor and adhere to mandated guidelines provided by local, State and national entities. College stakeholders will be notified of any emergency status through multiple modes of communication. The Emergency Stages include:

Emergency Stage 1
Campus and College are both open. All employees and students are permitted on Campus.
Emergency Stage 2
Campus is conditionally open, and the College is open on a hybrid remote basis. Some portion of employees and students permitted on Campus as determined.
Emergency Stage 3
Campus is closed. College classes continue on a fully remote basis. Only approved students and personnel are permitted on Campus, with prior authorization.
Emergency Stage 4
Campus is closed and classes are cancelled due to emergency. Only essential personnel are permitted on Campus.

Critical areas of consideration are COVID testing, on-site screening, mandatory vaccination, cleaning, social distancing, quality of the work environment (i.e. HVAC systems), and options for remote working.

Each Cabinet area will continue to utilize the Teleworking Framework developed for each respective department's operations. Concerns specific to individual departments are addressed through the appropriate supervisors and Cabinet members. The College's seven subcommittees are meeting to align the operations between functional areas for continuity and to finalize the narrative into "one voice".

Below is a summary of the feedback from community college President's on whether the vaccination will be mandatory. Currently, all of the Presidents that responded indicated that the vaccine will not be mandatory for employees and students at this time.

Institution	Mandatory Vaccination/Return to Campus Status
Anne Arundel Community College	Not mandatory yet
Baltimore City Community College	Not mandatory yet, strongly encouraging
Carroll Community College	Strongly encouraging for students, not required for faculty and staff
Cecil College	Not mandatory
Chesapeake College	Not mandatory
College of Southern Maryland	Not mandatory
Community College of Baltimore County	Incentive $200 for employees and $100 book voucher for students. August 2 all non-faculty. August 15 all faculty return.
Frederick Community College	Not mandatory
Garrett Community College	Encouraging but not requiring
Hagerstown Community College	Not requiring
Harford Community College	Not requiring, working on a campaign to incentivize employees and students

Howard Community College	Not mandatory but offering bookstore vouchers to students as an incentive
Montgomery Community College	Giving serious thought-Board discussion
Prince George's Community College	Encouraging but not requiring
Wor Wic Community College	Not requiring

Strategic Planning

The 2021-2024 Strategic Plan activities are well underway. Sessions are facilitated by Keeling & Associates, a higher education consulting firm, who began **"Interview Gathering Interviews"** with the executive leadership and also engaged senior and mid-level leaders to ensure the necessary infrastructure is in place.

Additional sessions for Cabinet were added to develop a stronger culture of accountability. The following emerged from a high-level review of the themes from initial interviews; revisit some of the questions/prompts Cabinet did not get to in the initial sessions (particularly with regard to student recruitment and experience, workforce development, and operational efficiency); and then "what's next" (i.e., what directions or strategies should BCCC put in place to respond to these concerns and challenges.) "What's next" will help Keeling pivot members of the Cabinet to identify commitments Cabinet can and should make in their respective areas, and gather buy-in and support from their teams, in the eventual implementation of the plan. The context of Cabinet discussions included: (1) review of observations and emerging themes from the planning process to date; (2) discussion of internal and external factors that have strategic and practical significance in shaping the College's priorities for the planning period; and (3) articulation of areas in which aspirational growth is possible as well as those in which excellence may not be sustainable.

Synopsis of the Strategic Planning efforts March through May 2021:

- March 25 – Keeling & Associates, Strategic Planning Preparation Meeting
- April 6 – Keeling & Associates, Strategic Planning Preparation Meeting
- April 9 – BCCC 2021-2024 Strategic Plan Kick-Off w/ College Community
- April 13 – Keeling & Associates, Strategic Planning Preparation Meeting
- April 16 – Keeling & Associates, Strategic Planning "Information Gathering Interviews" w/ Academic Affairs, Student Affairs & Information Technology Faculty & Staff
- April 21 – Keeling & Associates, Strategic Planning "Information Gathering Interviews" w/ Finance & Administration, Workforce Development & Continuing Education, Advancement & Strategic Partnerships and Office of the President Staffs
- April 29 – Keeling & Associates, Strategic Planning Preparation
- April 30 – Keeling & Associates, Strategic Planning "Information Gathering Interviews" w/ the Cabinet
- May 3 – Keeling & Associates, Strategic Planning "Information Gathering Interviews" w/ the Cabinet
- May 7 – Keeling & Associates, Strategic Planning "Information Gathering Interviews" w/ the Cabinet
- May 12 - Keeling & Associates, Strategic Planning Preparation
- May 17 – Keeling & Associates, Strategic Planning "Information Gathering Interviews" w/ the Cabinet
- May 18 – Keeling & Associates, Strategic Planning "Information Gathering Interviews" with Academic Affairs, Student Affairs & Information Technology
- May 19 – Keeling & Associates, Strategic Planning w/ the Board of Trustees
- May 24 - Keeling & Associates, Strategic Planning "Information Gathering Interviews" w/ Finance & Administration, Workforce Development & Continuing Education, Advancement & Strategic Partnerships and Office of the President Staffs

Keeling & Associates will produce a report of institutional themes from the "Information Gathering Interviews". The **"Strategic Planning Sessions"** will be held in June, July & August where an expanded group of faculty and staff will help to reach consensus about the College's strategy, priorities, goals, and objectives for the strategic planning period.

Community Engagement

The following are community engagement meetings held through late April through mid-May:

April-May Meetings

- April 23 – Lockwood Ground Lease Preparation Meeting
- April 27 – Middle States Commission on Higher Education, BCCC 2023-2024 Comprehensive Evaluation Overview, Dr. Paul Starkey, Liaison
- April 29 – Keeling & Associates, Strategic Planning Preparation
- April 29 – BCCC 2021 Commencement Recording
- April 30 – Faculty Senate Executive Committee (SEC) – Faculty Appointment Letters
- April 30 – Keeling & Associates, Strategic Planning w/ the Cabinet
- May 3 – Keeling & Associates, Strategic Planning w/ the Cabinet
- May 5 – Maryland Department of General Services, West Pavilion Lease Proposal
- May 5 – Baltimore City Public School System, Dr. Rachel Pfeifer & Ms. Mavis Jackson, Dual-Enrollment, Mayor's Scholars Program, P-Tech
- May 6 – Faculty Senate Executive Committee (SEC) – Faculty Appointment Letters
- May 7 – Keeling & Associates, Strategic Planning w/ the Cabinet
- May 11 – Greater Baltimore Committee (GBC), President's Council
- May 12 - Faculty Senate Executive Committee (SEC) – Faculty Appointment Letters
- May 12 – Baltimore City Senate Delegation, Virtual Legislative Town Hall
- May 12 - Keeling & Associates, Strategic Planning Preparation
- May 14 – WBJC Interview, BCCC Update on Institutional Initiatives & Events
- May 14 – BCCC Assessment Day, Academic Faculty & Staff
- May 16 – BCCC 72nd Virtual Commencement

Standing Meetings
- Bard Building, Department of General Services (DGS) & Office of the Attorney General (weekly)
- Enterprise Resource Planning (ERP) System, Department of Information Technology (DoIT) (weekly)
- Faculty Senate Executive Committee (SEC) (monthly)
- BCCC Cabinet Meetings (daily)
- Maryland Association of Community Colleges (MACC)
  - President's Meeting (monthly)
  - Legislative Committee (weekly)

May 12, 2021

Katherine Dixon, Assistant Vice President for Facilities
Baltimore City Community College
2901 Liberty Heights Avenue
Baltimore, MD 21215

Dear Ms. Dixon:

The Maryland Higher Education Commission has received and reviewed your application submitted for the FY 2021 Community College Facilities Renewal Grant (CCFRG) Program. Funding for this program has now been restored. Your institution has now been awarded a grant in the amount of $500,000 to fund facilities renewal projects at your institution. Your grant and has been assigned the grant number CCFRG21-01. Please use this grant number on all correspondence related to your award.

Based on information and cost estimates submitted by the college, the following projects have been deemed **eligible** for reimbursement with CCFRG funds:

- Fine Arts Wing Restroom Renovation for Accessibility
- Physical Education Center Restroom Renovation for Accessibility
- Life Sciences Building Fire Alarm System Replacement
- Physical Education Center Hot Water Heater Replacement
- Campus-wide ADA Water Bottle Refill Station Replacements

Attached, please find a list of grant provisions and a sample letter to use when requesting funds. Please contact me at geoff.newman@maryland.gov if you have any questions or require additional assistance.

Sincerely,

Geoffrey F. Newman
Assistant Secretary
Finance and Administration

Attachments
cc: Aubrey Bascombe, MHEC
        Dan Schuster, MHEC
        Michael Thomas, BCCC
        Brad Phillips, MACC
        Phil Fleischer, DBM
        Clarence Felder, DGS

CORY V. MCCRAY
CHAIR

JILL P. CARTER
BILL FERGUSON
ANTONIO HAYES
CHARLES E. SYDNOR III, ESQ.
MARY L. WASHINGTON, PH.D.

THE SENATE OF MARYLAND
ANNAPOLIS, MARYLAND 21401
BALTIMORE CITY SENATE DELEGATION

Baltimore City Senate Delegation
Virtual Legislative Town Hall
Wednesday, May 12, 2021
6:15pm – 7:15pm

AGENDA

I. **Opening Remarks by Mr. Andre Hepkins of WBAL-TV 11 News, Moderator (3 Minutes)**

II. **Remarks by Chairman Cory McCray (3 Minutes)**

III. **Greetings from Mayor Brandon Scott (5 Minutes)**

IV. **Remarks from Senator Antonio Hayes (7 Minutes)**

V. **Remarks from Senator Jill Carter (7 Minutes)**

VI. **Remarks from Senator Mary Washington (7 Minutes)**

VII. **Remarks from Senator Charles Sydnor (7 Minutes)**

VIII. **Remarks from Senator Cory McCray (5 Minutes)**

IX. **Remarks from Senate President Bill Ferguson (7 Minutes)**

X. **Legislative Spotlight: Dr. Debra McCurdy, President of Baltimore City Community College (2.5 Minutes)**

XI. **Legislative Spotlight: Ms. Heidi Daniel, CEO of Enoch Pratt Free Library (2.5 Minutes)**

XII. **Closing Remarks by Chairman McCray (2 Minutes)**

XIII. **Concluding Remarks by Mr. Hepkins (2 Minutes)**

Baltimore City Community College
Cabinet Report
Board of Trustees, May 19, 2021
Dr. Liesl Jones, Vice President, Academic Affairs

ACADEMIC AFFAIRS UPDATE

College Catalog 2020-2021
The catalog is in its final review. All areas have made the needed changes to the pages to ensure accurate information and congruence between the website and the catalog. The final catalog review and upload into Acalog (online catalog management system) will occur prior to the end of the spring semester. Digarc, the company that owns Acalog, will provide training to individuals in Academic Affairs, Student Affairs, and Institutional Research, to help manage the catalog and in preparation of the development of the next catalog for 2021/2022.

Articulation Agreements
Work continues to develop a process for implementing the agreements once signed. The Assistant Vice President for Academic Affairs will have this as a priority once they begin later in the month of May. Academic Affairs continues to work on a basic process flow for development and implementation that can be modified depending on the agreement. The process will be reviewed by all parties that are involved in articulation agreements.

Perkins
Perkins was submitted for the FY22 funding year. The focus of this year's grant was to improve retention which would improve the College's targets for the performance indicators 1P1(placement following graduation) and 2P1/5P1 (attainment of a credential, certificate, or degree). The College has missed its target for indicator 2P1 for the second year in a row. The focus on this indicator is to ensure that the College meets its benchmark as this is also an area of concern for Middle States. The College is leveraging two additional grants, the Americorp Vista grant and the Cyber Security grant for Inclusion and Diversity, to help support the efforts of the Perkins grant to meet the benchmarks.

Program Review
The Planning Group in conjunction with the Assessment Committee has planned a Assessment day for May 14th. The goal is to train more faculty on assessment and to bring the Academic programs up to date in their assessment reporting.

Multiple Measures
A new policy and procedure are currently being developed to institutionalize the use of multiple measures to place students in English and math. The policy is in draft form and under review by the key stakeholders at the College.

Program Coordinators/Chairs
The Program Coordinators and the Vice President for Academic Affairs are meeting monthly to discuss and better define the role of the coordinators. The meetings have allowed for the coordinators to bring concerns for the programs to the administration. One outcome of the meetings is that tracking of students by majors needs to occur earlier in the semester to better inform the development of the course schedule for the next semester and to better advise students of what courses are needed to stay on track to graduate. This change will decrease the number of course substitutions and will provide schedules that meet the needs of the students. A second outcome is the need to develop a yearly orientation for Program Coordinators. The orientation will be developed over the

summer and implemented in August during the Institutional Days. The review of the coordinator roles has helped shed light on the different needs for reassigned time and that not all programs need the same amount of time.

Moving forward reassigned time will be based on the program needs and expectations of the coordinators and not as a straight time for each program.

SCHOOL OF BUSINESS, SCIENCE, TECHNOLOGY, ENGINEERING & MATHEMATICS (BSTEM)

Faculty in BSTEM will participate in the initiative 'Collaborative Teaching Fellows Program'. Post Docs and graduate students in STEM disciplines rarely get significant teaching experience and many are under prepared to teach. The program allows Post Docs from University Maryland Baltimore and Johns Hopkins to be matched with faculty from BCCC for mentored teaching. The Post docs will be paired with full time faculty while teaching for the College. The initial mentored experience will allow for the Post Docs to sit in on the course taught by BCCC faculty and to guest lecture during that semester. The following semester the Post Docs will be scheduled to teach a lab courses while continuing to work with their BCCC faculty mentor.

Faculty Presentations
April 12 -16, 2021 marked the 12th BCCC Annual Math Awareness Virtual Week at BCCC. Faculty presented to students throughout the week to increase the understanding and appreciation of mathematics and statistics.

MOST conference: The Maryland Open-Source Textbook conference was held in April. Assistant Professor Marianna Glegger and Professor Nataliya Reznichenko presented: "Evaluating two semesters sequence of OER-Based Pre-Calculus Courses".   Over 400 people attended the presentation.

Dr. Denise Holland received an award for service and commitment to leadership; at a Virtual Awards Ceremony sponsored by North Carolina A&T State University on Friday April 30th. Dr. Holland presented at The First Annual Virtual Cybercrime Symposium 2021.

The Program Coordinator for Fashion Pathways attended a Virtual Fashion Career Fair held with BCCC Fashion Majors. Students were given opportunities to interview with major companies such as Perry Ellis and Target.

Dr. Charice Hayes is the editor-in-chief of The International Journal of E-Entrepreneurship and Innovation which will be published in June.

SCHOOL OF ARTS & SOCIAL SCIENCES (SASS)

The Division transitioned leadership as the new Dean began April 1.

Curriculum
The English faculty developed standard rubrics for grading papers for both first year English courses, ENG 101 and ENG 102. The standard rubric will aid in meeting student learning outcomes for assessment and provide students with a better understanding of how to be successful in the courses. The Dean met with the Program Coordinators for Art and Theater to discuss the needs of the programs and joining the programs into one program. The Art Program has begun to make connections with the community and provide students with exposure to the local art community. The Theater program needs to do the same along with developing a production for the next academic year.

During the spring semester the Art students take a Mural Tour of Baltimore and as part of the final students are required to go back to the mural that inspired them and write about the mural and its personal impact. Students expressed that this activity helped to see how beautiful Baltimore is and how murals impact people on an

emotional level. The links below show the final work of the art students this year and the final local artist presentation.

> Virtual Gallery Tour: https://youtu.be/J5_jNw4wJCQ
> Final Artist Spring Lecture Series, Dr. James Murphy: https://youtu.be/4BQsBhdlzDQ

SCHOOL OF NURSING & HEALTH PROFESSIONS (SNHP)

Nursing Programs
The ADN Program Coordinator, Professor Dionne Woolford-Hudgins, and the PN Program Coordinator, Professor Brenda Overton are preparing the students to take the NCLEX exam and to graduate from the ADN program. The LPN students will continue through the summer and graduate in July. Both programs are beginning to review applications for the new cohorts.

Dental Hygiene
The dental hygiene faculty are working on their response to CODA following the review of the Interruption of Education Report. The response is due to CODA on June 1. Additionally, the faculty are working on a plan to graduate the seniors and opening the dental clinic for the students to see patients over the summer.

Health Information Technology
The program submitted the curriculum changes as required by the accrediting body following the site visit in the fall. The curriculum changes were approved by the CIC and will move forward to the VPAA for review.

Emergency Medical Services
The EMS faculty have prepared the annual report and are continuing to clean the facility. The program is preparing for a site visit from MIEMS on July 23rd. The faculty are working with the students in the program to graduate the students over the summer and are preparing to take in a new class in the fall semester.

Physical Therapy Assistant
The PTA faculty have conducted the final information sessions providing explanations regarding the entry requirement for the PTA program. The PTA faculty have reviewed the applications for the incoming fall class and are in the process of making decisions for admissions.

Respiratory Care
Faculty are developing the summer program to graduate the seniors. The faculty are reviewing applications to bring in their fall class.

Surgical Technology
Faculty are developing the summer program to graduate the seniors. The faculty are reviewing applications to bring in their fall class.

E-LEARNING

The table below shows the data for the tutoring shells pulled from the new analytics that Canvas has implemented. April saw 15,904 page views, an increase of 4,263 page views from March, and 218 actions taken, an increase of 75 actions from March. A new reporting feature is that dual enrollment tutoring is separated from general tutoring to better capture the usage by high school students. In April, there were 184 page views in the Dual Enrollment tutoring shells, and 3 new actions taken. The uptick in views and action lines up with preparing for the final portion of the semester.

Row Labels	Sum of Times Viewed	Sum of Times Participated
ACCT 221 Tutoring Spring 2021	211	1
ACCT 222 Tutoring Spring 2021	18	0
BIO 202 Tutoring Spring 2021	510	3
BIO 203 Tutoring Spring 2021	214	0
BIO 212 Tutoring Spring 2021	595	0
BUAD 112 Tutoring Spring 2021	397	3
CHE 101 Tutoring Spring 2021	352	3
CHE 102 Tutoring Spring 2021	61	1
CHE 213 Tutoring Spring 2021	22	0
CHE 214 Tutoring Spring 2021	3	0
CLT 100 Tutoring Spring 2021	1737	11
DE AH 130 Tutoring Spring 2021	14	0
DE ENG 101 Tutoring Spring 2021	11	0
DE History Tutoring Spring 2021	21	0
DE SOC 101 Tutoring Spring 2021	11	0
DE SP 101 Tutoring Spring 2021	127	3
ENG 101 Tutoring Spring 2021	4520	145
MAT 107 Tutoring Spring 2021	1848	1
MAT 128 Tutoring Spring 2021	425	4
MAT 86 Tutoring Spring 2021	1574	1
MAT 92 Tutoring Spring 2021	352	2
RENG 91 Tutoring Spring 2021	1336	17
RENG 92 Tutoring Spring 2021	1545	23
Grand Total	**15904**	**218**

Tutors have been secured to assist through the MSP bridge program to support students with writing and math skills. The VISTA project has narrowed the candidates to three from eight original candidates. The E-Learning coordinator position remains open, and interviews are ongoing to fill the position.

E-Learning is providing support through the final exam period. The incident volume for students having issues on the first day of exams is much lower than in the previous semester. E-Learning had only a single call regarding a final and it was regarding instructions for a final project.

Tracdat (Nuventive Improve) training/help materials and technical user support will be available for Assessment Day on May 14th. E-Learning is beginning the planning cycle for Fall e-learning faculty development topics in addition to refresher trainings on Respondus, Canvas, and Zoom. A video demonstration of Hyflex on campus, worked into a presentation, is an idea of consideration. It would require a few days during the summer to work through testing and practice of "in-the-field" use of Hyflex principles.

LIBRARY SERVICES

Number of Students Served/Programs/Workshops
Instructional Librarians taught 6 information Literacy sessions with 49 students in attendance. Also offered during April were 7 training sessions on Word for MLA Papers, Word for APA Papers, Navigating Canvas, Word Basics, PowerPoint Basics, and Excel Basics.

As the spring semester continues with virtual and online teaching, the library social media, Instagram and Facebook pages, got more BCCC students' visits and likes. The librarians anticipate more social media engagement.

Below are numbers for April:

	Apr-21
Instagram Followers	73
Instagram Posts	0
Instagram Likes	0
Instagram Engagement	0
Facebook Likes	498
Facebook Views	39
Facebook Reach	314
Facebook Engagements	45

LibGuides is an easy-to-use content management system deployed at thousands of libraries worldwide. Librarians use it to curate knowledge and share information, organize class, and subject specific resources, and create and manage websites. The BCCC library subscribe to LibGuides a few years ago. Students and faculty have used the guides the librarians have created. As of today, the librarians have created a total of 102 subject LibGuides. For April, BCCC LibGuides had a total of 2,512 views by BCCC students. The most popular guides are: APA Papers (933 views), MLA 8th Edition (656 views), OD (300 views), and Library Handouts (213 Views). Additionally, the Library electronic resources were heavily used by students. During April, there were 7,748 database searches, 4,084 articles retrieved, and 155 eBooks downloaded by BCCC students and faculty.

STUDENT LIFE AND ENGAGEMENT

Student Life continues with student engagement activities and opportunities for BCCC students. Selected activities include:

April 12th – "Death by Mis-education" -The Student Government Association and the Office of Student Life and Engagement sponsored a program on planning for your financial future. Special guest, Kimberly Thompson spoke on the following topics: the importance of having a Will, the importance of having income protection and the importance of saving and investing. The program was held virtually via Zoom from 7 – 8:15 p.m.

April 15th – Bowie State Guest Speakers - The International Students Club had guest speakers from Bowie State University come and present at their April 15th club meeting. The presenters were Study Abroad Coordinator/International Student Adviser/DSO, Patrick Fraizer and Lawrence Webb from Transfer Admissions. They discussed the process of transferring to Bowie State University with an emphasis on international students. The meeting was held via Zoom from 2 - 3 p.m.

April 19th and 20th – ASC Community Programming – The Anthropology and Sociology Club provided members opportunities to engage in select virtual programming throughout the Spring semester. The events for the month of April were as follows: "Education Panel Discussion with Black & Brown Leaders in Education: Our Pre Covid and Post Covid Future" Monday, April 19th at 7 p.m. and "On the Outrage of Black Mothers: Healing the Past in the Present", Johns Hopkins University lecture Series Tuesday, Apr 20, 2021 at 12 p.m.

April 21st – Reflections on the Derek Chauvin Verdict – The Office of Student Life and Engagement in conjunction with the Student Government Association held a pop-up event after the verdict was announced on the national trial of Derek Chauvin. This program gave students and staff an opportunity to reflect on their thoughts and feelings about this high-profile case in a safe and respectful environment. Staff from Student Support and Wellness was available at this program as well. The event was held virtually via Zoom from 2 – 3:30 p.m.

April 23rd - Earth Day Fun Day Part 2 – The Student Government Association and the Office of Student Life and Engagement continued the recognition of Earth Week with its 2nd program. This event was scheduled with fun puzzles and activities to learn about the environment, how to protect it and win some prizes. The program was held virtually via Zoom from 5 – 5:30 p.m.

STUDENT SUPPORT & WELLNESS

Student Support and Wellness services (SSWS) had an active month with upticks in student consultations, requests for classroom presentations, and wellness workshops. Ten classes received presentations on topics such as sleep management, test anxiety, and general mental wellness and resources. Wellness workshops included a new workshop on video games and the brain, suicide awareness, yoga, and test anxiety. The last support group for the semester on social anxiety was held.

The office collaborated with Student Life and Engagement on a Let's Talk Series entitled "Reflections on the Verdict of the Trial of Derek Chauvin." Trainings for staff included Motivational Interviewing and attending the Maryland BIT Affinity Conference, where SSWS's presentation from last year was re-posted for conference

attendees. The SSWS office was invited to participate in a new initiative called "The Greater Baltimore Regional Integrated Crisis System (GBRICS)" this new 5-year initiative is tasked with transforming behavioral health crisis response services in Baltimore City, Baltimore County, Carroll County, and Howard County.

COMMENCEMENT

The 2021 Commencement ceremony is scheduled to be shown on May 16, 2021, at 2:00 pm. The virtual ceremony will recognize the Summer 2020, Fall 2020, and Spring 2021 graduates. There are currently 521 potential graduates. There are 603 degrees and certificates awarded or pending for the potential graduates.

Faculty and staff have recorded congratulatory messages for the graduates which will be included in the ceremony. Additional congratulations from local officials and dignitaries will be added as the College receives them.

The graduation website has been updated to include information for graduates. The website includes a link to last year's commencement ceremony and a message board where people can leave graduates congratulatory messages. There is also a photo gallery of current students and previous graduation ceremonies. The link for the website is https://www.bccc.edu/commencement.

Baltimore City Community College

Cabinet Report

Board of Trustees, May 19, 2021

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

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION

WDCE classes are delivered fully on-line, with additional resources for academic support and remote testing. New classes are started each month, with a total of 426 students in April. Workforce training program completers (188) included 147 from Healthcare, 18 from Cybersecurity, six (6) from Diesel Technician, six (6) from Child Care and five (5) in Construction.

ABE/ELS Program Improvement – Community ABE and ESL classes start each month. In April, new class sessions included a total of 251 ABE and ESL students.

- The ABE/ESL Department continues to develop new community and business partnerships to increase enrollment. In the past month, new community partner development includes the Maryland Foodbank, Unity Center for Christianity, Achievement Academy High School, and Turnaround Tuesday.

- The ABE program continues to work with the Department of Public Safety and Correctional Services (DPSCS) to expand access to instruction and support given current restrictions. This includes new "proxy packets" aligned to each class.

- In April, the ABE/ESL Department instructors participated in part two of a three-part series professional development focused on data collection, reporting and analysis to drive improvements in instruction.

- The ABE and ESL programs continue to incorporate on-line tools to support student access to class and tutoring services. For example, the use of *Talking Points* and *Remind* texting applications to increase communication with students and *TABE Tutor* and *Canvas* for on-line instructional tools.

- Throughout April, guest presenters in ESL and Citizenship classes shared information regarding Tax Preparation and Financial Literacy. Students were provided referrals for additional support services in Baltimore and through community partner organizations (such as CASA).

Workforce Development Program Development and Expansion – The Workforce Development (WD) Department enrolled more than 200 students in April and worked closely with the Career Services Office to support graduates transitioning to employment. Additional activities include:

- The college has aligned three (3) COVID-relief grants to support enrollment in workforce training and job placement. In April, more than 200 students benefitted from these funding options (GEER 1, GEER 2, and Community College Relief Now). This funding will support increased access to workforce training and job placement programs through September 2021.

- In partnership with the Center for Urban Families (CFUF), one (1) new cohort of BOOST students enrolled in the CNA program in April. These students are part of a two-year program supporting a Career Pathways approach from workforce training to an Associate Degree.

- A new cohort of contract training with Bon Secours Community Works began in April with 16 students enrolled in the CNA program. These students receive additional support and career coaching as they complete training and their clinical experiences.
- The Career Services team continues to work with hiring partners to place current students and graduates in employment. In April, this team assisted with job placements, virtual job fairs, and interview prep for positions with Echo House Multi-Service Center, Social Security Administration, John Hopkins, Fila USA, RF Valves, and NREUV Construction (Port Covington).

Partnering with Baltimore City Schools – Several initiatives led by WDCE support implementation of the college's Career Pathways, increase early college access, and support for students' transition to college.

- In April, the BCCC P-TECH College Liaison worked with BCPSS school leadership at New Era, Dunbar, and Carver High Schools to register current and new students for the Summer Term.

- P-TECH students at Carver High School are working with the IBM Corporate Liaison and students from Dunbar are working with Johns Hopkins to prepare for Summer internships.

- In April, BCCC provided several P-TECH Academic, Social and Emotional Workshops hosted by the Student Support and Wellness Services Wellness Counselor, Angela Donn and Retention Specialist for Vocational Support Services, Aquila Evans, i.e., Learning Styles and Tutoring Information.

- In partnership with City Schools and the Mayor's Office of Employment Development, the college has registered as a Youth Works site for Summer 2021. Several BCCC programs serving Baltimore City youth, such the MSP Summer Bridge and Refugee Youth Project, include this option for students. In April, staff confirmed Youth Works registrations for more than 230 students.

ENVIRONMENT SERVICES AND FACILITIES

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

- In April, the Facilities team and the Environmental Services staff continued to support the operation of the Baltimore City Health Department (BCHD) COVAX site on the main campus, the CVS COVID Testing and Vaccine site in South Pavilion, as well as labs for Nursing and Dental programs.

- In April, on-going preparations for returning to campus were completed including ordering plexiglass partitions and air filtration units for classrooms.

- Project planning continues for upcoming capital funding for facility renewal projects, deferred maintenance, and the demolition of the Bard Building. Design work was also kicked off for a renovation and expansion of the Game Room.

PUBLIC SAFETY AND SECURITY

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

- Public Safety continues to coordinate public access to the Baltimore City Health Department (BCDH), COVID Vaccination Site on the main campus and to the CVS MinuteClinic at the South Pavilion.
- The BCCC Public Safety Office continues to support access for weekly training sessions at the North Pavilion for Baltimore Police Department's S.W.A.T unit.

- In April, the Public Safety Office increased access and COVID-screening for a limited number of returning faculty, staff and students. The phased-in return to campus includes prioritization for students needing clinical and lab examinations in order to complete their program and meet licensing and/or certification requirements for graduation and future employment.

Baltimore City Community College
Cabinet Report
Board of Trustees, May 19, 2021
Mr. Stephan Byam, Chief Information Officer

TECHNOLOGY

Enterprise Resource Planning (ERP) Project

Implementation Engagements
The Ellucian/Banner implementation engagements have continued throughout the month of April, still, with most of the focus being directed to the Finance implementation, targeted for July 1. The project management team is primarily focusing their attention to the interfaces and organizational readiness.
The Finance/facilities sub-team has been trained in the Receiving Module of Banner focusing on receiving goods on a normal purchase order, receiving goods on a service / amount-based purchase order (standing order in Banner); returning goods & adjustments to received goods; and internal delivery log for received goods. The facilities team also developed a revised version of location codes for the asset management system.
The Student team completed mapping of academic history- both institutional and transfer work which will be used in the new Banner system. Additionally, new term codes were coded in the Banner system to reflect the term code format that the College intends on using going forward.

Data Migration, Round 2
The data verification & validation and clean-up efforts, which involved team members from the Registrar's Office, Finance & Administration and Human Resources, was completed in time for the second Data Migration effort to occur. (The first attempt served as a test exercise to determine if there are any errors that need addressing in the source database (HPLAN)). With the validation effort completed, the Office of Information Technology Services is now preparing to initiate its second Data Migration on May 10, 2021.

The expectation is that the with the changes made to the processes used for extracting data from the source database, and the data clean-up efforts, that the second Data Migration will yield more pristine data in the Banner system. A second round of data verification and validation will follow, to ensure that these efforts were successful.

State Interfaces (FMIS)
The interfaces between the State's FMIS system and the new Banner ERP (Finance Module) are critical for the successful transition to the Banner system. Without these interfaces, the Finance team will be faced with dual entry into both the Banner and FMIS systems. As such, the Office of Information Technology Services team is dedication its new Business System Analyst (BSA) resource to the integration effort. The new BSA is experienced in legacy conversions and interfaces and is currently working on developing the first of the handful of interfaces.

OPERATIONS

Enterprise Applications Services (EAS)

Enterprise Resource Planning
The EAS Team continues to be actively involved in the ERP implementation work. The EAS team is working on the data extracts for the second Data Migration as well as the FMIS integrations. The team is also working on a

number of projects including revision of the coding for the new Academic Standing Policy and supporting reporting efforts for various audits.

Infrastructure, Systems and Telecommunications

Redundant Internet Circuit

The College currently is dependent on a "single-threaded" internet circuit. This means that between the College's Liberty Heights campus and its connectivity to Network MD Internet Service Provider in Crownsville, MD there is only one route for internet traffic to traverse. The lack of a second path impacted the College in February 2020, when a BGE contractor kinked the fiber line that serves Liberty Heights. As a condition of our Network MD internet services, Network MD is providing a second redundant loop that would approach the campus from the west side of the campus. However, this will still leave approximately 800 ft of a single thread which spans from the entrance on Liberty Heights to the College's network infrastructure.

ITS has received a proposal to add another circuit to obtain 100% redundancy, however the IT teams and facilities teams are scheduling discovery meetings because the proposed site is approximate to the Loop Road project.
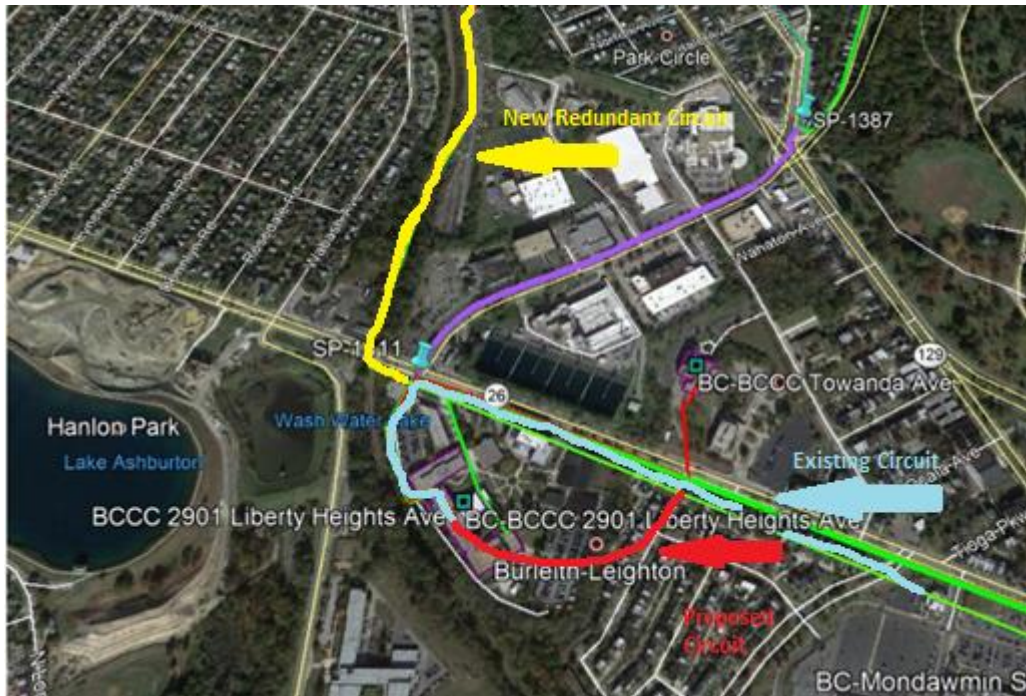
Information Security/Audit

Office of Legislative Affairs Audit

The Office of Legislative Affairs began their audit of the Information Technology program. This audit occurs every three to four years and typically evaluates several areas of IT including security, processes and infrastructure. IT has produced all 26 of the items requested on the "provided by client" (PBC) list. The auditors have indicated that they audit should be closed out in two to four weeks.

Baltimore City Community College

Cabinet Report

Board of Trustees, May 19, 2021

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

BUDGET OFFICE

Revenue Summary as of 3/31/2021

Revenue Fund	Revenue Amount	Notes
General (Unrestricted)	$42,376,075	(Includes Bookstore of $867,704)
Restricted	$13,661,449	(Includes WBJC of $1,286,286)
Total Revenue	$56,037,524	

Unrestricted Revenue

Total Unrestricted Revenue through March FY21 is $4M (9%) less than revenue through the same period FY20.

- *Tuition & Fees ($1.1M):* Despite increases in Summer I/II and Winter Session tuition revenue ($415k), total tuition revenue through March FY21 lags FY20 due to decreased Fall revenue ($947k) and preliminary Spring revenue by $640k. Non-Credit Tuition through March FY21 ($847k) is greater than FY20 by $294k. Total fee revenue lags FY20 by $248k (10%).
- *Sales, Service, Aux & Leasing ($1.6M):* The rental revenue from the Lockwood property lease has not been received by BCCC resulting in a $1.6M reduction in leasing revenue when comparing FY20 to FY21.
- *Bookstore Revenues ($397k):*   Overall reduction in all Bookstore Revenue categories in FY21 as a result both of reduced foot traffic in the store and the overall reduction in credit instruction.

Restricted Revenue

Total Restricted Revenue through March FY21 is $1.4M higher than the same period FY20. The receipt of CARES Act grant funding from DOE and State sources ($3.3M) drives this increase. These funds have been used to offset specific COVID-related expenses and to support students via direct payments, tuition/fee remediation, computer connectivity assistance and increased delivery of career training, et al. Net increases in revenue from WBJC ($172k) due largely to a net increase in donations, memberships and underwriting revenues along with other third-party grant support for public radio through CARES Act.

Expense Summary as of 3/31/2021

Expense Fund	Expense Amount	Notes
General	$32,774,542	(Includes Bookstore of $1,232,337)
Restricted	$10,092,311	(Includes WBJC of $911,177)
Total Expenditures	$42,866,853	

Unrestricted Expenditures

 FY21 Unrestricted expense savings ($3.8M) from FY20 chiefly by PIN employee vacancies ($1.6M). Other savings in contractual employees (including both adjunct and contract staff) total $1.8M. While the budget anticipates significant payments to Ellucian, the Banner ERP software and consulting services provider, fiscal year-to-date, the College has reduced spending on third party contractors ($560k) compared to FY20.

Restricted Expenditures

FY21 restricted expenditures are being expended according to the restricted allowable expenses defined by their fund sources.

State/Federal Reports Submitted:
- Requisite bi-weekly reporting of program and spending State of Maryland ($1.2M) Recovery Now funds provided to DLS.
- The Q3 Vacancy Report, identifying the College's vacancy ratio, was provided to the Department of Legislative Services.
- Team delivered high-level spending (both timing and programmatic) for ARP funds to DBM.

State/Federal Reporting Upcoming:
- Communication of planned changes to MFR strategy, vision, objectives and measures due to DBM on May 9.
- Reporting requirement to DBM for CARES Act funds appropriated by the State in FY21 to support Covid-19 related expenses ($1,062,560) has not yet been received.

Operational Process Improvement:
- As part of the College's ERP implementation, the Budget Director is actively participating in the creation of Banner Chart of Accounts, including mapping of data flows from State accounting system (FMIS) to Banner chart with additional focus on the system's reporting capabilities.
- The team is developing processes to regularly update intra-year (FY21) operating forecast.
- Budget team to create Current Year +1 forecast process.
- Ongoing efforts are underway to supplement monthly YTD College-level financial variance analysis.
- The monthly YTD budget report used to communicate spending variances with departments has been postponed during the Banner implementation and allocation of FY22 budget resources.
- Processes to prepare monthly expense projections by division will also follow Banner implementation.
- A deliverables calendar, outlining ongoing internal and external project work schedules for department is in development.
- The Budget Director and VPFA will focus on creation of new internal budget development/resource allocation process for allocation of FY22 budget resources and creation of FY23 budget data for State.

FOUNDATION

Operational Improvements:
- All SOP's have been approved.
- An Internal Controls draft has been submitted to the VP of Finance for approval.
- The updated banking controls require approval by the Finance Committee prior to adoption. The proposed policy updates have been sent to the VP of Finance and Finance Committee chair and will be discussed by the June Finance Committee Meeting.

YTD Gifts by Constituent Type

Contributions

FY 21 July - Apr

Constituent Type	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Grand Total
Corporation	$ 2,500		$ 265		$19,434			$5,000		$ 492	$ 27,691
Foundation	$10,139	$ 13	$ 101		$ 17	$ 5,000		$ 10			$ 15,281
Grant				$110,000							$ 110,000
Individual	$ 1,866	$515	$1,365	$ 1,755	$ 1,590	$16,622	$335	$ 603	$935	$2,345	$ 27,931
Grand Total	$14,505	$528	$1,732	$111,755	$21,041	$21,622	$335	$5,613	$935	$2,837	$ 180,903

Fund Review/File Audit
- To date, the review process has helped the Foundation identify contact persons and MOUs for 35 out of approximately 100 funds.

- The Foundation has drafted MOU's for approximately 10 funds that did not have one on file and have sent them to the fund owner/current contact persons.
- All digital file contents have been reviewed and the documents have been re-labelled appropriately.
- There are still 42 files that fund owners have not yet been able to be identified (some due to BCCC staff turnover, and some due to death or loss of contact).

Scholarships
- The Foundation scholarship portal is open and receiving applications for the Fall 2021 semester. No closing date for applications has been determined yet.
- The current opportunities being offered have been reviewed to ensure the scholarship is being awarded at the proper amount per the Scholarship's MOU/Award Agreement and to match the current scholarships budget.

FY 21 Audit Prep
- FY 21 Audit prep meetings have begun. The Controller and Foundation Accountant are beginning to review the YTD reconciliations.
- A timeline has been set to submit audit requests.
- An FY 21 Audit folder is on the network drive. Some FY 21 statements and yearly audit requests have already been posted there.

OFFICE OF THE BURSAR

Highlights
- Collaborated with Institutional Research and IT to establish a Database Management Syllabus & Training Manual.
- 797 students were awarded under the CARES ACT (Institutional portion) totaling $426,084.27 as an incentive to pay off past due balances.

Institutional CARES Act – Status & Methodology

Award Codes	Award Balances	Count	Description
CI	384,747.90	694	CARES Act: Institutional
PI	24,344.00	72	PBI Funds
PU	16,992.37	31	BOE Funds
Total	426,084.27	797	

- Reduced tuition receivables by $3.4M in comparison to March 31, 2021.
- Met with the Banner AR & Financial Consultants to map out billing, coding, and holds within the department/division.
- Collaborated with the P-Tech program to finalize Spring '21 awards.
- Addressed with Banner Consultants (Finance) on best practices in streamlining their system with FMIS.

Communication Updates
- Payment reminder communications were sent to students regarding "Method of Payment" to all Spring 2021 sessions.
- Communications were sent to students notifying them of their outstanding refunds statuses (e.g., uncashed, undeliverable, etc.).
- CARES Act/Institutional notices were sent to 797 students of their eligibility for funding to cover their past due balances.

Operational Process Improvements
- Redefining the Department's mission and goals.
- Working with the Financial Aid Office to streamline the disbursement process and setting up a disbursement schedule.
- Setting up queries in the consolidated database so that all employees can have access to the information when they need it.
- Collaborating with the Admissions Office streamlined the process for identifying specialty population students.
- Coordinating with Senior Leadership and the Directors of Student Affairs to generate an Operational calendar for the Fall 2021, Winter 2022, and Spring 2022 semesters respectively.
- Reinstating the collections process and submitting accounts with approval to Senior Leadership for outstanding balances owed (compliance requirement).
- Reviewing and updating the "Policies & Procedures" Manual for the Office of Student Accounts.
- Submitted to Leadership "Financial Responsibility Agreement" to be placed on the Office of Student Accounting website.

Banner Office of Student Accounts Implementation Schedule
- The Finance and Administration Team has participated in the Banner Kick-off and implementation for the division (Student Accounts & Senior Analyst – Finance, Controller, and Budget).

Transition Schedule Summary	Target Timeframe	Status
Database Management Training	Spring '21	In Progress
Banner Management Training - Financial	Spring '21	In Progress
Banner Management Training - Student	Spring '21	In Progress
Banner Management Training – Financial Aid	Spring '21	In Progress
Banner Kick-off Training – Student Accounting/Bursar	Spring '21	In Progress
BCCC Design Catalog- Kick-off	Spring '21	In Progress
Attended Ellucian Conference	Spring '21	April 2021
Strategic Management - BCCC	Summer '21	Early Discussion Stage
Awarded CARES Act recipients (Institutional)	Spring '21	Finalized by 4/16/2021
Operating Calendar for Academic Year 2021 – 2022	Spring '21	In progress
Banner Training – Title IV Aid Requirements	Summer '21	Starts 6/01/2021

PROCUREMENT

Bookstore
- In collaboration with Workforce Development and Continuing Education (WDCE), the bookstore created the WDCE Textbook Ordering Procedure to streamline the textbook ordering and receiving process.
- In collaboration with WDCE, the bookstore included a WDCE tab to the existing credit Summer 2021 Comprehensive Book Adoption spreadsheet in SharePoint to track WDCE textbooks from request to receiving.

- Between January 1, 2021 and May 3, 2021, the bookstore sent 4,369 Spring 2021 textbooks/access codes to students, which totaled $362,739.53.
- Textbooks and shipping will be free to all students registered for summer 2021 session classes.

Grants
- Contract for In-Kind Grant for Unifyed Yoda AI Chatbot (Contract Agreement for $44,600.00) was awarded in April.
- Two grant awards to IRC (one for $166,338 and the other for $52,000) were submitted to OSP-DGS on 3/4/2021. OSP rejected the awards because they required retroactive, sole source contracts. Procurement finalized these documents to be submitted to AAG for review. AAG has reviewed one and deemed it ready for submission to BPW for approval and is the process of reviewing the second.

Operational Process Improvements
- Procurement developed a system to better track all requisitions from assignment to award. This will keep all awards on track. It will also enable better tracking of expiring contracts that are in need of renewal. This will allow the college to begin the process of contract renewal or procuring successor contractors in a timely manner to ensure fewer lapses of essential services and/or retroactive contract approvals.
- Procurement will identify areas in which departments need to be trained on their roles and responsibilities in the procurement process. Training will be developed to educate departments in the areas identified.

Contracts Submitted for DGS-OSP or BPW Approval
- The two IRC grant contracts described in the grants section above were submitted in March but rejected back to the college. As indicated above, these should be reviewed by the AAG in time to submit to OSP and ultimately the BPW in May.

Contracts Awarded
- Contract for In-Kind Grant for Unifyed Yoda AI Chatbot (Contract Agreement for $44,600.00) was awarded in April.
- In the process of procuring a sole source contract with Vector Advertising for markting.

Other Business
- Procurement continues to provide information for the FY17-FY20 audit currently being conducted by the Office of Legislative Audits.
- The contract for Video Production is ready to be awarded, but the department is re-examining whether to proceed.
- A contract for the refurbishment of an exterior sign at the college was solicited on eMaryland Marketplace and will be ready to award if the college decides to move forward with the solicited design, which is currently under reconsideration.
- A Request for Expressions of Interest (ROEI) for the Bard Building was advertised on 12/18/2020. A classified ad was published on 2/26/21 regarding this business opportunity in the Baltimore Business Journal. Responses from vendors were received on 3/5/2021. Procurement requested and received clarification on responses from vendors in mid-March. The evaluation committee is in the process of reviewing the three responses to determine whether they are qualified.
- Banner training for Procurement was launched. Training sessions conducted by the vendor were completed, and self-training continues. Procurement will be training all departments on how to submit requisitions in the new system.
- The processing of requests from the bookstore for summer session is ongoing and will be prioritized to ensure timely arrival of books.

CONTROLLER'S OFFICE/GENERAL ACCOUNTING/GRANTS

Single Audit
- The Single audit for the State of Maryland began in April 2021 by Clifton Larson Allen. The focus on this audit will be the CARES ACT spending. The majority of the information has been compiled for the auditors.

Ellucian Banner Update
- The College Chart of Accounts has been drafted and is loaded into the test site. The second load of the College Chart was provided to the Banner consultant. The Foundation Chart of Accounts was provided to the Banner consultant.
- Training continues for the Banner conversion. One primary focus has been on the interfaces between FMIS and Banner bi-directional and being able to automate this process.
- The Controller's Office, General Accounting, Accounts Payable and Grants employees attended the Ellucian Conference.

OLA Audit
- The Controller's Office, General Accounting, and Accounts Payable have been providing documents requested by the Office of Legislative Audit as it is being requested.

IPEDS Finance Survey
- The Controller's Office worked with the Office of Institutional Research to complete and submit the IPEDS Finance Survey.

BCCC Foundation 990 Return
- The Controller's Office and Foundation Accountant are in the final stages of providing the necessary information to Clifton Larson Allen for completion of the 990 return.

BCCC Foundation – Year-end
- The Controller's Office and Foundation Accountant are working on the year-end closing and audit schedule.

CARES ACT Spending (HEERF I)
- The Controller's Office is working closely with Procurement and the Bookstore to track the Bookstore purchases and shipping charges. Summer Books that will be provided to students at no-charge will be charged to the CARES ACT – Institutional Funds.
- The Controller's Office and Budget Office are tracking the expenditures related to the Institutional Spending, the GEER Spending, and the PBI Spending of funds.

Grant Reporting
- The Controller's Office and Grant Accountant provided a number of monthly and quarterly grant reports.
- The Controller's Office and Grant Accountant worked with the Grants Development Office to provide support for several grants and programs.

Accounts Payable
1. Accounts Payable is reviewing open purchase orders for year-end closing for reporting. Open purchase orders by division will be reported to potentially close prior to year-end.
2. The Accounts Payable staff continues to provide support and information to departments that need to enter requisitions to clear up old invoices.

3. **Total Payables**

Summary	Totals
<31	234,233.80
31-60	90,476.11
61-90	49,270.13
>90	184,277.97
Grand Total	**$ 558,258.01**

1. **A/P Over 31 Days and older.**
   - These categories of payables are all lower than last month. For vendor who mail their invoices, getting these invoices timely has continued to be an issue.
2. **A/P Over 90 Days**
   - Contributing Factors - For vendors who mail their invoices, getting these invoices timely is an issue. In some cases, contract renewals are needed.
   - Several vendors invoices are in dispute contributing to the payables greater than 90 days.
3. **A/P Corrective Action Plan (CAP)**
   - To address outstanding payables, the A/P staff has begun to implement the following processes:
     - Continue to communicate with vendors to convert the invoice delivery via email rather than US Mail. An additional effort is being made to communicate with the vendors that continue to send invoices through the US Mail to send them through the Accounts Payable email address.
     - Continue to work with the various departments to clear up any outstanding invoices including getting requisitions entered and purchase orders created.
     - Continue to support the departments and provide information so the authorization to pay requests are returned timely.
     - Although overall payables increased, the payables greater than 31 days decreased.

Baltimore City Community College

Board of Trustees, May 19, 2021

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

OFFICE OF INSTITUTIONAL RESEARCH

State and Federal Reporting
The Office of Institutional Research (OIR) developed data for and oversaw the successful submission of the following State and federal reporting requirements.
- Led BCCC Team to develop response to the Maryland Higher Education Commission's (MHEC) first round of proposed changes to the Financial Aid Information System (FAIS) file.
- Serve on Statewide committee to develop Performance Accountability Report measures' definitions for distribution to Maryland affinity groups and MHEC for final approval.
- Responded to standard validation request from MHEC for the Student Receiving Accommodations for Disabilities (S-25) Form submitted in March 2021.

Grant Support
OIR developed data and/or narrative to support the following grant applications or reports.
- Maryland Open-Source Textbook (M.O.S.T.) Mini-Grant Program
- Cybersecurity Education Diversity Initiative
- Campus Compact Mid-Atlantic AmeriCorps VISTA
- One Step Away

Support for Internal Priorities
OIR developed data or provided other support for the following internal priorities.
- Attended training and sessions for the Banner Enterprise Resource Planning (ERP) implementation related to several modules and processes.
- Provided data validation support as part of data migration for the ERP implementation.
- Attended training for Argos Report Writer.
- Developed and shared training materials for College offices to extract data from BCCC's student information management system.
- Serve on Program Review and Evaluation Committee's planning team which meets weekly.
- Developed trend data for winter, spring, and summer enrollment, and course and section offerings.

College Collaborations
OIR is currently collaborating with other offices to prepare data related to the following initiatives.
- Veterans Affairs Compliance Survey and site visit
- Emergency Medical Services program accreditation report
- Multiple measures for college-readiness placement assessment
- Strategic planning
- Dual enrollment
- Student Exchange and Visitor Program (SEVP) Recertification
- Cultural Diversity Report (MHEC)
- Maryland Community Colleges Association for Continuing Education & Training data requests
- Mayor's Scholars Program

External Meetings

- Maryland Community College Research Group monthly meeting
- Statewide Performance Accountability Report Workgroup
- EMSI for the Economic Impact Study

Performance Accountability Report
2021 – 2025 Cycle

Overview
The Performance Accountability Report (PAR) is an annual requirement of the Maryland Higher Education Commission (MHEC) for all Maryland public colleges and universities. The PAR operates on a five-year cycle and 2021 marks the beginning of a new cycle. At the beginning of each cycle, institutions must establish five-year benchmarks for a series of performance indicators established by MHEC with input from Maryland's affinity groups, especially the Maryland Community Colleges Research Group (MCCRG). The benchmarks are based on four years of trend data (that each institution must develop or utilize data provided by MHEC). For the 2021 – 2025 cycle, there are 28 indicators, and many are broken down further into sub-groups. The indicators are organized by the three goals 2017 – 2021 Maryland State Plan for Postsecondary Education, *Increasing Student Success with Less Debt*, which are Access, Success, and Innovation. Additionally, 11 required student characteristics are included to clarify institutional missions and provide context when reviewing the indicators. Each year of the cycle, colleges must update the trend data for the characteristics and indicators with the most recent year's information.

Changes for 2021 – 2025 Cycle
Baltimore City Community College's (BCCC) Director of Institutional Research served as a member of the State's PAR Indicator Workgroup to assist in developing recommendations for changes to the indicators for the 2021 – 2025 cycle. In 2019, the Workgroup began meeting to carefully consider the definitions, methodologies, and institutional and Statewide usage of the existing indicators. The team sought input from the State's other affinity groups including the Maryland Council of Community College Chief Academic Officers, Maryland Association of Community College Business Officers, Maryland Community College Association for Continuing Education and Training, Maryland Community College Chief Student Affairs Officers, and, ultimately, the Maryland Council of Community College Presidents (MCCCP). The Deputy Executive Director of the Maryland Association of Community Colleges participated in the discussions, provided insight as to data points that are of interest during the legislative session, and facilitated the review with MCCCP. Periodically, the team sought guidance from MHEC's Director of Research and Policy Analysis as MHEC would be required to grant final approval of the indicators and definitions.

In the 2016 – 2020 cycle, there were 34 performance indicators. Most of the discontinued indicators were based upon three survey instruments which are no longer required by MHEC including the Graduate Follow-up Survey, Non-Returning Student Survey, and Contract Training Survey. Indicators specific to enrollment and graduates in Science, Technology, Engineering and Mathematics were discontinued, too.

Graduate Employment Outcomes
Obtaining employment outcomes data for community college graduates has been an ongoing challenge across the State. Through the Graduate Follow-Up Survey, institutions were able to capture limited outcomes data for career program graduates but achieving high response rates was consistently difficult for all 16 community colleges. With the increased focus on employment outcomes and MHEC citing a dwindling utilization for the Survey (which they discontinued after the 2019 administration), the PAR Indicator Workgroup saw an opportunity to collaborate with the Maryland Longitudinal Data System Center (MLDSC) to develop new measures related to employment. This partnership has yielded the implementation of two new indicators as noted below.

Indicator 24. Graduates employed within one year

Maryland Higher Education Commission
Community College Performance Accountability Report (PAR) - Indicator #24

Fiscal Year (July 1st to June 30th)	Community College	Overall Unique Graduates[1]	Overall Visible in Wage Data within 1 Year [4]	%	Certificates Unique Certificate Graduates[2]	Certificates Visible in Wage Data within 1 Year[4]	%	Associates Unique Associate's Graduates[3]	Associates Visible in Wage Data within 1 Year [4]	%
2016	Anne Arundel Community College	1132	842	74%	577	411	71%	669	508	76%
2017	Anne Arundel Community College	1139	827	73%	627	423	67%	659	506	77%
2018	Anne Arundel Community College	1028	775	75%	537	382	71%	637	492	77%
2019	Anne Arundel Community College	1135	825	73%	554	384	69%	685	511	75%
2016	Baltimore City Community College	307	260	85%	107	87	81%	232	197	85%
2017	Baltimore City Community College	292	246	84%	107	92	86%	201	168	84%
2018	Baltimore City Community College	387	305	79%	197	158	80%	215	167	78%
2019	Baltimore City Community College	340	274	81%	160	126	79%	231	189	82%
2016	Community College of Baltimore County	1497	1303	87%	617	558	90%	937	795	85%
2017	Community College of Baltimore County	1467	1300	89%	619	556	90%	889	780	88%
2018	Community College of Baltimore County	1410	1210	86%	584	515	88%	883	743	84%
2019	Community College of Baltimore County	1613	1407	87%	785	687	88%	927	798	86%
2016	Harford Community College	328	279	85%	59	47	80%	286	246	86%
2017	Harford Community College	333	285	86%	49	41	84%	293	253	86%
2018	Harford Community College	309	261	84%	66	54	82%	255	216	85%
2019	Harford Community College	320	265	83%	72	56	78%	272	227	83%
2016	Howard Community College	373	321	86%	73	62	85%	312	269	86%
2017	Howard Community College	357	297	83%	64	49	77%	309	261	84%
2018	Howard Community College	417	336	81%	94	68	72%	347	284	82%
2019	Howard Community College	422	331	78%	91	63	69%	352	278	79%
2016	Montgomery College	792	541	68%	238	146	61%	604	426	71%
2017	Montgomery College	756	505	67%	203	128	63%	580	398	69%
2018	Montgomery College	849	563	66%	282	169	60%	641	439	68%
2019	Montgomery College	842	509	60%	301	167	55%	619	390	63%
2016	Prince George's Community College	468	289	62%	183	114	62%	311	193	62%
2017	Prince George's Community College	507	340	67%	183	113	62%	355	247	70%
2018	Prince George's Community College	504	332	66%	107	67	63%	422	280	66%
2019	Prince George's Community College	399	226	57%	89	53	60%	334	192	57%

^Data not reported to comply with suppression requirements for small cell sizes. To prevent complementary suppression of Associate's data, if a reporting year had any Certificates graduates and Certificate's graduates with wages, those records were incorporated into the results for Associate's degrees.

Indicator 25. Income growth of career program graduates
  a. Median annualized income one year prior to graduation
  b. Median annualized income three years after graduation

Maryland Higher Education Commission
Community College Performance Accountability Report (PAR) - Indicator #25

Fiscal Year (July 1st to June 30th)	Community College	Overall Unique Graduates[1]	Overall FQW Visible in Wage Data 1 Year PRIOR to Graduation[4]	Overall Median Quarterly Wage[6]	Overall FQW Visible in Wage Data 3 Years AFTER Graduation[5]	Overall Median Quarterly Wage[6]	Certificates Unique Certificate Graduates[2]	Certificates Visible in FQW Wage Data 1 Year PRIOR to Graduation[4]	Certificates Median Quarterly Wage[6]	Certificates FQW Visible in Wage Data 3 Years AFTER Graduation[5]	Certificates Median Quarterly Wage[6]	Associates Unique Associate's Graduates[3]	Associates FQW Visible in Wage Data 1 Year PRIOR to Graduation[4]	Associates Median Quarterly Wage[6]	Associates FQW Visible in Wage Data 3 Years AFTER Graduation[5]	Associates Median Quarterly Wage[6]
2014	Anne Arundel Community College	1180	828	$ 4,723	842	$ 11,132	722	487	$ 5,800	491	$ 10,055	631	459	$ 4,256	464	$ 12,152
2015	Anne Arundel Community College	1233	856	$ 4,770	871	$ 10,984	822	541	$ 5,187	565	$ 10,554	663	492	$ 4,170	477	$ 11,397
2016	Anne Arundel Community College	1132	816	$ 4,944	775	$ 10,984	577	389	$ 5,858	375	$ 10,234	669	504	$ 4,384	466	$ 11,424
2017	Anne Arundel Community College	1139	808	$ 5,363	774	$ 12,204	627	409	$ 5,865	391	$ 11,302	659	504	$ 5,188	476	$ 12,673
2014	Baltimore City Community College	444	294	$ 5,263	338	$ 9,486	204	132	$ 3,905	159	$ 8,942	246	167	$ 6,655	183	$ 10,542
2015	Baltimore City Community College	315	212	$ 5,597	248	$ 10,072	100	58	$ 4,990	76	$ 8,321	229	162	$ 5,965	183	$ 11,765
2016	Baltimore City Community College	307	220	$ 5,730	248	$ 11,701	107	74	$ 6,038	83	$ 9,372	232	167	$ 5,740	188	$ 13,354
2017	Baltimore City Community College	292	217	$ 5,860	223	$ 11,285	107	80	$ 4,734	87	$ 9,863	201	150	$ 6,231	147	$ 13,497
2014	Community College of Baltimore County	2008	1675	$ 7,283	1642	$ 13,041	1133	1014	$ 8,835	956	$ 12,518	927	699	$ 5,251	723	$ 13,772
2015	Community College of Baltimore County	1855	1530	$ 5,725	1538	$ 13,023	981	858	$ 6,428	835	$ 13,270	925	707	$ 4,620	742	$ 12,628
2016	Community College of Baltimore County	1497	1178	$ 5,776	1245	$ 13,849	617	492	$ 6,794	530	$ 14,186	937	732	$ 5,103	761	$ 13,276
2017	Community College of Baltimore County	1467	1179	$ 6,027	1211	$ 14,198	619	509	$ 6,843	527	$ 14,827	889	705	$ 5,259	716	$ 13,411
2014	Harford Community College	302	223	$ 4,469	235	$ 13,015	59	49	$ 6,230	43	$ 10,036	253	180	$ 3,970	198	$ 13,506
2015	Harford Community College	320	249	$ 4,162	267	$ 11,801	53	37	$ 5,506	42	$ 8,254	279	219	$ 4,114	233	$ 12,142
2016	Harford Community College	328	264	$ 3,469	255	$ 12,050	47	38	$ 3,552	40	$ 8,276	286	232	$ 3,391	226	$ 12,481
2017	Harford Community College	333	272	$ 3,241	267	$ 13,215	49	38	$ 4,108	38	$ 10,010	293	240	$ 3,130	238	$ 13,650
2014	Howard Community College	373	265	$ 3,921	278	$ 14,128	74	47	$ 3,540	41	$ 10,879	314	227	$ 4,229	244	$ 15,154
2015	Howard Community College	346	241	$ 4,279	255	$ 13,956	93	62	$ 4,696	58	$ 10,858	264	187	$ 3,972	206	$ 14,346
2016	Howard Community College	373	281	$ 4,983	307	$ 14,338	73	61	$ 7,011	58	$ 11,080	312	232	$ 4,390	257	$ 14,556
2017	Howard Community College	357	269	$ 4,203	278	$ 13,958	64	49	$ 6,923	48	$ 12,166	309	231	$ 3,895	243	$ 14,791
2014	Montgomery College	781	441	$ 4,708	453	$ 11,354	273	135	$ 7,231	137	$ 9,423	564	332	$ 4,217	346	$ 12,084
2015	Montgomery College	830	481	$ 4,842	516	$ 11,678	252	147	$ 5,649	149	$ 8,951	627	365	$ 4,384	397	$ 12,505
2016	Montgomery College	792	517	$ 5,067	501	$ 11,770	238	146	$ 6,101	133	$ 9,653	604	401	$ 4,885	399	$ 12,318
2017	Montgomery College	756	458	$ 4,704	458	$ 10,977	203	131	$ 4,472	110	$ 9,216	580	348	$ 4,706	364	$ 12,122
2014	Prince George's Community College	607	341	$ 7,436	362	$ 14,923	250	148	$ 8,713	150	$ 12,847	388	204	$ 5,636	234	$ 12,485
2015	Prince George's Community College	494	292	$ 5,976	302	$ 13,357	189	112	$ 10,866	108	$ 16,243	328	190	$ 5,016	206	$ 12,485
2016	Prince George's Community College	468	260	$ 7,167	277	$ 13,604	183	108	$ 7,181	105	$ 13,109	311	164	$ 6,937	186	$ 13,833
2017	Prince George's Community College	507	298	$ 6,283	291	$ 13,351	183	105	$ 8,393	100	$ 11,801	355	213	$ 5,388	211	$ 13,574

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Baltimore City Community College

Board of Trustees, May 19, 2021

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

COMMUNICATIONS/MEDIA RELATIONS

Media Mentions

BCCC was mentioned in the following media stories which helped to increase exposure and positive perception of the College:

- April 26, <u>Pave The Bard Building and Put Up A Parking Lot?</u>, Baltimore Business Journal
- April 26, <u>Walk-Up Vaccination Clinic Will Be Held At Baltimore City Community College Tuesday</u>, CBS Baltimore
- April 26, <u>Light at the End of the Tunnel,</u> Washington Afro
- April 13, <u>Maryland directs providers to pause J&J COVID-19 vaccine administration</u>, WBAL Radio
- April 13, <u>Baltimore City Health Officials Say They Will Switch To Moderna Doses While Johnson & Johnson On Pause</u>, CBS Baltimore
- April 13, <u>Maryland Dept. of Health directs all COVID-19 vaccine providers in the state to pause Johnson & Johnson doses,</u> WMAR-TV
- April 9, <u>Shalia Pettiford Joins Staff as Family Self-Sufficiency Program Coordinator 4/8/21</u> CITYBIZLIST
- April 1, <u>Baltimore City Schools graduation rate drops to six-year low</u>, FOX 45

Content writing/editing
- Publications
    - A Community Engagement publication is being finalized.
    - Academic Affairs and WDCE brochures are scheduled to be reviewed and refreshed.
- Newsletter
    - Four editions were released to Faculty/Staff.

MARKETING

Enrollment Campaign

During the month of April, the team collaborated with third-party marketing and website experts. Warschawski, Audacity Group and web engineer Jade Mitchell provided top-level analysis of website, social media posts and campaign advertising to ensure brand consistency at no cost to the College.

There were concentrated efforts to build brand identity and increase enrollment growth through enrollment campaigns with an effort on increasing enrollment of City high school graduates.

- Summer 2021 Enrollment Campaign
    - The summer campaign theme, "Make It Happen" is currently being executed using a fully integrated approach across multiple platforms and communication channels.
- Fall Marketing Campaign.

The refreshed BCCC brand offers a unique, exciting, and fresh creative approach that is robust and dynamic. This campaign will extend into the Fall semester with new images and a slightly modified design that will remain recognizable. This strategy will help to ensure a longer-term emphasis on to how the College and students will "M*ake It Happen*" and will introduce the concept that BCCC has been "*Making It Happen"* for 75 Years. The College's 75th milestone anniversary is in 2022 and the campaign extension builds a powerful message on the goal of building enrollment.

72nd Commencement
The Marketing team worked on completing design work for the graduation box, program, student invitations, web page, and social media posts. These blended efforts tie a consistent creative approach together in all areas while working to build spirit, enthusiasm, and pride for BCCC 2021 graduates.

Collateral Design

The College developed collateral to support Marketing, engagement, and outreach efforts, including developing the following:

- Commencement 2021 invitation, program, graduate boxes and promotional items
- Spring 2021 Marketing Campaign rollout, "Make It Happen."
- Fall 2021 Marketing Campaign design process.
- Updated outdoor signage designs focused on "Make It Happen" and BCCC's 75th anniversary rollout.
- Refined branded letterhead and PowerPoint templates.
- Photoshoot arranged for early May, to capture real students to represent BCCC in collateral material.
- Biteable video to be placed on YouTube to drive enrollment.
- Videographer RFP process complete and ready for award; securing professional video to use in marketing campaigns.
- Designing and mailing enrollment postcards for the summer campaign.

The College continued to experience a significant uptick in digital advertising reach as measured from advertising and social platform results and website analytics. These results indicate the following:

Social Media
- Social Media Content Management Proposal submitted for review
- During March, Facebook experienced:
  o 1,508 page views
  o 39 page likes
  o 94,581 reach, up 18%
  o Post engagement in the form of likes, forwards, etc. reached 7,009, up 85%.
  o Video views were 77, up 64%
  o Page followers were 40, up 14%
  o BCCC is rated #4 as Pages to Watch

Digital Advertising
- Facebook Digital Ads
  o Reach: 95,197
  o Link Clicks 3,239
  o Post Engagement 3,416
- Google Paid ads
  o Impressions: 1,423
  o Clicks: 587
  o Average CPC:.28 cents
  o 92% optimization score

- **Analysis**
  The Spring Marketing Campaign digital campaign is executing very well with the following total summary through 5/1/21:
    o Total Reach (Facebook, Instagram, Google): 567,620
    o Total Clicks (Facebook, Instagram, Google): 5,396
    o Total Ad Engagements (Facebook): 3,416

Website

Webpage content updates are ongoing and include regular and special campaign content updates and page restructuring to improve the user experience and increase brand consistency. These routine updates encourage user engagement and ensure that web content is student focused.

Additionally, efforts to upgrade the website and the CMS include the following:
- Continuing edits on the Web Request Form
- Website proposal awaiting further discussion on funding and scope of work
- Working with Blackboard to establish BCCC colors on web pages
- Google (Website) Analytics showing user activity on bccc.edu:
  o Home page: Unique (new) pageviews are down from the prior year by 11.45%, or a decrease of 7,328 new visitors
  o Apply page: Unique (new) page views are up from the prior year by 52.20%, or an increase of 1,055 new visitors
  o Register page: Unique (new) page views are up from the prior year by 116.65%, or an increase of 1,226 new visitors.
  o MSP page: Unique (new) page views are up from the prior year by 42.56%, or an increase of 203 new visitors.

Sample Creative

EVENTS

Commencement planning is nearing completion with the College's second virtual ceremony scheduled for Saturday, May 16. In partnership with Student Affairs, the Director of Events along with Marketing team members coordinated the packing of Commencement boxes.
The successful video recordings of key College Principals took place on April 29.

FOUNDATION

- Donor Appeal Sent from Constant Contact

- o Sent:10,768; Open: (1395) 12%; Click Rate: 4.6%
- Donor Appeal Sent from Blackbaud
  - o Sent:2,600; Open: (144) 5.6%; Click Rate: 0
- Weekly Fund Review Meetings are continuing and focused on:
  - o Locating and Organizing Fund Files
  - o Updating fund contact information; resolving issues as required

Scholarships

The Fall 2022 Scholarship Application Process is underway. The portal is open. Efforts to promote the Foundation's availability of scholarships include a newly designed flyer which has been distributed to internal stakeholders and posted on all College social media platforms.

- Current applications: 17

WBJC RADIO STATION

The station received a one-time $149,000 grant from the Corporaton for Public Broadcasting to help off-set underwriting decline.

Underwriting successes included PNC Bank in the amount of $7,000 for the BSO Encore Program and the Wine Source for $7000 for the next six months to support the *Word on Wine* program.

The Annapolis Symphony, Baltimore Symphony and the Candlelight Concert Society and Elville and Associates were also underwriters for the Month of April. Underwriting sales are beginning to respond as the Covid pandemic begins to abate.

On April 20, Dyana Neal interviewed Melissa Jachman, Executive Director of the Erin Levitas Foundation, about their May 1 "Stroll and Roll" fundraiser. ELF's mission is to prevent sexual assault by educating young people about consent, healthy gender norms, and more. The interview aired on WBJC twice and WBJC staff participated in the event.

On Sunday afternoons in April and May, Baltimore Symphony Orchestra Maestra Marin Alsop is being interviewed as part of the BSO Encore Program.

WBJC continues to perform well and will have another substantial surplus for FY21.

INTERNAL AUDITS, REVIEWS, and INVESTGATIONS

The Office of Internal Audits is working with:

- Finance and Administration as well as Information Technology Services (ITS) in assisting and responding to requests from the legislative auditors (OLA).
- Student Affairs in the performance of fieldwork activities for the International Students' Process Review. An audit program review was created, an entrance meeting was held, and field work in underway.
- All areas of the College for while attending the three-hour, three days per week scheduled training sessions for the Enterprise Resource Planning (ERP) system.
- Cabinet involvement in workshop sessions for the Strategic Planning process.
- VP Workforce Development and Continuing Education, Facilities and Public Safety on the return to campus plan and the Office of Internal Audits' move from Harper Hall.

INTERNATIONAL STUDENTS' PROCESSES REVIEW

An internal audit program was created to ensure that processes reviewed will include both the student and BCCC's perspectives on processes for application, admission, transcript evaluation, grading, billing and payments and degree or program completion.

A brief meeting was held with the VP Student Affairs to state the purpose of the review and identify individuals in contact with students for the various processes. The VP Student Affairs directed me to the Director of Admissions and an entrance meeting was held with the Director of Admissions on April 26, 2021. The entrance meeting agenda covered the audit objectives, scope, and employee contacts request for various processes and document requests.

Information is also obtained from the twice weekly Purge Meetings designed to address students' accounts with remaining balances before they are purged for non-payment. International students are of concern because there is no funding that BCCC can offer to support the costs of tuition and fees. However, students are given the opportunity to establish a payment plan that allows for pre-established installments until the account is paid off thus preventing or delaying the purge.

EXTERNAL AUDITS

Legislative Auditors (OLA)

The IT portion of the Legislative started April 5, 2021 with an entrance conference. The expected duration of the IT portion is four to six weeks. The College has made significant progress in providing the documents from OLA's request listing of 28 items needed for the audit. Internal Audit and Information Technology staff are working together to assist and provide documentation for the IT audit. Approximately 80% of the items requested have been provided.

The Fiscal/Compliance portion of the OLA audit began in December 2020 with an anticipated field work completion during April 2021. The Fiscal Compliance portion of the Legislative Audit continues with requests and follow-up questions from the auditors. Once the field work is complete, the next step for the Fiscal/Compliance portion of the audit is an exit meeting for the auditors to share their discussion notes/findings. We continue to be optimistic that the Fiscal Compliance fieldwork portion of the audit is nearing completion.

Finally, the College continues to address the recommendations from the last Legislative Audit Report that was issued in November 2017. There has been no change in status since our previous monthly report. Of the eight findings noted, five have been implemented and the remaining three are partially implemented or in progress. It is expected that the ERP scheduled for implementation during the latter part of this year will address several aspects of the IT findings related to access controls, PII protection, and malware protection.

See the status of the 2017 OLA findings in the next table.

	Finding	Recommendation (Excerpts from November 2017 OLA Report)	Observations	Status @ 04/30/2021
1.	**facilities planning and operations**	We recommend that BCCC: a. use existing Statewide contracts for the procurement of goods and services, when available;	a. Existing statewide contracts are being used when available or practicable.	a. Implemented
		b. discontinue the practice of artificially dividing purchases to circumvent State procurement regulations and lessen its purchasing power;	b. It is expected that processes will improve upon the hiring of a Facilities Director including the complete implementation of procurement recommendations and consistent reviews of vendor invoices.	b. Implemented
		c. comply with State procurement regulations for competitive procurement, including the use of written contracts and the publication of solicitations and awards on *eMaryland Marketplace* and (repeat);	c. One of the procurement office vacancies was filled to ensure compliance with procurement regulations.	c. Implemented
		d. ensure that vendor invoices contain sufficient details to determine the propriety and reasonableness of the services performed and amounts billed;	d. Reviews are being performed to determine the propriety and reasonableness of the services performed and discrepancies are investigated for resolution.	d. Implemented
		e. conduct thorough reviews of vendor invoices, including those related to the aforementioned payments, investigate and resolve any discrepancies, and recover any amounts that are determined to be improperly billed; and	e. Recovery attempts are made for improperly billed invoices.	e. Implemented
		f. consult with the Office of the Attorney General – Criminal Division before taking any actions related to the questionable payments noted, and refer any other questionable activity to the Office of the Attorney General – Criminal Division and advise the Governor's Chief Legal Counsel.	f. Both the College's General Counsel and the Office of the Attorney General are consulted regarding questionable activities.	f. Implemented
2.	corporate purchase cards,	We recommend that BCCC a. prohibit cardholders from sharing their cards with other employees; and	a. The College implemented additional controls over corporate purchase cards including a reduction in the number of cards issued.	a. Implemented (includes repeat finding)
				b. Implemented

Finding	Recommendation (Excerpts from November 2017 OLA Report)	Observations	Status @ 04/30/2021
	b. ensure that proper documentation, such as itemized vendor invoices, is obtained to support all CPC transactions (repeat).	b. Monthly receipts/invoices of CPC transactions are obtained and compared to the monthly statement of CPC activity. All discrepancies are investigated.	
3. Payroll	We recommend that BCCC ensure that salary increases and incentives are appropriately justified, in accordance with the terms of employment contracts, and approved by the Board of Trustees, as required.	Salary increases and incentives are supported by Payroll Action Requests (PARs) that are signed and approved by the employee's supervisor, vice president, and the budget officer. Periods of non-compliance occurred during 2017 – 2020 when executive vacancies were experienced in the President's Office, Human Resources, VP Administration & Finance and Budget Officer.	Implemented
4. affiliated foundation,	We recommend that BCCC establish a comprehensive agreement with its foundation that establishes formal goals and outcomes for the foundation and identifies the related BCCC funding to be provided. In addition, the foundation agreement should identify any planned steps or actions to enhance fundraising and/or reduce non-scholarship costs.	Compensating controls included a supplement to the agreement with goals, plans and the related BCCC funding. The agreement between the Foundation and BCCC expired in June 2020. During 2020, the Foundation experienced a change in leadership and a new agreement needs to be executed.	Implemented with compensating controls through June 2020. Pending evidence of an executed current agreement.
Information systems (2), 5. Sensitive Personally identifiable information	We recommend that BCCC: a. perform a complete inventory of its systems and identify all sensitive PII,	a. The college's ITS is in the process of resolving this finding with security software that can identify PII information on all servers in the network, and delete all unnecessary information stored on these servers. The college's ITS Lead Administrator confirmed that Proofpoint configuration shows that the software captured the entire PII or sensitive data on all active workstations, servers and laptops linked to the network. ITS staff have been fine tuning the search categories to determine the functional areas that should have access. The Internal Audit review was performed on the Proofpoint agent dashboard on 3/31/21, for the last 7 days and confirmed that the process is in place. b. All necessary PII will be properly protected.	a. Partially implemented. b. Not implemented.

Finding	Recommendation (Excerpts from November 2017 OLA Report)	Observations	Status @ 04/30/2021
	b. determines if it is necessary to retain this PII and delete all unnecessary PII, c. determines if all necessary PII is properly protected by encryption or other substantial mitigating controls, and d. updates its databases and systems with encryption capability and then encrypt all sensitive PII not otherwise properly protected or employ other substantial mitigating controls to protect this data (repeat).	c. This exercise will not be completely performed or resolved until all the workstations are up and running. Currently, email PII protection is provided by Microsoft365. d. The College is planning to develop a unique student identifier to eradicate the use of social security number for identification. This is a proposed measure to protect PII. The College has implemented some information security measures to mitigate any threats against sensitive information such as PII. On 4/21/21, The encryption test was done by sending an encrypted email attachment with Social Security Number (SSN) format. The system required the receiver to download Azure Information Protection Viewer App client before the message can be decrypted. The receiver is required to download an Azure Information Protection Viewer App client to decrypt an encrypted email that contained PII information. This test result shows that PII email encryption system is working as intended. The email encryption process in place blocks and alerts all emails transmission contained Social Security Number (SSN) to external to the network without adequate encryption but do not prevent or protect transmission within the network.	c. Partially implemented. d. Partially implemented.
6. **Malware protection for BCCC computers was not sufficient**	a. ensure, on an ongoing basis, that all active computers have current signature files, and up-to-date malware protection software installed, and operational;	a. ITS implemented a process for all active computers to have up-to-date malware protection software, current signature files, and are operational. Consistent reviews are performed by ITS and the IT Auditor. On 02/17/21, documentation was provided confirming that ITS has removed all unnecessary users in the Domain Administrative group. Unapproved users identified in the Local Admin group were in the process of review and/or resolution.	a. Implemented and ongoing.

Finding	*Recommendation (Excerpts from November 2017 OLA Report)*	*Observations*	*Status @ 04/30/2021*
	b. limit the assignment of administrative rights on workstations to specific system/network administrators and those users specifically allowed such rights, with any such assignments to non-information technology administrators being justified, approved, documented, and regularly reviewed to determine whether they are still needed (repeat); and	b. The process was initiated in June 2020 with full implementation during August 2020. Procedures are being developed with cooperation from the Office of Human Resources to ensure timely notification of assignment and removal of administrative rights. The last test was performed on 3/11/21.	b. Implemented and ongoing.
	c. ensure that all workstations are kept up-to-date for critical security related updates for commonly vulnerable applications (repeat).	c. The malware protection reporting is up to date for all workstations that are powered up on campus. The plan to update workstations that are not powered up will be completed as ITS staff return to campus and gain access to offices where the workstations reside. The malware protection software provides reports as evidence that workstations are updated. The IT Auditor reviews the reports and confirms that internal controls over security applications are working as intended.	c. Implemented and ongoing.
7. cash receipts	We recommend that BCCC a. restrictively endorse checks immediately upon receipt, and b. ensure that receipts are deposited timely.	a. Checks are restrictively endorsed upon receipt. b. The location of the mail room and cashiers' office have been moved to ensure timely processing of checks.	a. Implemented b. Implemented
8. equipment	We recommend that BCCC a. ensure that the equipment records are complete and accurate; b. investigate the aforementioned missing equipment and take appropriate corrective action; c. conduct documented physical inventories of sensitive and non-sensitive equipment, as required, and reconcile the results to the detail inventory records; and d. refrain from purchasing equipment that is not needed for immediate use.	a. The College expects to address this issue now that a new director of facilities is on board. b. The equipment reported as missing has been identified and deployed. c. Resolution is pending procurement of an inventory service or tools to perform an inhouse physical inventory. d. All equipment must have a justified need that is approved at the executive leadership level.	a. Partially implemented. b. Implemented c. Not implemented. d. Implemented
Note: The complete OLA, November 2017 report can be viewed at:			

Finding	Recommendation (Excerpts from November 2017 OLA Report)	Observations	Status @ 04/30/2021
https://www.ola.state.md.us/Search/Report?keyword=&agencyId=5a8ac903cc9d721804e01114&dateFrom=&dateTo=&reportTypeId1=1			

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, May 19, 2021

Dr. Liesl Jones, Vice President, Academic Affairs

Realignment Task #1

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

ALIGNMENT OF ACADEMIC AFFAIRS PROGRAMS AND WORKFORCE

Alignment of Academic Affairs programs & Workforce

Baltimore Police Department (BPD) & BCCC Crosswalk

The revised draft crosswalk between the Baltimore Police Department's police academy curriculum and BCCC's Associate degree in criminal justice has moved forward to the final review. Based on that review changes were made to the crosswalk to show the assessments for the Police Academy courses that will be paired to the College's Criminal Justice courses. Below is an example of the syllabi that are being developed to show how the hours and content taken at the Academy will marry to the College's course and meet the course learning outcomes. The new Dean over this program has begun to attend the meetings to transition the work. Three candidates have been interviewed for the Coordinator position that will manage the program and one candidate has been identified to move forward in the interview process.

BCCC/BPD COURSE SYLLABUS

BCCC Course Code	CRJ 213
BCCC Course Title	Criminal Substantive Law
BCCC Department	Criminal Justice

BCCC Course Description	Students are introduced to the origins, sources, and structure of criminal substantive law. The course focuses on the various elements and sub-elements of proof for common law and statutory crimes against persons, property, and the public peace. Maryland law is covered in depth. Current issues in criminal law including, but not limited to, recent trends in the criminal justice system, defenses of crime, sentencing, and substance abuse are discussed. Evidence in criminal cases and case preparation are also addressed.
BCCC Course Credits	3

BPD Lessons	Hours	Descriptions
LAW 101	2	Introduction to the Law -- Overview of the Maryland Court System.
LAW 102	2	Baltimore's Legal System -- Overview of Baltimore City's Court System.
LAW 103	2	Understanding Crimes -- Introduction to looking up crimes using the CJIS manual and breaking crimes down into elements: mens rea (guilty thought), actus reus (guilty action), attendant circumstance.
LAW 104	2	Theft and Fraud Crimes -- Introduction to Property Crimes related to theft and fraud.
LAW 105	2	Destruction and Burglary Crimes -- Property Crimes related to burglary and destruction of property.
LAW 106	2	Violent Crimes -- Crimes against persons related to assault, homicide, robbery.
LAW 107	2	Sex Crimes -- Crimes against persons related to rape and sex offense.
LAW 108	2	Vulnerable Person Crimes -- Crimes against persons related to child abuse, kidnapping, and human trafficking.
LAW 109	2	Harassment Crimes -- Crimes against persons related to harassment, stalking, and hate crimes.
LAW 110	2	Crimes Against Persons (Written Scenarios) -- Using hypothetical scenarios to identify relevant crimes.
LAW 111	2	CDS and Possession Crimes -- Possession crimes, specifically focused on CDS (drug) crimes.
LAW 112	2	Weapon Crimes -- State and city weapon violations.
LAW 113	2	Public Order Crimes -- Crimes related to public order.
LAW 114	2	Police Interaction Crimes -- Crimes related to dealing with law-enforcement.
LAW 115	2	1st Amendment Rights -- 1st-Amendment limits on enforcing crimes (specifically "disorderly" and "failure to obey").
LAW 116	2	Criminal Liability -- Attempt, Conspiracy, and Accomplice Liability.
LAW 117	2	Substantive Crimes Review -- Review of covered Maryland Crimes and the criminal justice system.
LAW 118	2	Substantive Crimes Assessment -- Written test on Maryland Crimes and the criminal justice system.
LAW 301	2	Evidence -- Overview of how evidence recovered must be accounted for and authenticated in order to be admitted at trial.
LAW 305	2	Juvenile Law -- Overview of law related to youths, including: when they are charged as an adult and how the juvenile justice system works.
LAW 308	5	Courthouse Visit – Visit to District Court to observe judicial proceedings.
TRA 202	4	Transportation Articles, Part 1 -- Maryland's vehicle code. Use and understanding of Maryland Transportation Code, specifically the Annotated Transportation Article book. Focus on Definitions, Roadway restrictions, vehicle licensing and registration, equipment violations.
TRA 203	4	Transportation Articles, Part 2 -- Maryland's vehicle code. Use and understanding of Maryland Transportation Code. Focus on moving violations: turns, stops, speed, etc.

BPD Lessons	Hours	Descriptions
BPD 185	1	MPCTC Testing -- Testing on Maryland Police and Correctional Training Commission-required objectives covered in classes up to this point. Each objective must be passed with a 70% or greater score.
Total	54	

Learning Outcomes	
Instructional Resources	
Course Activities	
Student Responsibilities	
Student Evaluation	
Course Assessment	
Grading System	
Course Objectives	
Additional Information	
BPD Instructor(s) of Record	

EMS & EMT

Currently the EMS program is finalizing the needs for updating and upgrading the equipment. The program needs have been requested as part of the FY22 Perkins budget. The addition of the needed equipment will be shared across the EMS and EMT programs.

Cyber Security Assurances & Cyber Warriors

The programs are working collaboratively with City Schools as part of the Talent Ready and Colab projects. This work has increased the enrollment of PTech students into the Cyber program. It has also garnered the distinction of being one of the best community college programs.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, May 19, 2021

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

Realignment Task #2

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

WORKFORCE DEVELOPMENT PROGRAM DEVELOPMENT AND EXPANSION

Workforce Development Program Development and Expansion

The Workforce Development Department develops training programs are designed to meet industry requirements while advancing student opportunities for employment and career advancement.

- The College has aligned three (3) COVID-relief grants to support enrollment in workforce training and job placement. In April, more than 200 students benefitted from these funding options (GEER 1, GEER 2, and Community College Relief Now). This funding will support increased access to workforce training and job placement programs through September 2021.

- BCCC/WDCE is an approved training provider for the Maryland Department of Human Services (DHS) and Baltimore City Department of Social Services (DSS) customers. Currently, more than 100 DHS/DSS-eligible clients enroll in workforce training programs. The college is expanding this partnership for FY22 and will be the primary training provider in Baltimore City, serving up to 700 students per year.

- In partnership with the Center for Urban Families (CFUF), one (1) new cohort of BOOST students enrolled in the CNA program in April. These students are part of a two-year program supporting a Career Pathways approach from workforce training to an Associate Degree.

- A new cohort of contract training with Bon Secours Community Works began in April with 16 students enrolled in the CNA program. These students receive additional support and career coaching as they complete training and their clinical experiences.

- The College continues to develop contract training with business and community partners in Baltimore. In April, the workforce development department contracted with partners for the following:
    - Johns Hopkins Hospital and Bayview to train two (2) cohorts of incumbent workers. These employees will be enrolled in a 12-week CNA program offered on-site.
    - Patient Care Technician (PCT) training with UMMC began in April;
    - Urban League - Pilot training program for up to 60 students to include Computer Literacy and Job Readiness training with the Urban League (date to be determined)

- The Career Services team continues to work with hiring partners to place current students and graduates in employment. In April, this team assisted with job placements, virtual job fairs, and interview prep for positions with Echo House Multi-Service Center, Social Security Administration, John Hopkins, Fila USA, RF Valves, and NREUV Construction (Port Covington).

Baltimore City Community College
Realignment Tasks Update
Board of Trustees, May 19, 2021
Dr. Liesl Jones, Vice President, Academic Affairs

Realignment Task #3
"Improve student pathways to success, including remedial education, attainment of a degree or postsecondary certificate, and transfer to four-year institutions of higher education."

Articulation Agreements
Work continues to develop a process for implementing the agreements once signed. The Assistant Vice President for Academic Affairs will have this as a priority once they begin later in the month of May. Academic Affairs continues to work on a basic process flow for development and implementation that can be modified depending on the agreement. The process will be reviewed by all parties that are involved in articulation agreements.

Student Success and Transfer
The focus of this year's Perkins grant was to improve retention which would improve the College's targets for the performance indicators 1P1(placement following graduation) and 2P1/5P1 (attainment of a credential, certificate, or degree). The College has missed its target for indicator 2P1 for the second year in a row. The focus on this indicator is to ensure that the College meets its benchmark as this is also an area of concern for Middle States. The College is leveraging two additional grants, the Americorp Vista grant and the Cyber Security grant for Inclusion and Diversity, to help support the efforts of the Perkins grant to meet the benchmarks.

To this end the College requested to purchase a curriculum management system. The system will be beneficial when developing articulation agreements and in developing advising and retention plans for students. The College requested funds for Tutors/Success Coaches to support the Americorp Grant. The development of a faculty advising model and retention program are part of the grant and will be a priority for the incoming Assistant Vice President for Academic Affairs.

Multiple Measures
A new policy and procedure are currently being developed to institutionalize the use of multiple measures to place students in English and math. The policy is in draft form and under review by the key stakeholders at the College.

Middle States
The College is slated to enter this summer in the Self Study Academy to begin the work to produce the Self Study for the accreditation visit set for spring of 2024.

Baltimore City Community College
Realignment Tasks Update
Board of Trustees, May 19, 2021
Dr. Liesl Jones, Vice President, Academic Affairs

Realignment Task #4
"Enter into memoranda of understanding in order to establish student pathways to success with the Baltimore City Public **Schools (BCPSS), institutions of higher education, and employers."**

Dual Enrollment
The College continues to work with the City School partners. Regular meetings are scheduled with the Points of Contact at the high schools which has increased timely communication between the school and the College. Questions and concerns are brought forward in a timelier manner so items can be addressed quicker.

Planning has started for Fall 2021. Two additional high schools have expressed interest in the dual enrollment program. High schools have requested 40 sections for Fall as of May 3. This compares to 23 sections as of May 2020.

To aid in the partnership with City Schools an additional summer term was added to the calendar. This term begins June 21 which is after classes at the high school end. The 8-week term gives students three (3) additional weeks to complete a course instead of the 5-week term.

The table below shows the tutoring activity for April. The tutoring activity for Dual Enrollment is highlighted in Blue.

Row Labels	Sum of Times Viewed	Sum of Times Participated
ACCT 221 Tutoring Spring 2021	211	1
ACCT 222 Tutoring Spring 2021	18	0
BIO 202 Tutoring Spring 2021	510	3
BIO 203 Tutoring Spring 2021	214	0
BIO 212 Tutoring Spring 2021	595	0
BUAD 112 Tutoring Spring 2021	397	3
CHE 101 Tutoring Spring 2021	352	3
CHE 102 Tutoring Spring 2021	61	1
CHE 213 Tutoring Spring 2021	22	0
CHE 214 Tutoring Spring 2021	3	0
CLT 100 Tutoring Spring 2021	1737	11
DE AH 130 Tutoring Spring 2021	14	0
DE ENG 101 Tutoring Spring 2021	11	0
DE History Tutoring Spring 2021	21	0
DE SOC 101 Tutoring Spring 2021	11	0
DE SP 101 Tutoring Spring 2021	127	3
ENG 101 Tutoring Spring 2021	4520	145
MAT 107 Tutoring Spring 2021	1848	1
MAT 128 Tutoring Spring 2021	425	4
MAT 86 Tutoring Spring 2021	1574	1
MAT 92 Tutoring Spring 2021	352	2
RENG 91 Tutoring Spring 2021	1336	17
RENG 92 Tutoring Spring 2021	1545	23
Grand Total	**15904**	**218**

A new reporting feature is that dual enrollment tutoring is separated from general tutoring to better capture the usage by high school students. In April, there were 184 page views in the Dual Enrollment tutoring shells, and 3 new actions taken.

P-Tech

The P-Tech Coordinator and the Vice President for Academic Affairs meet weekly to review student progress, issues with the courses, and communications with the High Schools. We have begun to have monthly meetings with the P-Tech Coordinators from the high schools to review schedules and student/course/faculty issues. The Coordinators were provided with the option of the 8-week term to schedule the courses for the summer. Currently, Carver high school has requested to schedule their summer courses in the 5-week term beginning June 30th.

The College has received 16 of the 32 total student's pathway Selection Survey Results for Carver Cohorts 3 and 4. Of the responses received the 16 have selected Cyber Security and Assurance as the degree pathway.

Below is a table showing the current enrollment by high school.

School	Current Student	Graduates	New Students	Total Students	Capacity
Dunbar	114	0	46	160	53%
Carver	52	14	5	71	24%
New Era	28	0	28	56	37%

Mayor's Scholars Program (MSP)

Outreach and recruitment for the 2021 cohort continues. Currently, there are 340 students indicating an interest in MSP. Of the 340 students indicating an interest, 219 have completed the intent to participate questionnaire (64.4%). Follow-up to these students will continue to ensure that the necessary financial aid documents are submitted and that the students register for the appropriate courses. MSP courses begin June 30 and are extended over a 5 week period.

The Admissions Office with collaboration from Academic Affairs, Student Accounting, Workforce, and others in Student Affairs continue to plan the Summer Bridge program. The Bridge program includes curricular and non-curricular activities with the goal of providing students with the wrap-around services to be successful.

Tutors have been secured to assist through the MSP bridge program to support students with writing and math skills. The tutoring will be scheduled based on the course times and be mandatory for the students to help increase student success.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, May 19, 2021

Dr. Rose Reinhart, Vice President, Student Affairs
Ms. Channa Williams, Interim Vice President, Finance & Administration
Ms. Becky Burrell, Vice President, Institutional Effectiveness, Research & Planning

Realignment Task #5

"Align the budget of BCCC with realistic enrollment projections."

STUDENT AFFAIRS

Student Affairs continues to examine processes and procedures to streamline and increase applications to enrollments. As shown below - applications for summer remain strong with an increase of close to 11 percent over last summer. With assistance from Information Technology, the College application process has moved to a more stable platform and the number of spam applications has decreased.

	Summer 2020	**Summer 2021**	**Difference (#)**	**Difference (%)**
New Students	404	538	134	33.17
Dual Enrollment	20	21	1	5.00
International	26	18	-8	-30.77
Non-Matriculating	124	292	168	135.48
Returning	415	191	-224	-53.98
Transfer	197	220	23	11.68
Veteran	20	57	37	185.00
Total Applications	**1206**	**1337**	**131**	**10.86**

Outreach and recruitment to student populations continues by admissions staff. Communication to potential students occurs on regular intervals through email, text, and phone. However, to increase enrollment, the yield from application to enrollment needs to increase. One way to increase the yield is through a new student orientation.

In collaboration with Academic Affairs, Admissions and Advising are developing a virtual orientation. The event features presentations by admissions, financial aid, and advising and will end with the student registering for classes and receiving a copy of their schedule.

Students will complete a pre-orientation questionnaire which will assist with planning. Students will be divided into groups of 20-25 based on pathway or major and given an education plan and a sample schedule based on placement. Advisers will work with the students on choosing the appropriate courses and assisting with logging into the Panther Portal to register. Any conflicts or registration issues will be resolved while the student is still in attendance.

The goal with orientation is two-fold. The first is to provide the student with a curricular roadmap to identify the required courses for the degree or certificate. The adviser and student will review the suggested schedule of courses and how the courses meet the educational plan. Students will be provided with a copy of their education plan so appropriate future courses can be planned.

The second goal of orientation is to teach the student how to register for courses through the Panther Portal. Currently new and current students are meeting with advising staff because the students do not know how to use the portal. By teaching the students how to register themselves academic advisers will be able to provide more advising assistance instead of physically registering a student.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, May 19, 2021

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

Realignment Task #7
"Establish strong relationships with key stakeholders."

Continuing Partnerships

The College's partnership with the Baltimore City Health Department to offer Covid-19 vaccinations on Campus continued in March. This initiative underscores BCCC's commitment to community engagement and the pandemic response.

BCCC continues to strengthen the existing partnership with the following stakeholders to increase early college access and provide support to students as they transition to college and careers:

- City Schools dual enrollment classes and P-TECH.
- Multiple business and community partnerships to support access to job training programs and ABE/ESL and Workforce Development programs (see Realignment Task 2).
- Coppin State University
- University of Baltimore
- CVS Health

The College continues to partner with Fostering Change Network to hold weekly mentoring circles. The Student Life & Engagement and SGA continue to work with the League of Women Voters Baltimore.

Developing Partnerships

The College is working on developing new partnerships as follows:

- Discussions are underway with Kaiser Permanente and CCBC to create a marketing campaign to generate awareness of BCCC's and CCBC's free and low-cost education and training opportunities among asset limited, income constrained, employed (ALICE) adults, including those left unemployed by the pandemic.
- Discussions are being held with City Councilman Zeke Cohen and Healing City regarding the College participating in/ hosting the Healing City Summit.
- The College's partnership with the Baltimore City Health Department is expanding to include information sessions through the WIC program.
- The College is in discussion with the Black Mental Health Alliance's Youth and College Division.
- The College has engaged in preliminary partnership discussions with PCs for People for the purpose of establishing an apprenticeship and employment pipeline, equipment recycling and a digital literacy program.
- In partnership with City Schools and the Mayor's Office of Employment Development, the College has registered as a Youth Works site for Summer 2021. Several BCCC programs serving Baltimore City youth, such the MSP Summer Bridge and Refugee Youth Project, include this option for students.
- The WDCE team is developing a new partnership with iMentor to empower first-generation students from low-income communities to graduate high school, succeed in college, and achieve their ambitions.
- The Public Safety team has initiated a partnership with the Baltimore Police Department's S.W.A.T unit which will be conducting weekly tactical response training at the North Pavilion.

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, May 19, 2021

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

<u>REALIGNMENT TASK # 8</u>
"Develop and market a brand for BCCC."

REALIGNMENT TASK #8
Develop and market a brand for BCCC.

Brand Rebuilding and Marketing
The College continues to rebuild and aggressively market its brand to increase recognition and awareness with all stakeholders. Core methods of amplifying and differentiating the
brand include producing enrollment campaigns for digital, print, website and outdoor with a clear call to action for engagement and enhanced student experience.

Enrollment Campaign
During the month of April, there were concentrated efforts and clear execution in the following areas:
Summer 2021 Enrollment Campaign, and the Fall Marketing Campaign. The summer campaign theme, "Make It Happen" is currently being executed using a fully integrated approach across multiple platforms
and communication channels. Campaign goals are building brand identity to increase enrollment growth. The campaigns are directly tied to the realignment efforts on increasing enrollment of city high school students and making BCCC first choice among BCPS graduates. The refreshed BCCC brand offers a unique,
exciting, and fresh creative approach that is robust and dynamic. This campaign will extend into the fall semester, thus strengthening a longer-term commitment to how we all "make it happen" but also to introduce the concept that BCCC has been "Making It Happen" for 75 Years. The College's 75th milestone anniversary is in 2022. The campaign extension builds a powerful message on the additional and equally important goal of building enrollment.

72nd Commencement
Commencement efforts focused on completing design work for the program, invitations, graduation box, web page, and social media posts. These blended efforts tie a consistent creative approach together in all areas while working to build spirit, enthusiasm, and pride for BCCC 2021 graduates.

This year's ceremony will feature personalized messages to BCCC graduates from multiple national, state and local elected officials and celebrities. Their participation in this celebration serves as proof of the positive direction of the College and the overall goodwill and progress being made.

Marketing/Advertising/Collateral/Outreach/Community Engagement
The College developed collateral to support Marketing, engagement, and outreach efforts, including developing the following:
- Commencement 2021 pieces:
  - Invitation, program, graduation boxes, graduate gift promotional items
- Spring 2021 Marketing Campaign rollout, "Make It Happen"
- Fall 2021 Marketing Campaign designs
- Complete review of updated branding signage for the following outdoor mediums
  incorporating designs focused on "Make It Happen" and BCCC's 75th anniversary rollout:
  - MTA CUBE, bus, and bus shelters,
  - Mondawmin Mall kiosks

- o Utility pole banners at those locations;
- o Lombard Street, downtown Baltimore
- o Liberty Heights and Towanda Avenues,
- o Liberty Main Campus including West Pavilion
- Final branded letterhead and PowerPoint templates have been refined and awaiting approval
- Photoshoot arranged for May to obtain new student images collateral material
- Developed initial Biteable video, which will be placed on YouTube for enrollment efforts.
- Videographer RFP process complete and ready for award; securing professional video to use in marketing campaigns
- Collaborated with third-party vendors to provide top-level analysis of website, social media posts and campaign advertising to ensure brand consistency

Social Media
- Facebook experienced:
- o 1,508 page views
- o 39 page likes
- o 94,581 reach, up 18%
- o Post engagement in the form of likes, forwards, etc. reached 7,009, up 85%.
- o Video views were 77, up 64%
- o Page followers were 40, up 14%
- o BCCC is rated #4 as Pages to Watch

Digital Advertising
- Facebook Digital Ads
- Reach: 95,197
- Link Clicks 3,239
- Post Engagement 3,416
- Google Paid ads
- Impressions: 1,423
- Clicks: 587
- Average CPC:.28 cents
- 92% optimization score

Website
Webpage content updates are ongoing and include regular and special campaign content updates and page restructuring to improve the user experience and increase brand consistency. These routine updates encourage user engagement and ensure that web content is student focused.

Additionally, efforts to upgrade the website and the CMS include the following:
- Continuing edits on the Web Request Form
- Website proposal awaiting further discussion on funding and scope of work
- Working with Blackboard to establish BCCC colors on web pages
- Google (Website) Analytics showing user activity on bccc.edu:
    - o Home page: Unique (new) pageviews are down from the prior year by 11.45%, or a decrease of 7,328 new visitors
    - o Apply page: Unique (new) page views are up from the prior year by 52.20%, or an increase of 1,055 new visitors
    - o Register page: Unique (new) page views are up from the prior year by 116.65%, or an increase of 1,226 new visitors.
    - o MSP page: Unique (new) page views are up from the prior year by 42.56%, or an increase of 203 new visitors.

The College engaged three external consultants at no cost to provide professional guidance for the website, social media engagement, and marketing campaigns. These efforts were to validate our brand direction in each area and provide unbiased opinions about marketing, website, and social media plans. This feedback was to provide management with insight into successful marketing trends and evaluate areas for improvement in our website and social media areas. Proposals have been provided that reimagine social media and the website.

Community Engagement/ Public Relations
The College continued to build partnerships and community engagement efforts by strengthening our commitment with Baltimore City to continue offering COVID-19 vaccinations at the BCCC main campus. The College's COVID vaccine site held 2 walk up days for City residents over 18 years old. The announcement of this 2-day, walk-up vaccine clinic was shared internally through the College's newsletter and externally with the Greater Mondawmin Coordinating Council and The Mondawmin Mall management.

Additionally, the College continued to build and strengthen partnerships with Baltimore City Public Schools for promotion of the 2021 Mayor's Scholars Program and Dual Enrollment Program. Refer to Realignment Task #7.

The College received the following Media Mentions in April 2021:

- April 26, Pave The Bard Building and Put Up A Parking Lot?, Baltimore Business Journal
- April 26, Walk-Up Vaccination Clinic Will Be Held At Baltimore City Community College Tuesday, CBS Baltimore
- April 26, Light at the End of the Tunnel, Washington Afro
- April 13, Maryland directs providers to pause J&J COVID-19 vaccine administration, WBAL Radio
- April 13, Baltimore City Health Officials Say They Will Switch To Moderna Doses While Johnson & Johnson On Pause, CBS Baltimore
- April 13, Maryland Dept. of Health directs all COVID-19 vaccine providers in the state to pause Johnson & Johnson doses, WMAR-TV
- April 9, Shalia Pettiford Joins Staff as Family Self-Sufficiency Program Coordinator 4/8/21 CITYBIZLIST
- April 1, Baltimore City Schools graduation rate drops to six-year low, FOX 45

REALIGNMENT TASK #9

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

ENTERPRISE RESOURCE PLANNING (ERP)

Enterprise Resource Planning (ERP):

Background: The College needs to replace its legacy business and student systems with a modern, integrated Enterprise Resource Planning (ERP) system. The College previously published two Request for Proposals (RFPs) for an ERP system through the State of Maryland's eMaryland Marketplace. Unfortunately, neither RFP processes yielded a product selection or an executed contract.

Current State: The ERP Project has continued to maintain a "Green" status from Maryland's Department of IT (DoIT). DoIT's Project Management Oversight Officer has indicated that the metrics used to determine the health of a project will be updated for the new fiscal year, however, the College still believes that it will be able to maintain its current standing with the State.

Implementation Engagements
The Implementation Teams continue to be engaged with their respective Ellucian teams. The information technology team has been trained on the new Argos reporting tool that will also be used as a tool for the Finance system interfaces; and discussions are continuing to establish short-, and long-term strategies for the remaining modules. These include temporary interfaces, data loads and configurations.

The Finance/facilities sub-team has been trained in the Receiving Module of Banner focusing on receiving goods on a normal purchase order, receiving goods on a service / amount-based purchase order (standing order in Banner); returning goods & adjustments to received goods; and internal delivery log for received goods. The facilities team also developed a revised version of location codes for the asset management system.

The Student team completed mapping of academic history- both institutional and transfer work which will be used in the new Banner system. Additionally, new term codes were coded in the Banner system to reflect the term code format that the College intends on using going forward.

Data Migration Milestone, Round 2
The data verification & validation and clean-up efforts, which involved team members from the Registrar's Office, Finance & Administration and Human Resources, was completed in time for the second Data Migration effort to occur. (The first attempt served as a test exercise to determine if there are any errors that need addressing in the source database (HPLAN)). With the validation effort completed, the Office of Information Technology Services is now preparing to initiate its second Data Migration on May 10, 2021.

The expectation is that the with the changes made to the processes used for extracting data from the source database, and the data clean-up efforts, that the second Data Migration will yield more pristine data in the Banner system. A second round of data verification and validation will follow, to ensure that these efforts were successful.

State Interfaces (FMIS, Workday etc.)
The interfaces between the State's FMIS system and the new Banner ERP (Finance Module) are critical for the successful transition to the Banner system. Without these interfaces, the Finance team will be faced with dual entry into both the Banner and FMIS systems. As such, the Office of Information Technology Services team is dedication its new Business System Analyst (BSA) resource to the integration effort. The new BSA is experienced in legacy conversions and interfaces and is currently working on developing the first of the handful of interfaces.

These interfaces will need to be tested and released before the July 1, 2021 Finance go-live.

Organizational Readiness
At this stage of the project, the Executive Steering Committee is focusing its efforts on the organizational readiness by developing an Organizational Readiness Team. The organizational readiness team will be tasked with providing support as advocates in the areas of project communication, training and development, organizational change management, and other ERP readiness activities.

The ERP readiness activities performed by the Organizational Readiness team along with BCCC leadership, and the ERP Project team will assist in assessing the College's level of readiness for an ERP implementation and the level of change that it will bring. Such an assessment will address relationships between the BCCC Community (faculty, staff, students, etc.), processes, systems, and overall performance. This type of engagement will also give the College the opportunity to identify and address operational strengths and weaknesses. These readiness activities will involve key stakeholders across all divisions. Some of the areas of development are:

Communication:

1. Scheduled Communications: Send communication to BCCC stakeholder groups sharing the status of the ERP Project, what stakeholders can expect, and benefits of the Banner solution.
2. ERP Email: Create an email account to serve as the central contact for stakeholders to send questions, concerns, and/or feedback.

Policies:

1. Identify changes needed for current policies and new policies. as a result of a new ERP solution.

Training & Development

1. Training Plan: Establish a plan to ensure all stakeholders are adequately trained.
2. Trainer-the-Trainer: Identify key stakeholders to be trained and serve as trainers across all divisions and provide upward (leadership, project team) and downward (peers) feedback on ERP activities and user readiness.

To date, the communications strategy includes quarterly updates from the CIO to the College community, monthly updates to the Board; and there are plans currently being discussed about providing updates in the College's weekly newsletter.

The Chief Financial Officer and the Chief Information Officer are partnering to develop the model for the training plan, using the Finance team as a pilot program. This "train-the-trainer" model will utilize strong content experts as trainers for other end users in their department, and in some cases, the wider community.

Future Engagements

The following are the scheduled engagements through May:

i. Finance

Engagement	Dates	Status
Management of External Interfaces into Finance, Rules, & FUPLOAD Overview session	5/3/2021 - 5/6/2021	Complete
Simulation End to End (Round 1)	5/31/2021 - 6/4/2021	Scheduled

ii. Student Accounting

Engagement	Dates	Status
Student Accounting Kickoff Part 1	3/15/2021	Complete
Student Accounting Kickoff Part 2	4/15/2021	Complete
Student A/R - Design of A/R/Fee Assessment	5/11/2021 - 5/13/2021	Scheduled

iii. Human Resources

Engagement	Dates	Status
Human Resources Kickoff - Capability Intro and Overview	3/29/2021 - 4/1/2021	Complete
Human Resources: Review of Decision Book	4/8/2021	Completed
Banner HR - End to End Overview with Configured Values	5/17/2021 - 5/20/2021	Scheduled
Banner HR - Advisory Support for Populating Position Control Workbooks	5/24/2021, 5/26/2021, 5/28/2021	Scheduled

iv. Student

Engagement	Dates	Status
Academic History Mapping	4/13/2021 - 4/15/2021	Complete
Curriculum Review	5/4/2021	Complete
General Person Round II Data Validation	5/11/2021	Scheduled
General Student Data Validation I Review	5/25/2021 - 5/26/2021	Scheduled

v. Financial Aid

Engagement	Dates	Status
Student Financial Aid Kickoff	3/1/2021 - 3/4/2021	Complete
Student Financial Aid - Design ISIR, Requirements Tracking, Communication, Title IV Authorizations, Transfer Monitoring	3/16/2021 - 3/18/2021	Complete
Student Financial Aid - Simulation ISIR, Requirements Tracking, Communication, Title IV Authorizations, Transfer Monitoring	4/27/2021 - 4/29/2021	Complete
Simulate ISIR, Requirements Tracking, Communication, Title IV Authorizations, Transfer Monitoring	5/4/2021 & 5/6/2021	Complete

vi. Information Technology

Engagement	Dates	Status
Ethos Technical Validation Meeting	4/5/2021	Complete
Ethos Essentials – Functional Configuration	4/6/2021 - 4/7/2021	Complete
BCCC IAP Planning Call	4/8/2021	Complete
BCCC Identity Tactical Planning Session	4/9/2021	Complete
Argos Training – Data Block Design (Reporting)	4/12/2021 - 4/15/2021	Complete
Argos Training - Report Writer	4/19/2021 - 4/22/2021	Complete
Ethos Integration Architecture & Design Workshop	4/26/2021 - 4/29/2021	Rescheduled
Integration Architecture Planning	5/3/2021 - 5/6/2021	Complete
BCCC IAP Workshop Session 1 - 5	5/10/2021 - 5/14/2021	Scheduled
BCCC IAP Workshop Session 6 - 10	5/17/2021 - 5/21/2021	Scheduled

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, May 19, 2021

President McCurdy & Cabinet

REALIGNMENT TASK #12

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

The 2021-2024 Strategic Plan activities are well underway. Sessions are facilitated by Keeling & Associates, a higher education consulting firm, who began **"Interview Gathering Interviews"** with the executive leadership and also engaged senior and mid-level leaders to ensure the necessary infrastructure is in place.

Additional sessions for Cabinet were added to develop a stronger culture of accountability. The following emerged from a high-level review of the themes from initial interviews; revisit some of the questions/prompts Cabinet did not get to in the initial sessions (particularly with regard to student recruitment and experience, workforce development, and operational efficiency); and then "what's next" (i.e., what directions or strategies should BCCC put in place to respond to these concerns and challenges.) "What's next" will help Keeling pivot members of the Cabinet to identify commitments Cabinet can and should make in their respective areas, and gather buy-in and support from their teams, in the eventual implementation of the plan. The context of Cabinet discussions included: (1) review of observations and emerging themes from the planning process to date; (2) discussion of internal and external factors that have strategic and practical significance in shaping the College's priorities for the planning period; and (3) articulation of areas in which aspirational growth is possible as well as those in which excellence may not be sustainable.

Keeling & Associates will produce a report of institutional themes from the "Information Gathering Interviews". The **"Strategic Planning Sessions"** will be held in June, July & August where an expanded group of faculty and staff will help to reach consensus about the College's strategy, priorities, goals, and objectives for the strategic planning period.

TAB 11 | Active Search Listing

	Div	PIN #	Position	Oversight	Date posted	Status 4/9/21	Status 4/30/21
			HR Active Search List As of April 30, 2021				
1	AA	66711	Coordinator of E-Learning	Dr. Liesl Jones	8/21/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
2	AA	TBD	Dean of Natural & Physical Sciences, Business, Technology, Engineering, & Math	Dr. Liesl Jones	1/19/2021	Resumes forwarded to Vice President	Resumes forwarded to Vice President
3	AA	66725	Dean, School of Nursing & Health Professions	Dr. Liesl Jones	11/4/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
4	AA	TBD	Assistant Professor of Nursing-Adult Medical/Surgical	Dr. Liesl Jones	3/12/2021	Resumes forwarded to Vice President	Resumes forwarded to Vice President
5	AA	84360	Director of Assessment	Dr. Liesl Jones	12/8/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
6	AA	TBD	Assistant Professor of Microbiology	Dr. Liesl Jones	3/15/2021	Resumes forwarded to Vice President	Resumes forwarded to Vice President
7	AA	TBD	Assistant Professor of Psychology	Dr. Liesl Jones	3/15/2021	Resumes forwarded to Vice President	Resumes forwarded to Vice President
8	AA	TBD	Assistant Professor/Program Coordinator of Criminal Justice	Dr. Liesl Jones	3/15/2021	Resumes forwarded to Vice President	Resumes forwarded to Vice President
9	AA	TBD	Assistant Professor of Dental Hygiene	Dr. Liesl Jones	4/21/2021	N/A	Resumes forwarded to Vice President
10	SA	66948	Director of Testing & Accommodative Services	Dr. Rose Reinhart	5/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
11	SA	66908	Director of Student Life & Engagement	Dr. Rose Reinhart	9/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
12	SA	TBD	Assistant Vice President of Enrollment Management	Dr. Rose Reinhart	2/2/2021	Resumes forwarded to Vice President	Resumes forwarded to Vice President
13	SA	TBD	TRIO-STAIRS Director	Dr. Rose Reinhart	4/12/2021	N/A	Resumes forwarded to Vice President
14	SA	TBD	Director of Financial Aid	Dr. Rose Reinhart/ Channa Williams	4/21/2021	N/A	Resumes forwarded to Vice President
15	ASP	66666	WBJC General Manager	Dawn Kirstaetter	7/15/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
16	ASP	TBD	WBJC Business Manager	Dawn Kirstaetter	1/26/2021	Resumes forwarded to Vice President	Resumes forwarded to Vice President
17	WDCE	73965	Director of Business Development Services	Michael Thomas	11/12/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
18	WDCE	66722	Director of Workforce Development	Michael Thomas	3/2/2021	Resumes forwarded to Vice President	Resumes forwarded to Vice President
19	WDCE	66631	Director of English Language Services	Michael Thomas	3/11/2021	Resumes forwarded to Vice President	Resumes forwarded to Vice President
20	WDCE	TBD	Assistant Director of Capital Projects	Michael Thomas/ Kate Dixon	4/21/2021	N/A	Resumes forwarded to Vice President

21	WDCE	TBD	Maintenance Supervisor	Michael Thomas/ Kate Dixon	4/21/2021	N/A	Search is Open
22	A&F	82876	Bookstore Manager	Sylvia Rochester	5/27/2020	Resumes forwarded to Oversight	Resumes forwarded to Oversight
23	A&F	86279	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
24	A&F	86277	Police Supervisor	Michael Thomas	11/9/2020	Resumes forwarded to Vice President	Resumes forwarded to Vice President
25	A&F	66984	Lead Payroll Specialist	Danielle Porter/ Kia Johnson/ Channa Willaims	11/23/2020	Resumes forwarded to Oversight	Resumes forwarded to Oversight & VP
26	A&F	TBD	Assistant Director of Human Resources- EEO & Compliance	Danielle Porter/ Kia Johnson/Channa Williams	4/16/2021	N/A	Resumes forwarded to Oversight & VP
27	A&F	TBD	Senior Budget Analyst	Channa Williams/ Heidi Franz	4/21/2021	N/A	Resumes forwarded to Oversight & VP
28	A&F	TBD	Assistant Director of Procurement	Channa Williams	4/21/2021	N/A	Resumes forwarded to Oversight & VP
29	OP	TBD	Director of Special Programs/Associate Director of Admissions	Dr. Debra McCurdy	12/15/2020	Resumes forwarded to President	Resumes forwarded to President
30	OP	66855	Special Assistant to the President	Dr. Debra McCurdy	4/20/2021	Resumes forwarded to President	Resumes forwarded to President