BCCC
Baltimore City Community College

Baltimore City Community College

Board of Trustees Open Session

Dr. Debra L. McCurdy
President

Mr. Kurt L. Schmoke
Chair

WEDNESDAY | MARCH 15, 2023

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 1 | Approval of the March 15, 2023 Agenda
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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Agenda │ 4:00pm March 15, 2023 (Virtual Zoom Meeting)
Meeting Link: https://bccc-edu.zoom.us/j/96484948604

I.	Call to Order	Mr. Kurt L. Schmoke, *Chair*
	a. Adoption of Agenda **(Vote)**	
	i. Approval of the December 19, 2022 Agenda (Tab 1)	Mr. Kurt L. Schmoke, *Chair*
II.	Board Actions/Consent Agenda **(Vote)**	Mr. Kurt L. Schmoke, *Chair*
	a. December 19, 2022 Open Session Meeting Minutes (Tab 2)	
	b. December 19, 2022 Closed Session Meeting Summary (Tab 2)	
	c. March 9, 2023 Finance/Audit Committee Meeting Minutes (Tab 2)	
	d. Student Government Association (Tab 3)	
	e. AFSCME Local #1870 at BCCC Report/Comments (Tab 4)	
III.	Items Removed from the Agenda (Tab 6)	Mr. Kurt L. Schmoke, *Chair*
	a. Faculty Senate Report (Tab 5)	
IV.	New Business (Tab 7)	Mr. Kurt L. Schmoke, *Chair*
	a. Finance/Audit Committee Meeting March 9, 2023	

          i. Procurement Policies & Procedures **(Overview)** — Dr. Debra McCurdy, *President*; Ms. Anna Lansaw, *Exec. Dir. Procurement & Auxiliary Serv.*

          ii. Procurement Awards over $25,000 to $99,999 **(Information)** — Dr. Debra McCurdy, *President*; Ms. Anna Lansaw, *Exec. Dir. Procurement & Auxiliary Serv.*

          iii. Approval Requests **(Vote)** — Dr. Debra McCurdy, *President*

1. Exterior Door Improvements ($353,288-Go Bonds) — Mr. Michael Thomas, *VP Workforce*
2. Architectural & Engineering-Indefinite Quantity Contract ($500,000-Various Funds) — Ms. Anna Lansaw, *Exec. Dir. Procurement & Auxiliary Serv.*
3. Occupational Training Programs (Grant Funded) — Ms. Katherine Zurlage, *AVP Finance*

       a) Flagger $93,614
       b) Childcare IEP Aid $93,614
       c) Cosmetology $97,000
       d) Hospitality $393,750
       e) Financial Literacy $243,300

          iv. Procurement Forecast

1. Items bidding in March
    a. Entrance Sign Replacement (est. $150,000-GO Bonds)
    b. Nursing Cooling Tower (est. $200,000-Operating)
2. Items for Board of Public Works on April 5th
    a. Exterior Door Improvements ($355,288-GO Bonds)

V.	College Policies (Tab 8)	Mr. Kurt L. Schmoke, *Chair*
	a. No Policies	

VI.	Presentations (Tab 9)	Mr. Kurt L. Schmoke, *Chair*
	a. Monthly Financial Performance Report	Dr. Debra McCurdy, *President*
	b. Enrollment Report	Dr. Debra McCurdy, *President*
		Dr. Jade Borne, *VP Student Affairs*
	c. ERP Update	Dr. Debra McCurdy, *President*
		Mr. Michael Rading, *CIO*
VII.	President's Report (Tab 10)	Mr. Kurt L. Schmoke, *Chair*
	a. *West Pavilion Insurance Claim Summary*	Dr. Debra McCurdy, *President*
	b. *Capital & Operating Budgets*	
	c. *Middle States Commission on Higher Education Update*	
VIII.	Active Search Listing (Tab 11)	Mr. Kurt L. Schmoke, *Chair*
IX.	Motion for Adjournment **(Vote)**	Mr. Kurt L. Schmoke, *Chair*

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BOARD ACTIONS / CONSENT AGENDA

TAB 2 | December 19, 2022 Minutes
TAB 2 | December 19, 2022 Closed Session Meeting Summary
TAB 2 | February 9, 2023 Finance/Audit Committee Meeting Minutes
TAB 2 | March 9, 2023 Finance/Audit Committee Meeting Minutes
TAB 3 | Student Government Association Report
TAB 4 | AFSCME Local #1870 at BCCC Report/Comments

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TAB 2 | December 19, 2022 Minutes

TAB 2 | December 19, 2022 Closed Session Meeting Summary

TAB 2 | February 9, 2023 Finance/Audit Committee Meeting Minutes

TAB 2 | March 9, 2023 Finance/Audit Committee Meeting Minutes

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes │ 4:00pm December 19, 2022 (Virtual Zoom Meeting)

Board Members Present: Chair Kurt L. Schmoke, Ms. Leonor Tannhauser Blum, Mr. John Goeken, Ms. Lelia Parker, Dr. Rachel Pfeifer, and Mr. J. C. Weiss, Mr. Jason Perkins-Cohen

Also Present: President Debra L. McCurdy

I.   Call to Order
    a. Adoption of Agenda
        i. Approval of the December 19, 2022 Agenda

Chair Schmoke asked for a motion to adopt the December 19, 2022 Agenda. Trustee Tannhauser Blum moved to adopt the Agenda and Trustee Pfeifer seconded it. There were no objections and the Agenda was adopted. The Open Session began at 4:03pm.

II. Board Actions/Consent Agenda
    a. November 16, 2022 Open Session Meeting Minutes
    b. November 16, 2022 Closed Session Meeting Summary
    c. December 15, 2022 Finance/Audit Committee Meeting Minutes
    d. Student Government Association
    e. AFSCME Local #1870 at BCCC Report/Comments
    f. Faculty Senate Report

Chair Schmoke asked for a motion to approve the Consent Agenda. Trustee Perkins-Cohen moved to adopt the motion and Trustee Tannhauser Blum seconded it. There were no objections, and the Consent Agenda was adopted.

Chair Schmoke approved AFSCME's President, Ms. Nena Kutniewski to briefly present comments to the Board.

Ms. Kutniewski gave greetings and spoke on human capital and morale at BCCC.

- Human capital investment is very low.
- High turnover rate and new employees are leaving.
- No recognition is given to employees by Administrators.
- Lack of respect.
- Issues are being brought to the Board numerous times, but no change is seen.
- Suggested that an anonymous survey be sent out to the BCCC community.

Chair Schmoke assured Ms. Kutniewski that the Board hears and is giving attention to the matters being brought to them.

III. Items Removed from the Agenda
    None

IV. New Business
    a. Finance/Audit Committee Meeting December 15, 2022

      i. Procurement Policies & Procedures

      There was no discussion about Procurement policies and procedures.

      ii. Procurement Awards over $25,000 to $99,999

        1. Textbooks/Jones & Bartlett Publisher ($25,282.56)
        2. Textbooks/MAV Holding Corporation ($29,954.20)
        3. Textbooks/MAV Holding Corporation ($38,286.23)
        4. Caulking Services/ECO Engineering, Inc. ($34,818)
        5. Fuel/Greentech Fuel Management Inc ($39,400)
        6. X-Ray Sensor System/Patterson Dental Supply ($43,430)
        7. Textbooks/Pearson Education Inc. ($43,975.12)
        8. Main Building Furniture Maryland Correctional Enterprises ($79,580) - Revised
        9. Textbooks/Clinical Solutions Business Unit ($47,829.84)
        10. Textbooks/Cengage Learning Inc. ($65,289)
        11. 25 Live Software/CollegeNet ($71,990.64)
        12. Textbooks/Morton Publishing Co. ($73,577)
        13. Financial Aid Consulting Services/FA Solutions ($12,500) – Contract Modification

President McCurdy stated that these projects are going through the procurement process and are under the $100,000 threshold that falls within the procurement authority of the President but are being brought to the Board to keep them aware of financial activity going on at the College. She also brought to the Board's attention that the Procurement Awards list includes textbook expenditures from the BCCC Bookstore.

      iii. Approval Requests

        a. Refund Select ($75,000) – Contract Modification

Ms. Anna Lansaw, Director of Procurement, stated that the College had to modify the contract awarded last month to add a module that TouchNet is unable to perform – disbursing refunds automatically to students. The Refund Select contract amount will increase by $75,000. It is $25,00 per year and the pricing is based on the amount of disbursements sent out.

Chair Schmoke moved to approve the Refund Select contract modification and Trustee Pfeifer seconded it. There were no objections, and the contract modification was approved.

        b. IT Consultant.   ($116,800)

Mr. Peter Farrell, Deputy Chief Information Officer, explained that this is a contract for a consultant to assist with ERP augmentation to respond to the increased demand for required functionality. This is a six-month contract that will cost less than it would to pay a Consultant from Ellucian.

Chair Schmoke moved to approve the IT Consultant contract. Trustee Pfeifer seconded it. There were no objections, and the contract was approved.

     c. LSB Skylight Repair ($88,850)

This repair, while under the $100,000 threshold, came before the Board because the Source of Funds utilized is GO Bonds. This expenditure will also go before the Board of Public Works.

Ms. Katherine Zurlage, Vice President for Facilities, reported that this contract is part of the FY 2023 deferred maintenance capital project to repair longstanding issues with a skylight and windows. Mr. Michael Thomas, Vice President for Workforce Development and Continuing Education, stated that this is a quality-of-life issue. The leaks can cause mold and other environmental issues. Three bids were received. The bid from Capital Caulking in Waldorf was awarded the contract.

Trustee Pfeifer asked if the amount of time between quotes affected the amount of the contract. Ms. Lansaw responded that the first bidder held the price for BCCC for 90 days.

Chair Schmoke moved to approve the LSB Skylight Repair contract and Trustee Weiss seconded it. There were no objections, and the contract was approved.

V. College Policies
   No Policies

VI. Presentations

Chair Schmoke asked that agenda presentations be brief, only sharing highlights, so that the Board can go into closed session more quickly to cover several items.

     a. Monthly Financial Performance Report

       Mr. Stephen Hardy, Vice President for Finance, highlighted the Net Surplus for the last five months as $13,748, compared to last year's surplus of $14,093 for the same period. Comparisons showing the previous year's numbers compared to the present ones is an added feature to the monthly budget report and was recommended by the Board.

     b. Enrollment Report

       Dr. Jade Borne, Vice President for Student Affairs, discussed recruitment efforts. He went back to 2019 to look at stop out rates and concentrated on those students who completed 15 hours or more. He sent letters to these students and has received mostly positive comments in return. Near completers were contacted to see what services were needed to get them to complete their degrees.

       A new advocacy group is being put together to target Hispanic students.

       Chair Schmoke gave positive comments about the stop out communications. Dr. Borne shared some of the comments received from the students and said he spoke to some of them personally who shared reasons for not returning such as balances still owed and childcare.

     c. ERP Update

       Mr. Peter Farrell, Deputy Chief Information Officer, shared that he is reporting for Mr.

Michael Rading who is out of the country.

The year 2022 has been a period of significant and formative transformation for BCCC:

- All core Banner modules are live
- Complete overhaul of daily operational processes for:
  - ➢ Financial Aid
  - ➢ Records
  - ➢ Advising
  - ➢ Academic Leadership
  - ➢ Student Accounting
  - ➢ Finance
  - ➢ Human Resources
  - ➢ Payroll
  - ➢ ITS
  - ➢ Banner touches every student and every employee

Listening sessions held in the fall provided valuable insights into the ongoing support needs as the College transitions from implementing to operating and maintaining the new cloud-based Banner system. While the College has seen many benefits of the new system, there are also significant learning curves, particularly in the areas of:

- Data cleanup
- Reporting
- Cyclical operational procedures

There is a catalog of compliance and operational reports that have been identified by functional offices that require data out of Banner:

- Resource constraints & learning curves
- New data structures
- New reporting tool
- Many reports need to be written from baseline
- Examples:
  - ➢ Maryland Higher Education Commission (MHEC) reporting
  - ➢ Integrated Postsecondary Education Data System (IPEDS) reporting
  - ➢ Department of Budget and Management (DBM) reporting
  - ➢ Operational reports used for daily operations and informed decision making

Due to the cyclical nature of college operations, there are many processes that are run only annually, so implementing the new system means that offices will be running new processes for the next couple of years.

- Ellucian project team has built the foundation but will not be available beyond the initial implementation scope.
- Examples:

> ➢ End-of-year reporting in Finance
> ➢ Degree audits and graduation clearances in Records

Managed services consulting provides ongoing operational support for the year or two post go-live after the project team is complete.

- Conversations have been started with Ellucian, CampusWorks, Ferrilli and options are being explored that will be presented to the board in early 2023.

Chair Schmoke commented that he wants IT to continue to be sensitive to training needs for new programs implemented.

VII. President's Report

The materials contain President McCurdy's and Cabinet Operational and Realignment Updates. She presented information related to personnel in Closed Session.

VIII. Active Search Listing

Listed in Board book.

IX. Motion for Adjournment (Vote)

Chair Schmoke asked for a motion to adjourn the Open Session. The meeting will continue in Closed Session. The motion was moved by Trustee Weiss and seconded by Trustee Tannhauser Blum. There were no oppositions.

Chair Schmoke gave the following closing statement: "Pursuant to the General Provisions Article, Sections 3-305(b) (1) (7), (8), and (14), the meeting will now be closed so that the Board can discuss personnel matters involving specific employees, pending litigation, and the College's participation in a competitive proposal procurement process."

The Trustees adjourned at 4:42pm and reconvened in Closed Session at 4:45pm.

Respectfully submitted,

Debra L. McCurdy, PhD
President

Next Board Meeting: 01/18/2023

Attendance/Participants:

Becky Burrell
Steven Hardy

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Eileen Hawkins
Michael D. Thomas
Lyllis M. Green
Maria E. Rodriguez
Laura Cripps
Katherine Zurlage
Charles Hall
Jade Borne
Anna Lansaw
Kristin McFarlane
Peter Farrell

BCCC Faculty/ Staff Attendees:

Avonte Jones
Saleemah Franklin
Glenn Peterson
Cherrllynn Williams
Carol Taylor
Nena Kutniewski
Amy Belt
Tracie Williams
Professor Kimara
Dr. Nicole L. Deutsch
Dr. Courtney Ross
Kadeirdra Thompson
Dr. Leslie Jackson
Mr. D. FitzGerald Smith
Christina Carter
Theresa Tunstall
Charles N. Wilson
Brett King
Wendy Harris
Antwan Degross
Constance Mannone
Michael Berends
Chris Jordan
Wendy Ma

Other-Non-College Attendees:
Michelle McIntosh

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Closed Session Summary | December 19, 2022 (Virtual Zoom Meeting)

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Board Members Present: Chairman Kurt L. Schmoke, Esq.; Ms. Leonor Tannhauser Blum; Mr. John Goeken; Ms. Lelia F. Parker, Esq; Dr. Rachel Pfeifer; Mr. J.C. Weiss III; and Mr. Jason Perkins-Cohen.

Also Present: Dr. Debra L. McCurdy.

Also in Attendance: Ms. Kristin McFarlane, Esq.

The open meeting was adjourned at 4:42 PM pursuant to a unanimous vote of Board Members. Chairman Schmoke then read a Closing Statement.

Chairman Schmoke brought the closed session meeting to order at 4:45 PM.

Upon a motion, the Trustees unanimously approved the consent agenda and attached closed session materials.

The Board discussed specific College employees. The Board excused Dr. McCurdy and continued the discussion in her absence.

The closed session was adjourned at 6:05 PM.

Respectfully submitted,

Debra L. McCurdy

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BALTIMORE CITY COMMUNITY COLLEGE

Finance Committee Meeting Summary | 8:00 AM February 9, 2023 (Virtual Zoom Meeting)

I.   Call to Order (Vote)

   Chairman Schmoke called the meeting to order at 8:00am.

II.   Procurement Policies and Procedures (Overview)
   a.   Board of Public Works Agenda Items – Feb. 15 Board
        i.   LSB Skylight (BOT Approved December 21, 2022)
        ii. Landscaping Improvement

   Given the source of funds, these items were scheduled for presentation at the Board of Public Works (LSB Skylight was previously approved at the December 2022 BOT meeting).

III.   Emergency Report – West Pavilion Building (Information)
   a. Remediation Cost: $133,447.50
   b. Build Back Cost: $341,132.71
        Total Cost: $474,580.21
   c.   Total Paid to Date: $205,773.40
        Note: IT Technology, Equipment, and Furnishing not included.

   These cost resulted in a flood in the West Pavilion which occurred on December 25, 2022 as Public Safety discovered a water leak on the 4th floor of the building; it is believed to have run for over 2 hours resulting in water flowing through all levels of the building. The initial cost was estimated at $475,000+ which did not include all of damage. A summary will be provided to the Board upon completion of the repairs.

IV.   Procurement Awards over $25,000 to $99,999 (Information)
   a. Mr. Tim's Bus Ride ($37,409)
   b. Zoom Communications ($26,000)
   c. Fleet Management Service ($35,000)
   d. Turnitin, LLC ($54,617)
   e. Professional Inventory Control Systems ($50,000) - Asset Inventory Tracking Services

   Five Awards were presented: Mr. Tim's Bus Ride is transportation to support after school Refugee Youth Programs; Zoom Communications is the license for video conferencing; Fleet Management is the maintenance and repair of College vehicles; Turnitin is the cost for test monitoring software; and Professional Inventory Control Systems is the asset tracking for the College.

V.   Approval Requests (Vote)

a. Potomac Grounds Care, LLC ($19,087.50) – Obligation Bonds
b. International Rescue Committee ($186,166) – MORA Grant

Potomac Grounds Care was awarded $19,087.50 to provide landscaping to clear debris and prune trees. This is submitted to the Board of Public Works given the fund source. The Chairman asked for a motion to approve which was offered by Trustee Weiss for subsequent submission to the full Board for approval.

The International Rescue Committee was awarded $186,166 and provides service to oversee the Refugee School Impact Grant Program. The motion to approve was given by Trustee Weiss for subsequent submission to the full Board for Approval.

VI. **Procurement Forecast for March**
    a. Items for Board of Public Works (March 15, 2023)
         i. Exterior Door Improvement ($353,000)
         ii. BCCC Entrance Signage Replacement (est. $150,00)

The Procurement Forecast for March are items that will be submitted to the Board of Public Works given the source of funds.

VII. **Motion for Adjournment (Vote)**

The Chairman asked for a motion to adjourn which was provided by Trustee Weiss. The meeting adjourned at 8:35am.

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BALTIMORE CITY COMMUNITY COLLEGE
Finance Committee Agenda │ 8:00AM March 9, 2023 (Virtual Zoom Meeting)

I.   Call to Order (Vote)

Chairman Schmoke called the meeting to order at 8:00am. In attendance were Trustee Weiss, President McCurdy, VP Thomas, Anna Lansaw and Kate Zurlage.

II.   Procurement Policies and Procedures (Overview)

No additional information was needed for the overview.

III.   Procurement Awards over $25,000 to $99,999 (Information)

No Awards over $25,000 to $99,000 were presented for information.

IV.   Approval Requests (Vote)

a.   Exterior Door Improvements ($353,288 – GO Bonds)
The cost will cover the replacement of doors in the Life Science, Student Affairs and other entrances. This was previously bid, however only one bid was received; on a second bid, three were received. Chairman Schmoke asked if other doors related to the cost and VP Thomas indicated such were a part of another contract.
The item was approved for submission to the full Board and because of the fund source will be submitted to the Board of Public Works.

b.   Architectural & Engineering – Indefinite Quantity Contract ($500,000 – Various Funds)
This is on a Task Order and is the sum of 5 companies up to $500,000. The Chairman inquired about the MBE goal and Ms. Lansaw indicated all agreed to the 20% MBE goal. Trustee Weiss indicated a potential conflict of interest with one of the firms (Quinn Evans) and he would recuse himself as the bids came forward.
The item was approved for submission to the full Board

c.   Occupational Training Programs (Grant Funded)
The Awards reflect the companies which BCCC will partner with for the various programs. Regarding Childcare IEP Aid, the College will work with Baltimore City Schools and students who need an IEP. These are all grant funded.
The Awards were approved for submission to the full Board.

i.	Flagger	$93,614
ii.	Childcare IEP Aid	$93,614
iii.	Cosmetology	$97,000
iv.	Hospitality	$393,750
v.	Financial Literacy	$243,300

V.   Procurement Forecast

a. Items bidding in March
      i. Entrance Sign Replacement (est. $150,000 – GO Bonds)
      ii. Nursing Cooling Tower (est. $200,000 – Operating)
These items will be bid in March for submission to the BOT in a coming meeting.

b. Item for Board of Public Works on April 5th
      i. Exterior Door Improvements ($353,288 – GO Bonds)
This item will be submitted for the April 5 agenda of the Board of Public Works, following the approval of the BOT in the March meeting.

VI.   Motion for Adjournment (Vote)

Chairman Schmoke called for the Adjournment at 8:30am made by Trustee Weiss.

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TAB 3 | Student Government Association Report

STUDENT GOVERNMENT ASSOCIATION

The SGA team is working to have a productive spring semester with the addition of new members and programs. They are looking forward to participating in the upcoming MCCADA (Maryland Community College Activities Directors Association) Student Leadership Conference and Student Advocacy Day.

Kyleen Brown (Acting SGA President) was selected as a Student Advocacy Day speaker. Kyleen is the first student from BCCC to receive the honor of being chosen as a speaker for Advocacy Day.

December and January Events

<u>December 2, 2022 – Keeping It Real Lecture Series Part II</u> – The Office of Student Life and Engagement, History Club, Anthropology and Sociology Club, and the Dept. of Education, Social and Behavior Sciences sponsored the 2nd lecture in the Keeping it Real Series. The topic was "The U.S. Government's War on Black Leaders" Here & Abroad. The lecture was led by Baba Zak A. Kondo, BCCC History Professor, Author, Scholar, Lecturer, and Activist. The program was held via zoom from 6:00 - 8:00 pm. and there were 34 participants.

<u>December 9, 2023 – Annual Kwanzaa Celebration</u> – The SGA along with the Office of student Life and Engagement, the Social & Behavioral Sciences Department, the History Club and the Anthropology & Sociology Club, sponsored the annual Kwanzaa celebration. The event was held in the Mini Conference Center from 6:30 – 8:30pm. There were over 75 participants that attended the evening event.

<u>Spring 2023 Welcome Week</u> – The SGA participated and supported various activities held during Spring Welcome Week January 11 – 14, 2023. See list of some events below:

Wednesday, Jan 11
- Cookies, Coffee and Cocoa, Main Building (MNB), Atrium
- Selfie Scavenger Hunt Game Part I, MNB, Atrium
- SLE/SGA Meet and Greet and Panther Pics, MNB, Atrium
- Student Center/Game Room Open, MNB, Atrium
- Juice and Chips Snack Break, MNB, Atrium
- Panther Food Pantry Donations MNB, Atrium

Thursday, January 12
- Student Success Tips Game, MNB, Atrium
- Students vs. Faculty/Staff Volleyball Game, PE Center
- New Student Orientation, Fine Arts Theatre

Friday, January 13
- Popcorn Break, MNB, Atrium
- Panther Food Pantry Donations, MNB, Atrium

February Events

The SGA team continues to work with the Office of Student Life and Engagement. They were looking forward to participating in the MCCADA (Maryland Community College Activities Directors Association) Student Leadership Conference, but that event is being rescheduled. However, four students Kylenn Brown, (SGA), Luis Quintanilla, (SGA), Gabrielle Spears and Tyjuan Johnson were able to participate in Student Advocacy Day. The event was virtual again this year and was held on Tuesday, February 21, 2023. Kyleen Brown was selected as one of the Student Advocacy Day speakers. This was the first BCCC student to have the honor of being selected as a speaker for this event.

Activities and Events

February 3, 2023 – National Wear Red Day – The Student Government Association and the Office of Student Life and Engagement co-sponsored "Rock your Red Day" for National Wear Red Day. The BCCC community was encouraged to come to the Atrium and take a picture in their red. They also received information on how to take care of their heart health. The BCCC community was also encouraged to wear red each Friday in the month of February.

February 13 – 17, 2023 - Love Week – The Student Government Association supported the Office of Student Life and Engagement and Student Support and Wellness Services by participating in their "Love Week" activities.

February 13, 2023 – Love of Travel – The advisors of the Anthropology and Sociology Club and History Club (Professors Hackett and Dr. Servio-Mariano) held a virtual information session on the Study Abroad program. The event was held via Zoom from 5:30 pm – 6:30 pm.

February 15, 2022 – Black Alumni Event – The Anthropology and Sociology Club and the Office of Student Life and Engagement co-sponsored an event entitled: Black Alumni Reflections: Where we are now and how we got here. The Alumni Speakers were: Tavon Palmer c/o 2015, Pierce Perkins c/o 2013, and Jeffrey Brown c/o1991. The event was held in the Gaare Auditorium of the Nursing Building on the Liberty campus room from 12:30 – 2:00 pm.

February 15, 2023 - Helena Hicks Lecture Series – Members of the History Club attended the Helena Hicks Lecture Series on "The Early History of Baltimore Jazz" presented by the Billie Holiday Center for the Liberation of the Arts. The Lecture was given by Dr. Lawrence Jackson, Bloomberg Distinguished Professor, English and History at Johns Hopkins University. The event was held at 6:30 p.m. at The Historic St. James Episcopal Church, 1020 Lafayette Street, Baltimore, Maryland.

February 22, 2023 – Hip Documentary and Discussion – The Student Government Association and the Office of Student Life Engagement co-sponsored the viewing and discussion of the PBS Documentary "Fight the Power: How Hip Hop Changed the World". The facilitator was Carlos Muhammed (Author and entrepreneur). The event was held in the Atrium on the Liberty campus from 12 – 2pm.

February 23, 2022 – Keeping It Real Lecture Series – The Office of Student Life and Engagement, History Club, Anthropology and Sociology Club, and the Dept. of Education, Social and Behavior Sciences sponsored the 3rd lecture in the Keeping it Real Series. The topic was "Topic: Dr. King and the Vice Lords in Chicago". The guest lecturer for this month was King Kamara, author, lecturer playwright, and Hip-Hop recording artist. The program was held via zoom from 6:00 - 8:00 pm.

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TAB 4 | AFSCME Local #1870 at BCCC Report/Comments

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TAB 5 | Faculty Senate Report

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- None

TAB 6 | Items Removed from the Agenda

- Facuty Senate Report

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 7 | New Business
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a. Finance/Audit Committee Meeting March 9, 2023
   i. Procurement Policies & Procedures **(Overview)**
   ii. Procurement Awards over $25,000 to $99,999 **(Information)** .
   iii. Approval Requests **(Vote)**
       1. Exterior Door Improvements ($353,288-Go Bonds)
       2. Architectural & Engineering-Indefinite Quantity Contract ($500,000-Various Funds)
       3. Occupational Training Programs (Grant Funded)
          a) Flagger $93,614
          b) Childcare IEP Aid $93,614
          c) Cosmetology $97,000
          d) Hospitality $393,750
          e) Financial Literacy $243,300
   iv. Procurement Forecast
       1. Items bidding in March
          a. Entrance Sign Replacement (est. $150,000-Go Bonds)
          b. Nursing Cooling Tower (est. $200,000-Operating)
       2. Items for Board of Public Works on April 5th
          a. Exterior Door Improvements ($355,288-Go Bonds)

Contract:	Exterior Door Replacements BCCC-FY23-MCC-001
Description:	Repair and replace deteriorated doors and frames in various buildings
Procurement Method:	Competitive Sealed Bidding (SBR-Designated)
Award:	Bob Andrews Construction, Inc. Abington, Maryland
Contract Amount:	$353,288
Term:	120 Calendar Days from Notice to Proceed (NTP)

Bids:		
	Bob Andrews Constructions, Inc.	$353,288
	USA Energy Co. Inc.	$391,456
	A&S Unlimited Construction, LLC	$867,000

SBR Designated:	Yes
MBE Goal:	47%

Remarks: This solicitation was advertised on eMaryland Marketplace Advantage on January 12, 2023, and designated as a Small Business Reserve (SBR). Three construction companies submitted bids on February 3, 2023. Bob Andrews Construction, Inc. was the low bidder and deemed to be responsible and responsive to the solicitation. This project will replace and repair deteriorated doors, frames, and storefront systems across the College as a part of the deferred maintenance program for FY2023. Upon approval, this contract will be presented to the Board of Public Works for encumbrance of capital funds on April 5th. The recommended awardee, Bob Andrews Construction, Inc., has committed to a 47% MBE participation.

Fund Source:	MCCBL 2022, Item #156 (BCCC PCA: E9627)
Resident Business:	Yes
MD Tax Clearance:	23-0411-0111

BOARD OF TRUSTEES ACTION   **THIS ITEM WAS:**

APPROVED   **DISAPPROVED**   **DEFERRED**   **WITHDRAWN**

WITH DISCUSSION   **WITHOUT DISCUSSION**

BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEES
ACTION ITEM
MARCH 15, 2023

Contract:	Architectural & Engineering Services – Indefinite Quantity Contact BCCC-FY23-AE-0001
Description:	Contract provides architectural and engineering services on task order basis
Procurement Method:	Competitive Sealed Proposal
Contract Amount:	Not-to-Exceed $500,000
Term:	Three (3) Years w/ three one-year renewal options
Award(s):	Noelker and Hull (SBR designated) Frederick, MD
	K. Dixon Architecture, LLC (SBR designated) Largo, MD
	Gipe Associates, Inc. (SBR designated) Towson, MD
	Colimore Architects (SBR designated) Baltimore, MD
	Quinn Evans Architects Baltimore, MD
MBE Goal:	20%

Remarks: The Office of Procurement is recommending award to the above referenced firms. A solicitation was advertised on eMaryland Marketplace Advantage on December 2, 2022 for architectural and engineering services with two of the five awarded contracts to be designated to a Small Business Reserve (SBR) firm. This contract is assigned a 20% overall MBE goal. The total contract value shall not exceed $500,000. A total of twelve proposals were received. Four proposals failed to meet the MBE requirements and were deemed to be unacceptable for award.

The selected firm(s) will be required to provide architectural and engineering design services including but not limited to: assessments, site inspections, programming, evaluations and reports, schematic design, design development, construction documents, and cost estimates.

Fund Source:	Various
Resident Businesses:	Yes

BOARD OF TRUSTEES ACTION   **THIS ITEM WAS:**

APPROVED   **DISAPPROVED**   **DEFERRED**   **WITHDRAWN**

WITH DISCUSSION   **WITHOUT DISCUSSION**

BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEES
ACTION ITEM
MARCH 15, 2023

Contract:	Occupational Training Programs BCCC-FY23-WDCE-001
Description:	Contract provides various occupational training services to be offered by the College
Procurement Method:	Competitive Sealed Proposal
Term:	March 20, 2023 – June 30, 2024

Award(s) and Contract Amount(s):

Flagger and Childcare IEP Aid
Bugg Hardnett and Associates, LLC $187,228
Baltimore, MD

Cosmetology
Roche' Cosmetic $97,000
Pikesville, MD

Hospitality Services
MD Center for Hospitality $393,750
Elkridge, MD

Financial Literacy
International Continuation Education $243,300
Woodstock, MD

MBE Goal: 10%

Remarks: The Office of Procurement is recommending award to the above referenced firms. A solicitation was advertised on eMaryland Marketplace Advantage in October 2022 for occupational training programs. A total of six proposals were received in response to the solicitation. Two of the proposals were deemed non-susceptible for award for non-compliance with the MBE requirements. These programs shall serve approximately 670 students in the following programs: Flaggers, Childcare Individualized Education Program (IEP) Aid, Cosmetology, Hospitality Services, and Financial Literacy. All programs are grant funded in partnership with Baltimore City Department of Social Services.

Fund Source: E9442 / Grant Funded

BOARD OF TRUSTEES ACTION   THIS ITEM WAS:

APPROVED   DISAPPROVED   DEFERRED   WITHDRAWN

WITH DISCUSSION   WITHOUT DISCUSSION

BCCC
Baltimore City Community College

_____

TAB 8 | College Policies

_____

- No Policies

BCCC
Baltimore City Community College

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 9 | Presentations

- Monthly Financial Performance Report
- Enrollment Update
- ERP Update

Year-over-Year (YoY) Revenue Comparison

Revenue Fund	Budget FY23	Monthly Budget FY23	FY23	FY22	Net Change	Percentage Change
General (Unrestricted)	62,965,791	41,977,194	44,261,158	41,248,497	3,012,661	7.30%
Restricted	33,271,901	22,181,267	14,742,321	10,472,975	4,269,346	40.77%
Total Revenue FY23	**$96,237,692**	**$64,158,461**	**$59,003,479**	**$51,721,472**	**$7,282,007**	**14.08%**

Year-over-Year (YoY) Expense Comparison

Expense Fund	Budget FY23	Monthly Budget FY23	FY23	FY22	Net Change	Percentage Change
General (Unrestricted)	62,965,791	41,977,194	29,394,382	29,935,539	(541,157)	-1.81%
Restricted	33,271,901	22,181,267	5,786,027	8,764,579	(2,978,552)	-33.98%
Total Expenses	**$96,237,692**	**$64,158,461**	**$35,180,408**	**$38,700,117**	**($3,519,709)**	**-9.09%**

	Budget FY23	Monthly Budget FY23	FY23	FY22	Net Change	Increase / Decrease
Net Surplus	**$0**	**$0**	**$23,823,071**	**$13,021,354**	**$10,801,717**	**82.95%**

Year-over-Year (YoY) Revenue Comparison

Revenue Sources	Budget FY23	Monthly Budget FY23	FY23	FY22	Net Change	Percentage Change
Unrestricted Revenues	**62,965,791**	**41,977,194**	**44,261,158**	**41,248,497**	**3,012,661**	**7.30%**
Board of Estimates - Unrestricted	600,000	400,000	0	0	0	0.00%
Bookstore Revenue	935,232	623,488	756,167	707,664	48,504	6.85%
Consolidated Fees	950,936	633,957	830,325	954,083	(123,758)	-12.97%
Credit Tuition	11,272,747	7,515,165	6,442,696	6,890,249	(447,552)	-6.50%
Covid Relief Funds	0	0	0	0	0	0.00%
Facilities Capital Fees	109,971	73,314	86,002	102,522	(16,520)	-16.11%
Indirect Cost Recovery - Other	0	0	15,449	24,599	(9,150)	-37.20%
Investment Income	364,047	242,698	768,265	84,592	683,673	808.20%
Non-Credit Fee Revenue	377,357	251,571	177,730	257,950	(80,220)	-31.10%
Non-Credit Tuition	532,994	355,329	221,820	275,910	(54,090)	-19.60%
Other Fee Revenue	177,861	118,574	1,355	1,647	(293)	-17.77%
Other Revenue (40)	117,800	78,533	23,489	600,195	(576,706)	-96.09%
Parking and Transportation	34,719	23,146	7,185	1,662	5,523	332.20%
Real Estate Lease Income	2,331,299	1,554,199	1,302,496	416,343	886,152	212.84%
Registration Fee	299,995	199,997	217,636	248,742	(31,106)	-12.51%
State Appropriation	43,735,135	29,156,757	32,801,351	29,910,051	2,891,300	9.67%
Technology Fees	739,713	493,142	553,679	635,894	(82,215)	-12.93%
Tower Rental Income	131,092	87,395	38,303	113,768	(75,465)	-66.33%
Transcripts	39,084	26,056	16,775	22,625	(5,850)	-25.86%
Vending Machine Commission	4,976	3,318	435	0	435	100.00%
WBJC Asset Agreement	210,833	140,555	0	0	0	0.00%
Restricted Revenues	**33,271,901**	**22,181,267**	**14,742,321**	**10,472,975**	**4,269,346**	**40.77%**
Capital Projects	0	0	2,610,261	0	2,610,261	100.00%
Covid Relief	13,917,895	9,278,597	3,121,861	1,736,441	1,385,420	79.79%
Federal Grants & Contracts	13,088,390	8,725,593	5,490,384	5,343,755	146,629	2.74%
Other Restricted Revenues	0	0	500	0	500	100.00%
Other Revenue (43)	0	0	0	660	(660)	-100.00%
Private Gifts, Grants & Contracts	85,792	57,195	4,661	62,710	(58,049)	-92.57%
RYP - ARTWORKS	0	0	0	31,360	(31,360)	-100.00%
State & Local Grants & Contracts	4,513,262	3,008,841	2,624,045	2,039,307	584,738	28.67%
WBJC Revenue	1,666,562	1,111,041	890,609	1,258,742	(368,133)	-29.25%
Total Revenue	**96,237,692**	**64,158,461**	**59,003,479**	**51,721,472**	**7,282,007**	**14.08%**

Expenditure by Category

Description	Object	FY23 Expenses	FY22 Expenses	Net Change	Percentage Change
Labor: PIN Salaries	1	19,088,582	20,004,794	(916,213)	-4.58%
Labor: Contractual Employees	2	3,565,577	3,378,674	186,903	5.53%
Communications	3	178,523	31,520	147,003	466.38%
Travel	4	112,281	63,776	48,505	76.06%
Utilities	6	1,303,058	1,012,670	290,388	28.68%
Motor Vehicle	7	26,271	42	26,229	62449.40%
Contractual Services	8	2,143,388	3,870,514	(1,727,125)	-44.62%
Supplies	9	1,525,680	1,407,028	118,651	8.43%
Replacement Equipment	10	57,672	10,301	47,371	459.88%
New Equipment	11	34,595	183,215	(148,621)	-81.12%
Scholarships and Fellowships	12	4,101,843	6,275,724	(2,173,881)	-34.64%
Fixed Expenses	13	2,524,343	2,252,866	271,477	12.05%
Deferred Maintenance	14	518,596	208,993	309,603	148.14%
Clearing	96	0	0	0	0.00%
Total Expenses FY23		**35,180,408**	**38,700,117**	**(3,519,709)**	**-9.09%**

Current Expenses by Division

Division	Budget FY23	FY23 Expenses	FY22 Expenses	Net Change	Percentage Change
Academic Affairs	23,092,339	11,263,861	11,736,073	(472,211)	-4.02%
Administration & Finance	16,706,159	7,997,382	7,701,290	296,092	3.84%
Advancement & Strategic Partners	1,817,188	453,826	581,168	(127,342)	-21.91%
College Wide	5,143,718	2,796,040	4,399,345	(1,603,305)	-36.44%
Information Technology	5,366,182	2,512,018	1,688,463	823,555	48.78%
Institutional Research & Strategic Priorities	1,057,836	404,120	447,239	(43,119)	-9.64%
President's Office (Executive)	1,677,484	822,979	801,297	21,683	2.71%
Student Affairs	14,666,613	5,006,471	7,854,570	(2,848,099)	-36.26%
WBJC	1,714,959	670,440	626,659	43,781	6.99%
WDCED	12,398,878	3,253,271	2,864,014	389,257	13.59%
Total Expenses FY23	**83,641,356**	**35,180,408**	**38,700,117**	**(3,519,709)**	**-9.09%**

Board of Trustees Meeting

Wednesday, March 15, 2023

Enrollment Report

Dr. Jade Borne, Vice President for Student Affairs

BCCC
Baltimore City Community College

Enterprise Resource Planning (ERP) Project Update

Michael Rading, CIO

Date: March 15, 2023

Project Status

The College maintains a **GREEN** status from the State's Department of Information Technology (DoIT). All core modules in Banner are live.

The Project Team continues to meet bi-weekly with the DoIT's Oversight Project Manager for the College to provide project updates and exchange ideas

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.

The Cabinet receives regular project updates.

Despite adjustments to the internal module go-live dates, the project is still scheduled to be completed by December 2023 as originally scheduled.

New ITS Leadership

Ishwor Aryal

Director of Enterprise Applications

- Started on January 3, 2023
- Comes from Lone Star College in Texas where he worked as an Information Manager/Oracle Cloud Architect
- Holds Bachelor's and Master's Degrees in Computer Science
- Extensive experience with new ERP Implementations in Higher Education settings
- Multiple IT Certifications that include Oracle and IT Service Management (ITIL)

Recently Completed Work

- **E-Transcripts** - Process that automates the processes that support the full lifecycle of transcript requests – from student identification and validation to order collection and fulfillment.
- *E-Transcripts is now available and being used by students to electronically request and receive their transcripts.*

- **Web Time Entry** – The Human Resources and Payroll offices went live with the Banner Web Time Entry module on December 14 for all PIN employees. This system replaces the legacy MDTime reporting system.
  - *Staff/Supervisor validation and updates made in January.*
  - *Issue with system function that allows alternate supervisor to approve timesheets identified and remediated*
  - *A comprehensive training was planned and executed throughout January to all BCCC employees, and digital training materials were developed and distributed*

Recently Completed Work

- **1098T Processing** – The 1098T process was completed in Banner. This required testing, configuring and working with Ellucian and ESCI to ensure that tuition statements were finalized and made available to students ahead of the federally mandated January 31 deadline.

- **Grants Accounting Process –** Implement Banner processes for accounting for new grants and the integration with the student and finance systems to utilize grant funding.
  - *A cross-functional team, including members of the Finance, WDCE, and Institutional Research groups, is meeting regularly to document and plan for the implementation of this new process in Banner.*

- **Additional Work**
  - *How-to-guide and FAQ for new process to track/report Never Attended developed and shared with faculty*
  - *Student Accounting – Billing for WDCE programs*

Ongoing ERP Support / Operational Challenges

- While we have seen many benefits of the new system, there are also significant learning curves, particularly in the areas of:
  - Data cleanup
  - Reporting
  - Cyclical operational procedures

ERP Challenges – Data Cleanup

- Data migration from the legacy ERP took place over the last year and was validated by functional offices
- It is normal and expected for an ERP migration project of this magnitude to have data errors and inconsistencies that need to be addressed in production
  - Data is decades old
  - Legacy system did not have strict validation rules in place for many fields
  - Data fields don't match 1:1 from legacy ERP to Banner
  - Banner SaaS (software-as-a-service) does not offer customization

What is Being Done
- Internal sessions with functional areas to identify sample cases where data discrepancies exist and to prioritize areas data clean-up efforts.

ERP Challenges - Reporting

- There is a catalog of compliance and operational reports that have been identified by functional offices that require data out of Banner
- Resource constraints & learning curves
  - New data structures
  - New reporting tool
  - Many reports need to be written from baseline

<u>What is Being Done</u>
- Short Term - Continue building out reports to meet institutional needs
- Long Term – Implement the Banner reporting platform in 2023 that is part of the ERP implementation

ERP Challenges – Cyclical Operations

- Due to the cyclical nature of college operations, there are many processes that are only run annually, so implementing the new system means that offices will be running new processes for the next couple of years.
- Ellucian project team has built the foundation but will not be available beyond the initial implementation scope

What is Being Done
- Ellucian Support through Action Line Tickets
- Professional Services Support via Ellucian consultants
- Plan to introduce managed services consulting support to further develop internal capacity over the next 1 – 2 years

Managed Services

- Managed services consulting provides ongoing operational support for the year or two post go-live after the project team is complete.
- Conversations have been started with Ellucian, CampusWorks, Ferrilli and options are being explored that will be presented to the Board in early 2023.

Other IT Projects & Initiatives

- **Data Center Refresh** – replacement of legacy data center equipment and implementation of modern backup & recovery tool. Approved by Board in October 2022.
  - *All equipment has been received and project kicked off on December 2. Anticipated completion: Q1 2023.*

- **Multi-Factor Authentication (MFA) –** deployment of MFA and other security enhancements to college community
  - *3-phased project has kicked off. Phase 1, implementing MFA for employees, went live in January 2023. The entire project will be complete with the enforcement of MFA for students in summer 2023.*

- **Role Based Security Training –** implementation of role-based security training, which targets specific security topics based on an individual's role in the institution (IT staff, executive, HIPAA, FERPA, PCI-DSS)
  - *In conjunction with DoIT, a pilot was held with the ITS staff. We will be coordinating a broader deployment to the BCCC community.*

Questions

TAB 10 | President's Report

A. Operational Update
B. Realignment Tasks Update

~ West Pavilion Insurance Claim Summary
~ Capital & Operational Budgets
~ Middle States Commission on Higher Education Update

Insurance Claim Summary

Baltimore City Community College
West Pavilion Flood Incident
Date of Loss: December 25, 2022

Flood & Fire Response - PO R95P3600181	Date	Invoice #	Amount
V3600799	2/6/2023	48776-02	$ 246,549.56
V3600827	2/14/2023	48776-03	$ 22,219.30
			$ 268,768.86

Flood & Fire Response - PO R95P3600152	Date	Invoice #	Amount
V3600660	1/5/2023	48770-01	$ 32,981.31
V3600682	1/11/2023	48770-02	$ 43,865.64
V3600714	1/19/2023	48770-03	$ 56,600.55
			$ 133,447.50

Flood & Fire Response - PO R95P3600162	Date	Invoice #	Amount
V3600713	1/18/2023	48776-01	$ 72,325.90
			$ 72,325.90

Equipment - Contents Inventory	
Furniture (Inventory)	$ 215,973.00
IT and Office Equipment	$ 226,891.87
Total Equipment Replacement	*$ 442,864.87*

Flood & Fire Response Paid Invoice Total	**$ 474,542.26**
Republic Services Paid Invoice Total	**$ 3,717.93**
BCCC Over-Time Expense (Pending Documentation)	**$ 7,213.92**
Total Paid Vendor Expenses - Flood & Fire and Republic Services	**$ 485,474.11**
Equipment - Contents Replacement	**$ 442,864.87**
Total Loss Estimate	**$ 928,338.98**

West Pavilion 1st Floor Damage
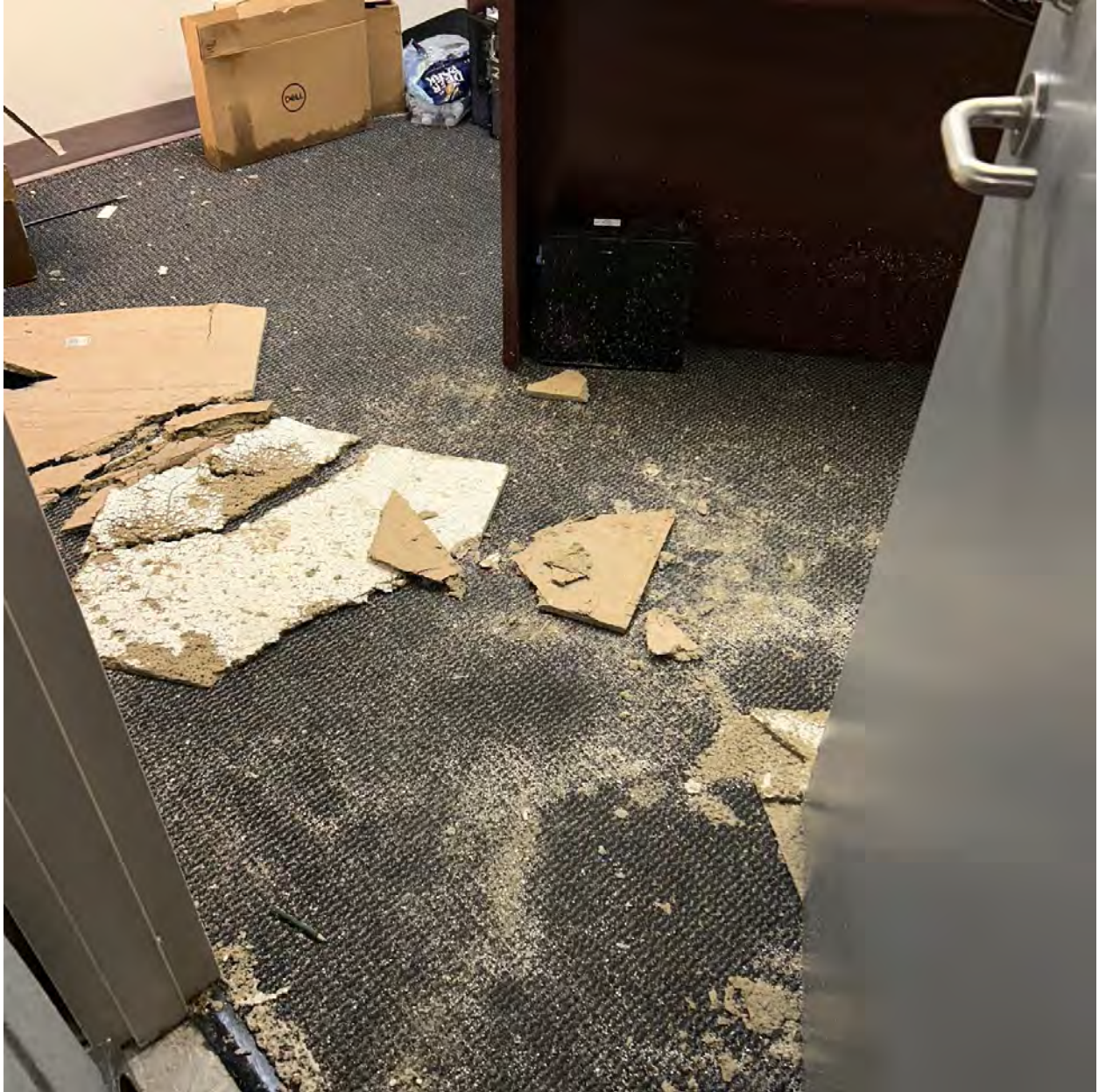
Sent from my iPhone

West Pavilion 2nd Floor Damage
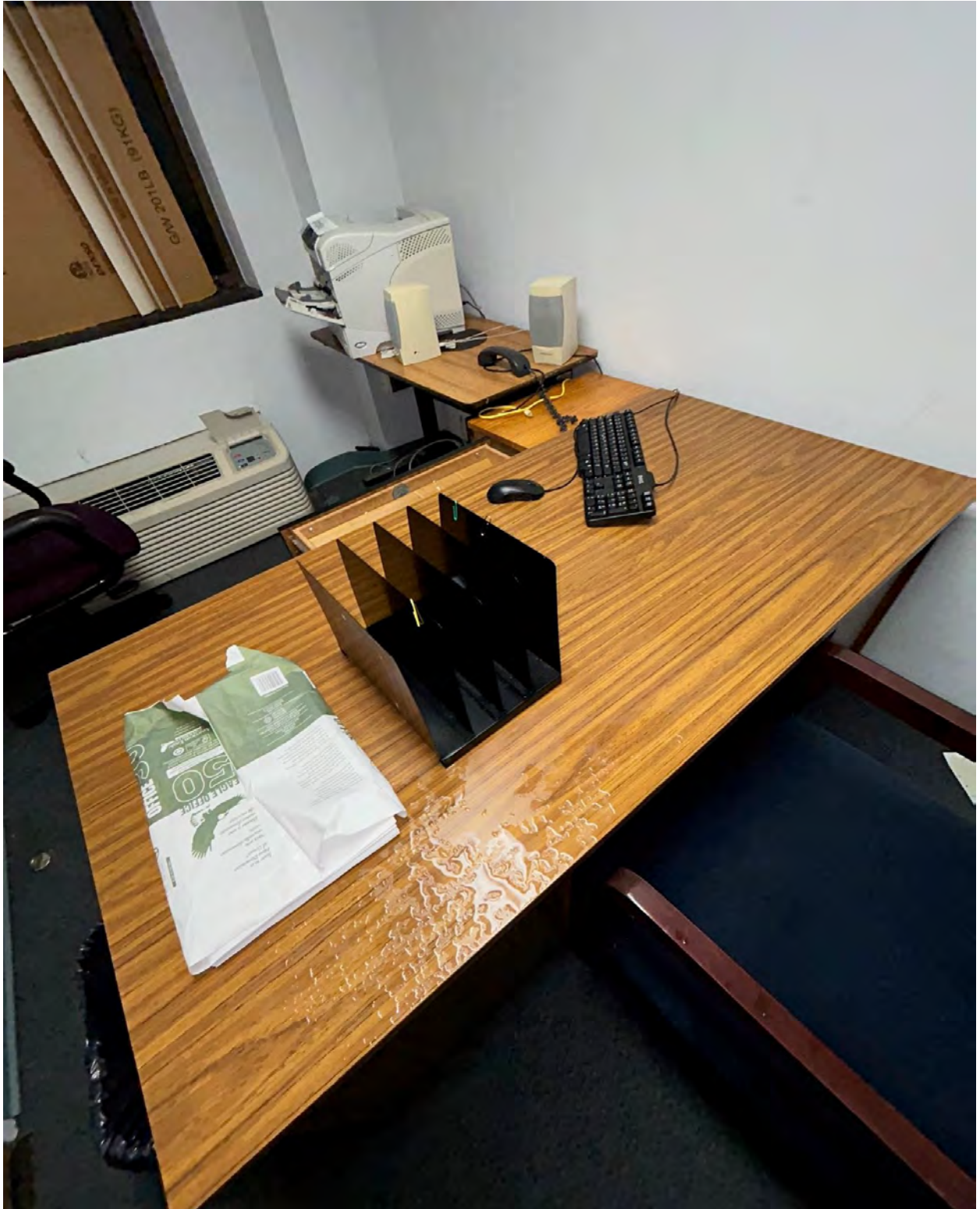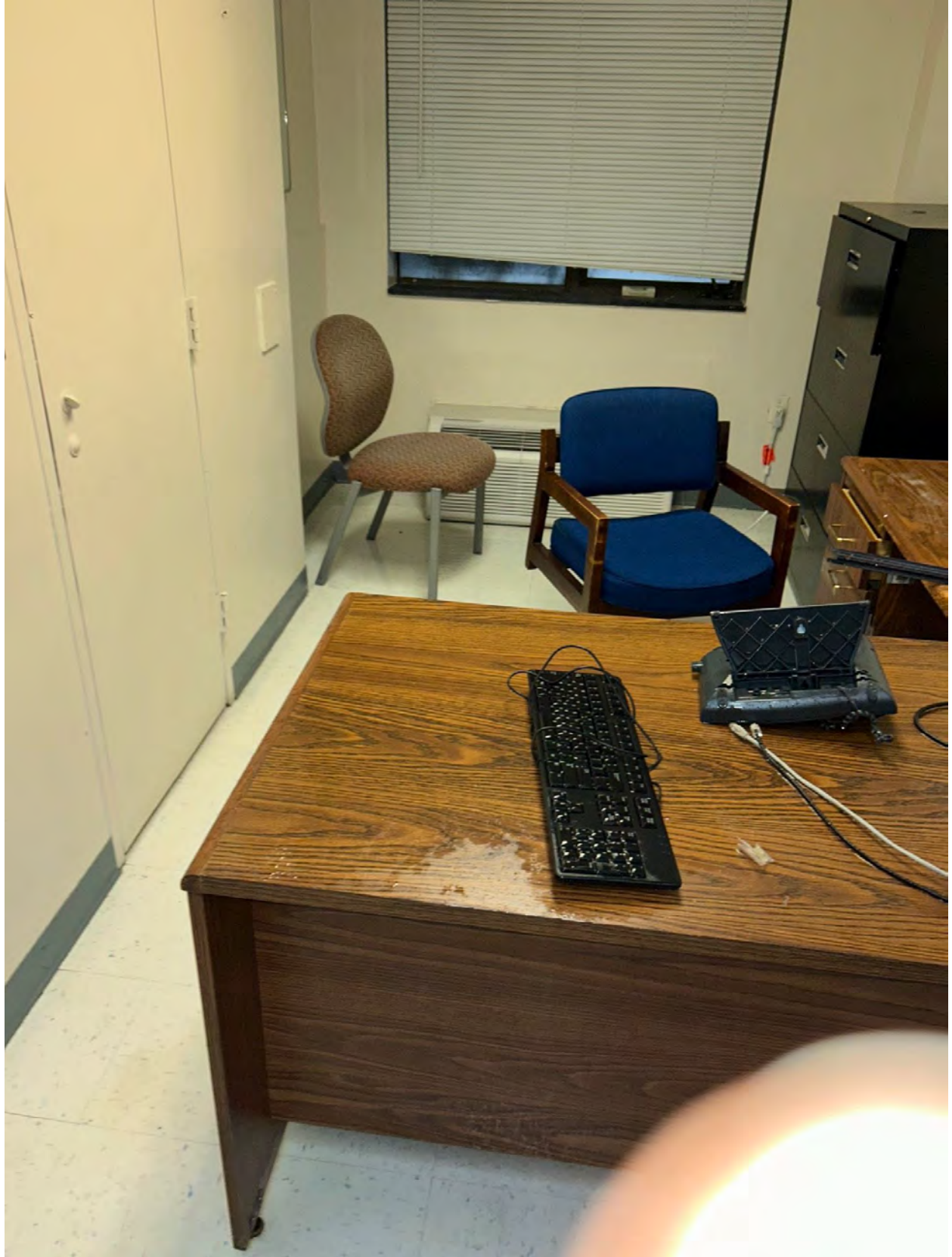
West Pavilion 3rd Floor Damage
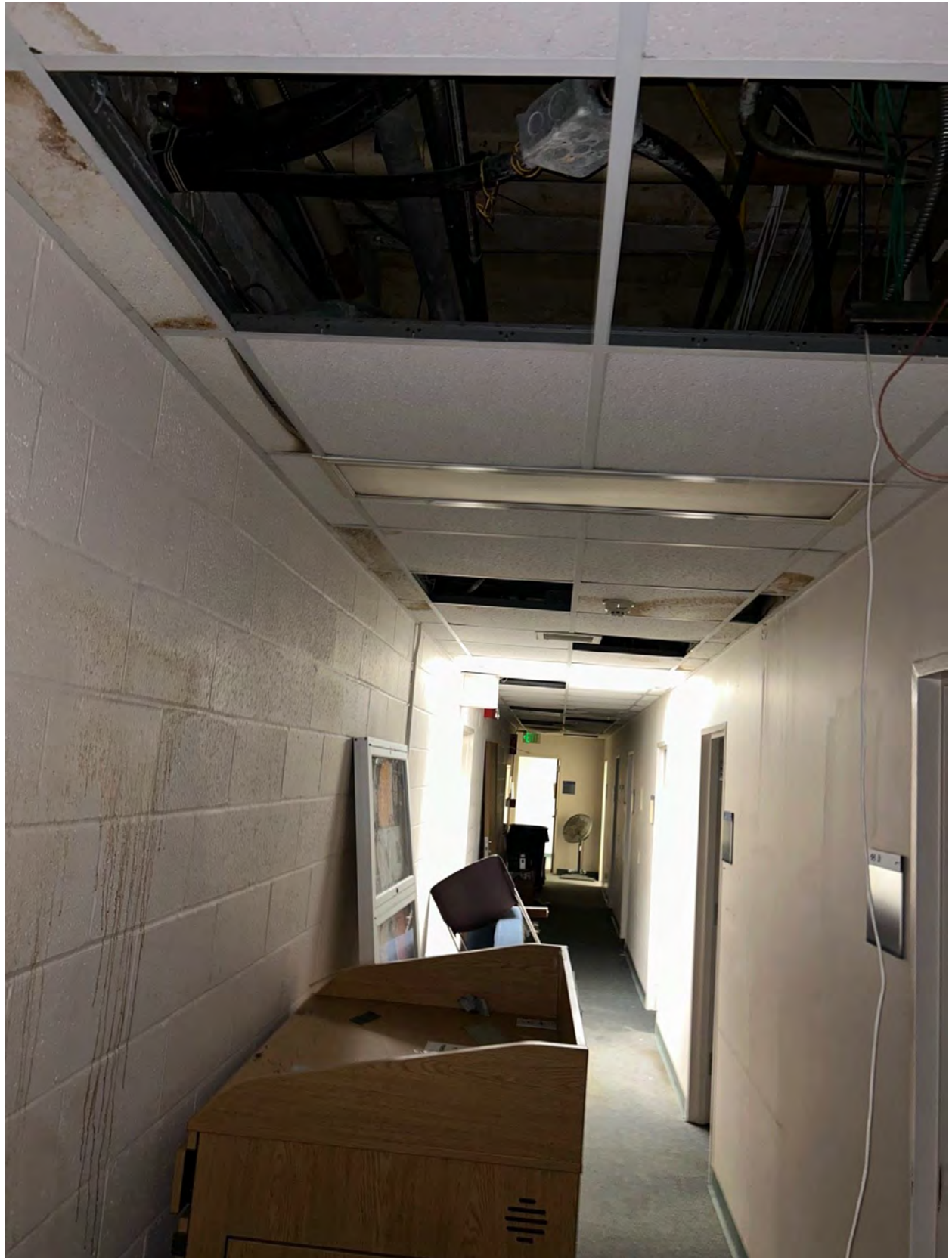
Office of the President

February 9, 2023

The Honorable Craig J. Zucker
Senate Budget and Taxation Committee
Capital Budget Subcommittee
The Honorable Mark S. Chang
House Appropriations Committee
Capital Budget Subcommittee
Annapolis, MD 21401

RE: Baltimore City Community College Fiscal Year 2024 Capital Budget

Dear Chairman Zucker and Chairman Chang:

The Governor's budget demonstrates Maryland's commitment to Baltimore City Community College (BCCC). The College provides the students of Baltimore City and surrounding areas with affordable and accessible higher education and maintains a steady focus on the ultimate goals of college completion or workforce training leading to an industry recognized credential. With your support, BCCC has been deliberate in its efforts to keep tuition within the reach of the demographic we serve, and beyond. The College has not increased tuition in four years, and BCCC remains one of the least costly community colleges in the state.

According to the Inventory submitted annually to MHEC, "BCCC has the largest percentage of gross square feet constructed before 1971 of any Maryland community college at 15% of total campus gross square footage." Decades have passed without the significant state investment into the College facilities. Addressing the facility needs in an energy efficient and fiscally responsible manner will attract talented faculty and students by creating an energized and healthy environment for learning and socialization. BCCC completed its 10-year Facilities Master Plan in October 2020. The Master Plan incorporated the facilities assessments, including the deferred maintenance needs, as well as major renovations and additions for the learning commons, nursing, facilities, and wellness center to name a few. This transformation of the College infrastructure and operations must come about because that is what the city, state and our students deserve.

BCCC's 2019 facilities assessment identified $41.3 million in deferred maintenance needs, $31 million of which were classified as immediate needs requiring attention within one to three years. Immediate needs include improved mechanical, electrical, plumbing, windows and doors, and life-safety projects. Coupling the age of the facilities with the lack of routine funding for maintenance repairs and projects, immediate safety upgrades and major replacements of most building systems are now required. The Department of General Services and the College have collaborated on awarding critical maintenance projects to swiftly reduce the deferred maintenance backlog in FY2022-FY2023. We continue this effort to eliminate the deferred maintenance backlog and are requesting additional funding in the FY2024 budget.

The College is committed to supporting the City of Baltimore and providing vital educational and training opportunities. Thank you for your continued support of higher education and Baltimore City Community College.

Sincerely,

Debra L. McCurdy, PhD
President

Office of the President

Baltimore City Community College
Fiscal Year 2024 Capital Budget
Response to Department of Legislative Services Analysis

Senate Budget and Taxation Committee
Capital Budget Subcommittee
Craig J. Zucker
Tuesday, February 14, 2023

House Appropriations Committee
Capital Budget Subcommittee
Mark S. Chang
Wednesday, February 15, 2023

PAYGO Recommended Actions
1.   **Concur with the Governor's Allowance.**

        Response: The College concurs with the recommended action.

GO Bond Recommended Actions
1.   **Approve all authorizations for Baltimore City Community College.**

        Response: The College concurs with the recommended action.

Baltimore City Community College
FY2024 Capital Budget Hearing
House Appropriations Committee
Capital Budget Subcommittee

- **Good Afternoon, Chairman Chang, Vice Chairman Lewis, and members of the capital budget subcommittee.**

- For the record, I am Debra McCurdy, President of Baltimore City Community College. I am joined by Mr. Michael Thomas, Vice President for Workforce Development and Continuing Education, Ms. Katherine Zurlage, Assistant Vice President for Facilities, and Mrs. Anna Lansaw, Executive Director of Procurement.

- I would also like to thank our DLS analyst, Samuel Quist, along with Matthew Klein, for their support.

- **Thank you for the opportunity to provide a brief testimony in support of the Governor's FY2024 capital budget recommendations for Baltimore City Community College that includes $8 million for deferred maintenance and $1.184m to continue the design of the Learning Commons Renovation and Addition.**

- The Governor's budget demonstrates Maryland's commitment to Baltimore City Community College (BCCC). The College provides the students of Baltimore City and surrounding areas with affordable and accessible higher education and maintains a steady focus on the ultimate goals of college completion or workforce training leading to an industry recognized credential.

- According to the Inventory submitted annually to MHEC, "BCCC has the largest percentage of gross square feet constructed before 1971 of any Maryland community college at 15% of total campus gross square footage." Decades have passed without the significant state investment into the College facilities. Addressing the facility needs in an energy efficient and

fiscally responsible manner will attract talented faculty and students by creating an energized and healthy environment for learning and socialization.

- Coupling the age of the facilities with the lack of routine funding for maintenance repairs and projects, immediate safety upgrades and major replacements of most building systems are now required. The Department of General Services and the College have collaborated on awarding critical maintenance projects to swiftly reduce the deferred maintenance backlog in FY2022-FY2023. We continue this effort to eliminate the deferred maintenance backlog and are requesting additional funding in the FY2024 budget.

- The College is committed to supporting the City of Baltimore and providing vital educational and training opportunities. Thank you for your continued support of higher education and Baltimore City Community College.

- **As far as DLS' recommended actions, Baltimore City Community College concurs with both recommended actions to adopt the Governor's budget for the $8m in deferred maintenance and the $1.184m for the design of the Learning Commons Renovation and Addition.**

- **We look forward to returning next year for your support of the Nursing Building Renovation and Addition, the Facilities Building, and the Wellness Center.**

- **The Nursing project will renovate and expand the 1977 building to provide the College's Nursing programs with modern hospital simulation suites to meet the ever-growing need for healthcare workforce. The current building continues to experience system failures and is unable to hold the capacity of students showing interest in the programs.**

- **The next project in the CIP, following the Nursing project, will be the replacement of the facilities trailer with a modern Facilities building which will house logistics, maintenance, environmental services, capital planning,**

construction, and fleet with proper office and workshop space to maintain and operate the College facilities and grounds.

- Following the replacement of the Facilities building, a new Wellness Center is planned adjacent to the Physical Education Center to support College-wide recreation and physical therapy curricula. This project will expand the wellness capacity of the College for the faculty, staff, students, and the community by incorporating physical therapy, basketball, racquetball, fitness space, and a running track.

- Thank you for your support in approving the use of the Construction Contingency Funding for the Loop Road Improvements Project to address unsuitable soil conditions in the location of the new road. Currently, the project is nearing an end with a scheduled completion of July 2023. We look forward to improved circulation, safety, and other site upgrades!

- In addition, thank you for your support of the Bard Building demolition project which is going out to bid this month with a scheduled completion date of June 2024. The next step for the College is to reimagine the redevelopment of the site for innovative college programming.

- I want to conclude by thanking Chairman Chang, Vice Chairman Lewis, and the capital budget subcommittee and invite you to visit BCCC again to discuss and see first-hand the needs that exist at BCCC. I will end my comments there and we are happy to answer any of your questions.

Capital Budget Summary

State-owned *Capital Improvement Program*
($ in Millions)

	Prior Auth.	2024 Request	2025	2026	2027	2028	Beyond CIP
■ Deferred Maintenance	$14.500	$8.000	$4.000	$4.000	$4.000	$4.000	$0.000
■ Learning Commons Renovation and Addition	$2.186	$1.184	$15.647	$15.301	$6.050	$0.000	$0.000
■ Facilities Building	$0.000	$0.000	$0.000	$0.000	$0.419	$0.000	$8.222
■ Nursing Building Renovation and Addition	$0.000	$0.000	$2.929	$0.000	$20.418	$22.364	$0.000

	Prior Auth.	2024 Request	2025	2026	2027	2028	Beyond CIP
Total	$16.686	$9.184	$22.576	$19.301	$30.887	$26.364	$8.222
■ GO Bonds	$9.500	$5.184	$22.576	$19.301	$30.887	$26.364	$8.222
■ PAYGO GF	$7.186	$0.000	$0.000	$0.000	$0.000	$0.000	$0.000
■ PAYGO SF	$0.000	$4.000	$0.000	$0.000	$0.000	$0.000	$0.000

CIP: *Capital Improvement Program*   PAYGO: pay-as-you-go
GF: general funds   SF: special funds
GO: general obligation

Note: Future projected funding levels for the deferred maintenance program in fiscal years beyond the CIP are dependent upon annual program funding levels beyond fiscal 2028 that are not yet determined.

For further information contact: Samuel M. Quist   Samuel.Quist@mlis.state.md.us

Analysis of the FY 2024 Maryland Executive Budget, 2023

Key Observations

- *Deferred Maintenance:* Including proposed funding for deferred maintenance in the fiscal 2024 capital budget, the grand total of funds budgeted over the three-year period is $22.5 million. In total, 23 individual deferred maintenance projects have been planned using State funds budgeted in fiscal 2022 and 2023. An additional 19 projects have been prioritized for future funding. Baltimore City Community College (BCCC) indicates that individual deferred maintenance projects estimated to exceed $500,000 in total cost will remain with the Department of General Services (DGS) for procurement and project management. BCCC also submitted a funds transfer request to DGS to procure certain projects under $500,000 utilizing the college's procurement delegation.

PAYGO Recommended Actions

1. Concur with the Governor's Allowance.

GO Bond Recommended Actions

1. Approve all authorizations for Baltimore City Community College.

Updates

- *Bard Building Site Redevelopment:* BCCC is authorized to demolish the Bard Building in downtown Baltimore City and clear the site in preparation for future development. The building has been vacant for several years, and a fire in January 2020 caused significant damage, making demolition increasingly urgent. To address the need to demolish what has increasingly become a dangerous liability to the college and the State, the fiscal 2022 budget appropriated $7.4 million in general funds for this purpose. DGS has procured a design contract for the demolition and is currently preparing a bid in anticipation of seeking the Board of Public Works' (BPW) approval of a demolition contract in June 2023. Demolition is projected to begin shortly thereafter, with the project estimated to be complete by the end of calendar 2023. DGS advises that the amount authorized for the demolition should be sufficient to fund the contract.

- *Additional Funding Available through the Community College Facilities Renewal Grant Program:* The college's deferred maintenance and facility renewal efforts are periodically supplemented with funds that the college is eligible to receive through the Community College Facilities Renewal Grant Program administered by the Maryland Higher Education Commission (MHEC). The college most recently received $419,000 from this program in

fiscal 2023. The fiscal 2024 capital budget includes an additional $15 million of special funds for the MHEC program from the Fiscal Responsibility Fund, which is currently unallocated, providing the possibility that BCCC could receive additional funding for its deferred maintenance needs from this source.

- ***Future Funding Programmed for the Nursing Building Renovation and Addition Project and the Facilities Building:*** The 2023 *Capital Improvement Program* (CIP) programs funding for two projects in the out-years beyond fiscal 2024, the Nursing Building Renovation project and the Facilities Building project.

    - ***Nursing Building Renovation and Addition:*** This project will renovate and construct an addition to the existing Nursing Building, constructed in 1977, to provide BCCC's nursing program with nursing simulation suites that meet current hospital standards as well as classroom, laboratory, office, and other spaces. The project will replace outdated building systems, including HVAC, electrical distribution, and other systems that have reached the end of their useful lives. The total estimated cost for this project is $45.7 million with an initial $2.9 million programmed for the design phase for the project beginning in fiscal 2025.

    - ***Facilities Building:*** The 2022 CIP added funding to construct a new physical plant building that can support collegewide operations and maintenance with the design phase of the project beginning in fiscal 2027. The 2023 CIP maintains this schedule and programs an initial $419,000 for design in fiscal 2027. The new facilities building will replace the current modular trailer built in 2006 and intended to be a temporary facility, which will be demolished. The new facility will be approximately 12,210 gross square feet and will be a modern building that will include office and workspace for capital planning and maintenance operations and shop space for maintenance, environmental services, fleet, and logistics. The total cost for this project is estimated to be $6.2 million.

- ***Construction Contingency Funding Requested for Loop Road Improvements Project:*** In fall 2022, the budget committees approved the use of $950,000 from the Construction Contingency Fund (CCF) to complete the Loop Road Improvements project. General obligation (GO) bond funding totaling $10.1 million was previously authorized for this project, including $4.6 million in fiscal 2021 to complete the project's construction. Construction was scheduled for completion in March 2023, however because of the discovery of unsuitable soil conditions during construction, the project was delayed due to a necessary work stoppage and reengineering of a retaining wall component of the project. As a result, additional CCF funds were necessary to close out the project's construction contract.

Summary of Fiscal 2024 Funded State-owned Projects

BCCC is Maryland's only State-sponsored community college. It offers day, evening, and weekend courses at five learning sites across Baltimore City, including at its main Liberty Heights campus located in northwest Baltimore. BCCC's mission is to provide a quality education and specialized training, allowing students to access good jobs, transfer to four-year institutions, and upgrade or acquire new skills to stay competitive in today's job market. BCCC seeks to meet the needs of its students through affordable tuition and flexible class schedules. The fiscal 2024 capital program includes funds to complete the design of the renovation and addition of the Bard library and learning commons project, and to continue the State's funding commitment to deferred maintenance and facilities renewal projects.

Learning Commons Renovation and Addition

Project Summary: The fiscal 2024 capital budget bill provides $1.2 million to complete the design of the renovation and expansion of the Bard Library to create a new Learning Commons building. The project scope includes renovating the existing 23,405 net assignable square feet (NASF) library building and constructing an addition to expand the facility to 30,493 NASF. When complete, the facility will function as the core common space on the main campus where students can prepare for classes, work on assignments, and access electronic media and means of digital expression. Located at the main entrance to campus, it will serve as a central point of orientation and contact to direct students to assistance programs, academic tools, career guidance, and other services.

New/Ongoing: Ongoing								
Start Date: April 2023				**Est. Completion Date:** December 2026				
Fund Sources:								
($ in Millions)	**Prior Auth.**	**2024**	**2025**	**2026**	**2027**	**2028**	**Beyond CIP**	**Total**
GO Bonds	$0.000	$1.184	$15.64	$15.30	$6.050	$0.000	$0.000	$38.182
GF	2.186	0.000	0.000	0.000	0.000	0.000	0.000	2.186
Total	**$2.186**	**$1.184**	**$15.64**	**$15.30**	**$6.050**	**$0.000**	**$0.000**	**$40.368**
Fund Uses:								
($ in Millions)	**Prior Auth.**	**2024**	**2025**	**2026**	**2027**	**2028**	**Beyond CIP**	**Total**
Planning	$2.186	$1.184	$0.000	$0.000	$0.000	$0.000	$0.000	$3.370
Construction	0.000	0.000	14.147	12.700	6.050	0.000	0.000	32.897
Equipment	0.000	0.000	1.500	2.601	0.000	0.000	0.000	4.101
Total	**$2.186**	**$1.184**	**$15.64**	**$15.30**	**$6.050**	**$0.000**	**$0.000**	**$40.368**

- ***Need:*** Originally constructed in 1965, the Bard Library was last renovated in 1989 and the building system has received little or no upgrades since then. Renovations to existing

building systems, including HVAC, electrical distribution, fire alarm, and the building envelope, are necessary because these building systems have exceeded their useful lives and must be replaced to prevent building system failure and to ensure code compliance. Renovations will also create a more efficient building layout by reprogramming space to provide additional study space and space for programming, functions, and services. MHEC projects that BCCC's headcount enrollment will increase by 22% between the fall 2021 and fall 2031.

- ● *Project Status and Schedule:* Project design is scheduled to begin in April 2023, and project construction is anticipated to begin in December 2024. The revised project schedule represents a delay from last year's CIP, which included an aggressive design schedule projecting design could begin as early as July 2022. The current project schedule is similar to what was previously estimated in the 2021 CIP. The project is estimated for completion in December 2026.

- ● *Changes:* Total project cost is estimated at $40.4 million, an increase of $5.9 million compared to the estimate included in the previous year's CIP. The project scope remains unchanged, however the project schedule has been revised due to delays in the commencement of the design process.

Deferred Maintenance Program

Project Summary: The fiscal 2024 capital budget includes $4 million in GO bonds and $4 million in pay-as-you-go special funds from the Fiscal Responsibility Fund within the State's Dedicated Purpose Account to continue the State's commitment in assisting the college with addressing its extensive deferred maintenance and facility renewal project backlog. The funding marks the third year of a multi-year funding commitment from the State. Including the proposed $8 million total funding in fiscal 2024, a grand total of $22.5 million will have been allocated to this program over the three-year period, with an additional $4 million annually programmed in the CIP through fiscal 2028.

New/Ongoing: Ongoing								
Start Date: Spring 2022				**Est. Completion Date:** Annual Program				
Fund Sources:								
($ in Millions)	**Prior Auth.**	**2024**	**2025**	**2026**	**2027**	**2028**	**Beyond CIP**	**Total**
GO Bonds	$9.500	$4.000	$4.000	$4.000	$4.000	$4.000	$0.000	$29.500
GF	5.000	0.000	0.000	0.000	0.000	0.000	0.000	5.000
SF	0.000	4.000	0.000	0.000	0.000	0.000	0.000	4.000
Total	**$14.500**	**$8.000**	**$4.000**	**$4.000**	**$4.000**	**$4.000**	**$0.000**	**$38.500**
Fund Uses:								
($ in Millions)	**Prior Auth.**	**2024**	**2025**	**2026**	**2027**	**2028**	**Beyond CIP**	**Total**
Planning	$0.000	$0.000	$0.000	$0.000	$0.000	$0.000	$0.000	$0.000
Construction	14.500	8.000	4.000	4.000	4.000	4.000	0.000	38.5000
Total	**$14.500**	**$8.000**	**$4.000**	**$4.000**	**$4.000**	**$4.000**	**$0.000**	**$38.500**

- ***Need:*** According to MHEC, BCCC has the largest percentage of gross square feet constructed before 1971 of any Maryland community college at 15% of total campus gross square footage. The college has an extensive backlog of deferred maintenance projects, informed by an independent facilities assessment completed in 2019. The assessment concluded that the college had $41.3 million of deferred maintenance and renewal needs. BCCC worked with a consultant to create a facilities master plan to address these needs through a combination of large capital projects and a comprehensive deferred maintenance program for smaller projects. The Department of Budget and Management (DBM) worked with BCCC and DGS to remove projects from the backlog list that are in facilities anticipated to undergo major capital projects within five years as well as noncapital eligible projects. Including prior State funding, remaining unfunded projects identified to date total $10.1 million. BCCC will continue to work with DBM to annually update the deferred maintenance facility program as additional projects are identified.

- ***Project Status and Schedule:*** State funding totaling $14.5 million was previously authorized across fiscal 2022 and 2023 for BCCC's deferred maintenance program, of which a total of $5.9 million was unencumbered as of January 2023. Eight projects were

funded or are planned for funding through the $4 million fiscal 2022 authorization, and an additional 15 projects are planned for funding through the $10.5 million total authorization in fiscal 2023. Construction began on the first of these projects in early 2022, and 4 were completed in spring and summer 2022. **Exhibit 1** shows the categories of deferred maintenance projects planned for funding by the college through previously authorized funds.

Exhibit 1
Funded Deferred Maintenance Projects by Category
Fiscal 2022-2023
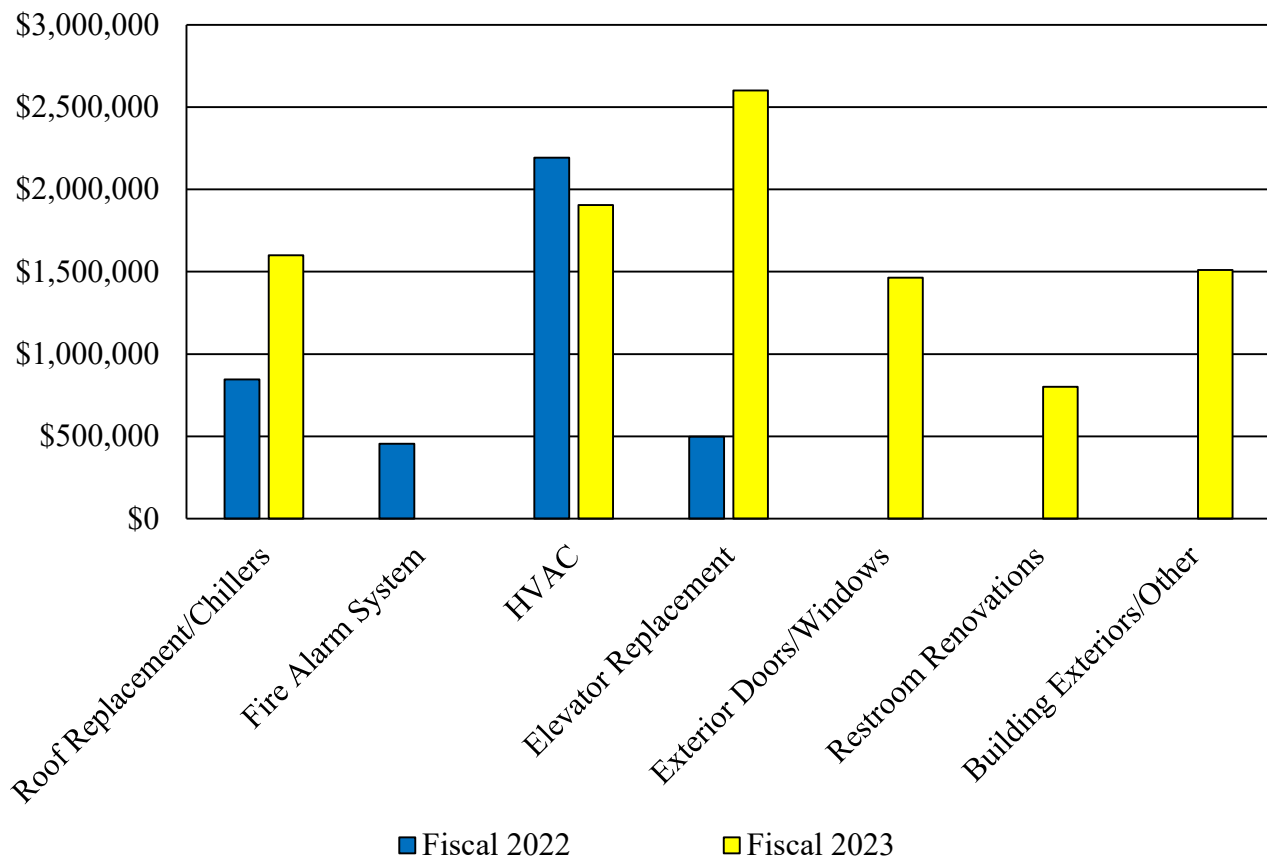
Source: Baltimore City Community College

A total of $8.0 million in State funding for BCCC's deferred maintenance program is available through the fiscal 2024 capital budget. BCCC has compiled a list of 19 projects totaling $16 million to potentially be funded in fiscal 2024 and has prioritized 7 of these projects to be funded through the planned $8.0 million fiscal 2024 appropriation. **Exhibit 2** shows the categories of these deferred maintenance projects and their priority for receiving funding in fiscal 2024.

Exhibit 2
Planned Future Deferred Maintenance Projects by Category
Fiscal 2024
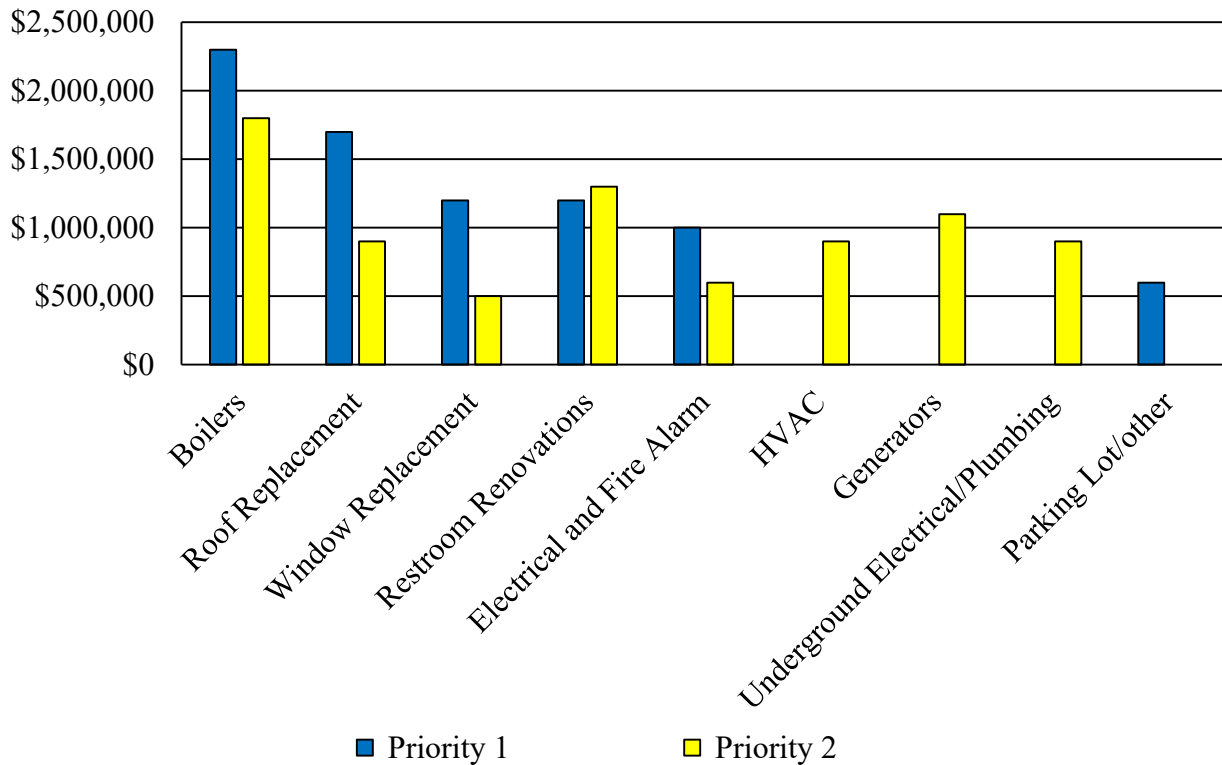
Source: Baltimore City Community College

- ***Changes:*** Individual deferred maintenance projects funded through this program are subject to change as DBM and BCCC annually work to update the deferred maintenance program and refine the list of projects for prioritization each year.

- ***Other Comments:*** BCCC's current procurement policies were approved by the college's Board of Trustees in December 2021 consistent with changes made by Chapter 732 of 2021 granting the college greater autonomy over its procurement process. According to BCCC procurement regulations, any procurement contract exceeding $100,000 in value is required to be submitted to the Board of Trustees for approval. Furthermore, procurements using any amount of State GO bond funding authorized by the General Assembly are required to be submitted to the BCCC Board of Trustees for approval, prior to being submitted to BPW for approval. BCCC indicates that individual deferred maintenance projects estimated to exceed $500,000 in total cost remain with DGS for procurement and project management. BCCC has also submitted a funds transfer request to DGS to procure certain projects under $500,000 through the college's procurement delegation process.

Appendix 1
Executive's Operating Budget Impact Statement – State-owned Projects
Fiscal 2024-2028
($ in Millions)

	2024	2025	2026	2027	2028
Learning Commons Renovation and Addition					
Estimated Operating Cost	$0.000	$0.000	$0.208	$0.469	$0.475
Estimated Staffing	0.0	0.0	1.0	1.0	1.0

Once complete, the new Learning Commons facility will require a 0.5 full-time-equivalent (FTE) environmental services technician and a 0.5 FTE HVAC technician for facilities management. Increases to the BCCC operating budget beginning in fiscal 2026 also include expenses for telephones, fuel and utilities, supplies and materials, and other ongoing operating expenses for the new facility.

The Honorable Nancy King
Senate Budget and Taxation Committee
Education, Business and Administration Subcommittee
Annapolis, MD 21401

The Honorable Stephanie Smith
House Appropriations Committee
Education and Economic Development Subcommittee
Annapolis, MD 21401

RE: Baltimore City Community College Fiscal Year 2024 Operating Budget

Dear Chair King and Chair Smith:

The Governor's budget demonstrates Maryland's commitment to BCCC. The College is dedicated to providing the students of Baltimore City and surrounding areas with affordable higher education and maintaining a steady focus on college completion or workforce training. With your support, BCCC has been deliberate in its efforts to keep tuition and fees within the reach of the demographic we serve. BCCC remains one of the least costly community colleges in the State with one of the lowest tuition rates. BCCC offers its "in-county" tuition rate of $110 per credit for all Maryland residents, not just Baltimore City residents.

The Board of Trustees approved the Associate of Arts in Communications, Certificate in Communications, Associate of Applied Sciences in American Sign Language & Deaf Studies, Geoscience Technology Associate of Applied Science, Cybersecurity Digital Forensics Associate of Applied Science and Certificate, and Digital Marketing Certificate.

In FY 2022, BCCC awarded 473 degrees and certificates. Through its 29 degree and 18 certificate programs, the College served 5,761 credit students during the fiscal year (FY) 2022. The demographic and socioeconomic characteristics make full-time enrollment challenging for the majority of BCCC's students: 52.2% of credit students are 25 years of age or older and 47.8% are employed at least 20 hours per week. Of the students who responded to the Spring 2022 Community College Survey of Student Engagement, 42.9% reported having children that live with them and 64.4% reported that childcare is an important service.

As a result of the COVID-19 pandemic, the College implemented new ways to serve incoming students in a remote environment. The transition to a remote learning and services environment fostered innovation in how the College provided instruction to support retention. Prior to the pandemic, distance education was offered strictly online. With the shift to remote instruction, all face-to-face courses transitioned to a virtual modality with interactive instruction and support. The College continues to use an embedded tutoring model to support students in developmental courses. The course sections with embedded tutors had high utilization of the virtual tutoring services. The embedded model begins with auto-enrolling all students in a course such as a developmental math course into the learning management system's tutoring resources.

The College continues to refine its efforts to recruit and enroll more students from all demographic groups. The core recruitment team has expanded to include the Coordinator for International Support Services, the Director for Disability Support Services, the Mayor's Scholars Program Coordinator, the Directors for TRIO Student Support Services and Upward Bound Math and Science, and the Athletic Director. The expanded team's recruitment targets are interconnected, and key performance indicators for recruitment are under development. Like all community colleges,

BCCC faced many challenges brought about by the COVID-19 pandemic; however, the College is now in an excellent position to see tremendous enrollment recovery and growth over the next few semesters. It is clear that BCCC's future enrollment growth potential will come from Baltimore's changing demographic in the international, veterans, dual-enrollment, and LatinX/Hispanic populations.

To increase operational efficiencies, BCCC is continuing to implement a new integrated Enterprise Resource Planning (ERP) system to replace the College's legacy student information and administrative systems. The new system, Banner, will foster an environment that supports positive student learning experiences and focuses on recruiting, retaining and graduating students. BCCC is working closely with the Maryland Department of Information Technology (DoIT) to ensure timely and successful completion of project milestones. The Human Resources, Student, Finance, Financial Aid, and Student Accounting modules became operational in 2022.

BCCC continues to implement the 12 Realignment Tasks that the legislature mandated for the College in 2017. The College provides periodic reports on the status of the 12 Tasks which are focused on improving student success and operational efficiencies. The first Joint Chairman's Report was submitted in November 2018 and Realignment updates are provided to the Board of Trustees during monthly open session meetings. The College is committed to supporting the City of Baltimore and providing vital educational and training opportunities.

Thank you for your continued support of higher education and Baltimore City Community College.

Sincerely,

Debra L. McCurdy, PhD
President

cc: Members of the Education, Business and Administration Subcommittee
    Members of the Education and Economic Development Subcommittee

Mission

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

Vision

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

PERFORMANCE ANALYSIS: MANAGING FOR RESULTS

1. Enrollment

Context 1: As shown in Exhibit 1, while total enrollment had begun to increase in fall 2018 and 2019, the impact that the COVID-19 pandemic had on BCCC's enrollment can be seen beginning in fall 2020 and has continued into fall 2022. Total enrollment decreased by 326 students, or 8.4%, from fall 2021 to fall 2022, and by 27.9%, or 1,371 students, when comparing fall 2022 to fall 2019. The first-time, full-time student population experienced the first increase since fall 2019, a 9.5% increase in fall 2022, compared to fall 2021. The transfer student population has been in decline since fall 2019, when it fell 13.9% compared to fall 2018. Since fall 2019, it has fallen 73.3%. The transfer student population experienced the largest decrease in fall 2022, falling by 208 students, or 60.5%, when compared to fall 2021.

Change in Enrollment by Category Type
Fall 2016-2022
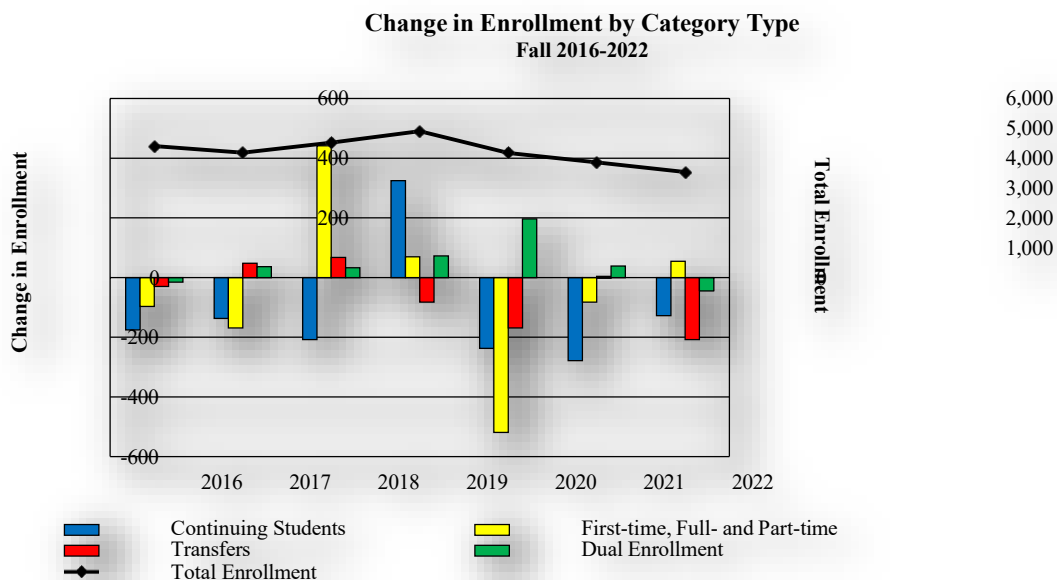
Question 1: The President should comment on the steep decline in transfer students for fall 2022.

Response 1: While the number of transfer-in students has declined, the number of dual-enrolled students increased steadily until fall 2022. Students who earn college credits while in high school are designated as first-time students after they earn their diploma, in accordance with the Maryland Higher Education Commission's (MHEC) current guidelines.

Trends in Dual Enrollment
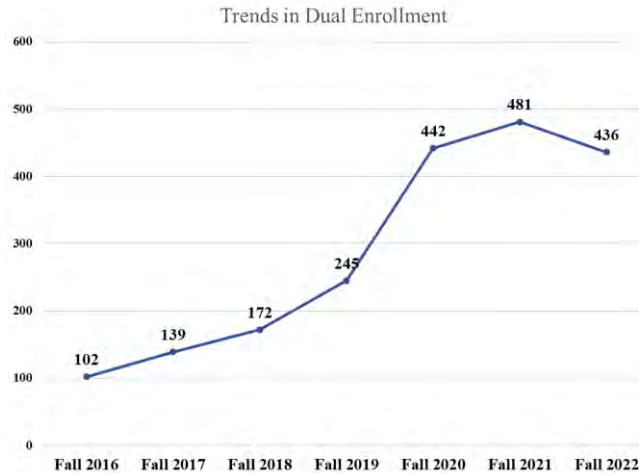
With the shift to the new ERP in late summer 2022, there were different systems used for the admissions application process for all students. There were challenges in consistently ensuring migration of transcripts from the legacy system into the new Banner system. After BCCC completes a full reconciliation of applications from that period and cross walks that data with received transcripts, the College projects changes in student types from the "new first time in college" designation to "new transfer in" designation. Consequently, the College projects an increase in fall transfer enrollment numbers for this group. The College has assigned the responsibility for transfer and articulation to the Assistant Vice President of Engagement & Partnerships.

Trends in Transfer Student Enrollment

2. More Students Are Benefiting from Completing Developmental Coursework

Context 2: Rates for both of these groups are much higher than the third group – students who did not complete their required developmental coursework within four years. As shown in the exhibit below, these students have the lowest persister rates at BCCC, with only 46% of this group persisting for the 2017 cohort, an increase of 19 percentage points from the 27% persister rate for the 2016 cohort.

Successful Persister Rate for Baltimore City Community College
Fall 2007-2017 Cohorts
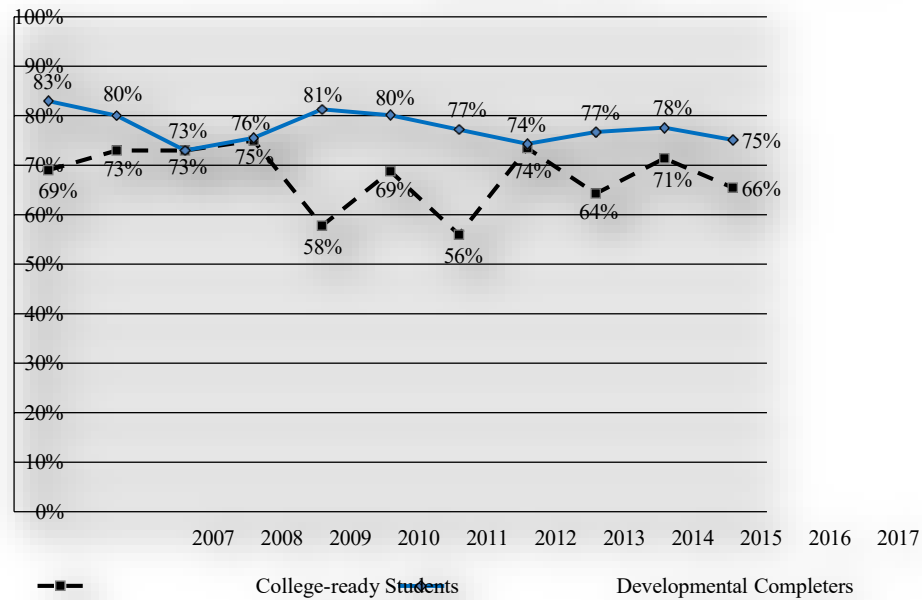
Source: Maryland Higher Education Commission

Question 2: The President should address what efforts have led to the increase in persister rates of developmental noncompleters.

Response 2: The increase from 27.0% to 46.0% represents 22 students. It is commonplace for students who place into developmental education to change their majors from an associate degree to a lower division certificate program, which may not have required developmental education. This would have allowed for enrollment into quick certificate programs, which could account for higher levels of persistence for developmental non-completers.

The stability in developmental completers' successful persistence rate is of great importance as this was in spite of the challenges presented by the shift to a remote learning environment during the period of study for this cohort.

In FY 2021, BCCC formalized its use of multiple measures for assessing first-time students' developmental needs. The streamlined levels of developmental courses in math and reading/English have made a positive impact. BCCC expanded its support services, including virtual and in-person tutoring and advising, along with offering courses with various scheduling and modality options. The Mayor's Scholars Summer Bridge Program was developed for students who place into developmental education. During this experience students receive additional support and wrap-around services such as additional tutoring, success seminars, and MSP group study sessions by developmental course.

BCCC continues to provide free laptops and internet service to all students on request. Students have 24/7 access to library services and online virtual tutoring for developmental education and other courses.

BCCC
Baltimore City Community College

3. Education and General Expenditures

Context 3: Since tuition and fee revenue in the allowance is based on enrollment projections, increases and decreases in enrollment have a significant effect on an institution's revenues. Therefore, looking at the changes of expenditures by program area between fiscal 2022 and 2023, when institutions know their fall enrollment, provides a more accurate picture of funding priorities.

As shown in the exhibit in fiscal 2023, total education and general spending increases $10.2 million, with nearly every category experiencing growth of over at least $1.0 million, because of additional State funding to pay for these services and the costs associated with the education delivery modality. Spending on scholarships and fellowships increases by $5.3 million compared to fiscal 2022. The increase in scholarships spending is due to the extension of federal stimulus funds into fiscal 2023.The next largest dollar increase in spending by program area is in academic support, which grows by 47.2%, or $2.4 million. Student services experiences an increase of $2.1 million, or 51.5%. Institutional support spending decreases $2.0 million, or 11.2%, related to the completion of its new Enterprise Resource Planning (ERP) system. As discussed later in the analysis, BCCC indicates that they are experiencing budget challenges in fiscal 2023, which indicates that the data in Exhibit 4 does not accurately reflect anticipated revenues and spending. The tuition and fee revenue estimate does not appear reasonable showing a 40% increase despite an enrollment decline.

Budget Changes for Unrestricted Funds by Program
Fiscal 2022-2023 ($ in Thousands)

	2022 Actual	2023 Working	2022-2023 $ Change	% Change
Expenditures				
Instruction	$17,021	$18,844	$1,823	10.7%
Academic Support	4,979	7,330	2,350	47.2%
Student Services	4,107	6,223	2,115	51.5%
Institutional Support	17,451	15,491	-1,960	-11.2%
Operation and Maintenance of Plant	8,257	7,640	-617	-7.5%
Scholarships and Fellowships	10	5,310	5,300	55,384.2%
4.5% COLA		1,175		
E&G Total	**$51,825**	**$62,011**	**$10,187**	**19.7%**
Auxiliary Enterprises	$2,851	$2,130	-$721	-25.3%
Total Expenditures	**$54,676**	**$64,141**	**$9,465**	**17.3%**
Revenues				
Tuition and Fees	$10,101	$14,156	$4,055	40.1%
State Funds[1]	41,154	44,911	3,757	9.1%
Other	2,161	3,215	1,054	48.8%
Total E&G Revenues	**$53,416**	**$62,281**	**$8,865**	**16.6%**
Auxiliary Enterprises	$2,047	$1,860	-$187	-9.1%
Transfer (to)/from Fund Balance	-696		696	-100.0%
Available Unrestricted Revenues	**$54,766**	**$64,141**	**$9,375**	**17.1%**

COLA: cost-of-living adjustment   E&G: education and general

[1]State funds include general funds

Note: Fiscal 2023 adjusted to reflect a proposed deficiency appropriation for a general salary increase budgeted in the Department of Budget and Management.

Source: Governor's Fiscal 2024 Budget Books; Department of Legislative Services

Question 3: The President should present the committees with a revised spending plan that is aligned with available revenue.

Response 3: The College has realigned its spending plan based on the loss of revenues and reduced budget. Although the College returned to an in-person learning environment in FY 2022 spring, all revenue sources were not fully operational until FY 2023: parking fees, bookstore, vending machines, space rentals, cafeteria, and athletic concessions. The College is currently evaluating the operational expenses and vendor contracts, as well as enrollment plans to increase tuition and fees revenues. The College has plans to use Institutional COVID Relief Funds for any remaining shortfall/deficit. BCCC will continue to monitor enrollment and adjust the budget as needed.

4. Funding Formula

Context 4: The accuracy of the fiscal 2024 funding formula is in question as BCCC has not provided audited FTES counts to the State as required by statute for use in the formula. As of January 20, 2023, the Maryland Higher Education Commission indicated that it had not received the final audited numbers from BCCC. DBM used the FTES numbers submitted by BCCC for the formula, but statute dictates that the audited numbers must be used.

Question 4: The President should address BCCC's unresponsiveness and what is being done to improve communication issues between the college and other State agencies to ensure that aid for the institution can be correctly calculated.

Response 4: The College has strengthened its relationship with the various State agencies and has submitted its reports as required. With the implementation of Governmental Accounting Standards Board (GASB) Statement No. 87, the College requires a third-party opinion on the financial statements before the final audit report can be submitted. The final audit has been submitted to Maryland Higher Education Commission (MHEC). The institution is reliant on this audit firm to provide the final report to complete the submission to MHEC. The College has submitted the report to the MHEC and will meet the established deadlines as required.

Context 5: The exhibit below shows BCCC's funding in the fiscal 2024 allowance. The general fund appropriation increases by $3.0 million, or 6.7%, when compared to the fiscal 2023 working appropriation after accounting for statewide salary actions, excluding the PAYGO capital funding from the total. In both fiscal 2023 and fiscal 2024, BCCCs formula funding is supplemented by funds from DBM to cover statewide salary adjustments. Funds to annualize the costs of a 4.5% fiscal 2023 State employee COLA ($2 million) are included directly in the BCCC allowance in fiscal 2024 and will be included in the calculation of hold harmless for fiscal 2025. Funds for a COLA and increments in fiscal 2024 ($2.1 million), however, are budgeted in DBM and will be transferred to BCCC at a later date. The funds budgeted in DBM are not part of the future hold harmless base.

Proposed Budget
Baltimore City Community College ($ in Thousands)

	Actual 2022	Adjusted 2023	Adjusted 2024	Change 2023-2024	% Change Prior Year
General Funds	$41,154	$43,735	$45,825	$2,090	4.8%
Deficiency – 4.5% COLA		1,175			
Statewide Employee Compensation	0	0	2,075		
Total General Funds	**$41,154**	**$44,911**	**$47,899**	**$2,989**	**6.7%**
Total State Funds	**$41,154**	**$44,911**	**$47,899**	**$2,989**	**6.7%**
Other Unrestricted	$13,612	$19,231	$16,865		
Federal Stimulus – Restricted	**$6,418**	**$12,596**			
Other Restricted	$12,289	$20,676	$21,610		
Total	**$73,473**	**$97,413**	**$86,375**	**-$11,039**	**-11.3%**

COLA: cost-of-living adjustment

Note: Numbers may not sum to total due to rounding. Federal Stimulus includes American Recovery Plan Act funds. The fiscal 2023 working appropriation includes deficiency appropriations including this agency's share of a deficiency appropriation budgeted in the Statewide Account within the Department of Budget and Management (DBM). The fiscal 2024 allowance excludes $4.0 million in special funds from the Dedicated Purpose Account for pay-as-you-go capital funds. The fiscal 2024 allowance accounts for salary enhancements that are budgeted in the Statewide Account within DBM.

Source: Governor's Fiscal 2024 Budget Books; Department of Legislative Services

Question 5: The President should comment on the continued high vacancy rate, identifying how much the COVID-19 pandemic attributed to this rate and the effect that the vacancies are having on the college's ability to meet its goals.

Response 5: A host of contributors impacted the 34% vacancy rate. Retirements and resignations have played a major role in the elevated vacancy rate. Many employees have opted for retirement considering the operational impacts and changes related to COVID-19. BCCC recently returned to campus in September 2021. Given the characteristics of BCCC students and service population, students face several non-academic barriers to student success, including access to the appropriate technology. More face-to-face support is needed. The College is aggressively working to fill positions. Competitive recruiting and high-cost financial incentives are contributing to the College's ability to fill- in-demand positions. The national average for employee turnover rate in 2021 was 57.3%, according to the Bureau of Labor Statistics. As the College continues to realign and focus its operations on accountability, there are ongoing changes to attract qualified applicants to fill the vacancies. The College is managing several complex infrastructure changes (ERP, Institution Reaccreditation, Legislatively Mandated Realignment, Capital Improvements), which are atypical for organizations to facilitate simultaneously.

ISSUES

Context 1: As shown in Exhibit 10, mirroring a similar overall decrease in enrollment for the community colleges at the State level, BCCC's total FTES enrollment has fallen from the fiscal 2011 high mark of 6,999 FTES, to 2,693 in fiscal 2022, a decline of 4,306 FTES, or 61.5%. BCCC expects the total FTES enrollment to grow slightly in fiscal 2023, increasing by 8.3% over the fiscal 2022 actuals, to 2,916 FTES students. This estimate for fiscal 2023 has been adjusted from last year's projection of 3,891 FTES in fiscal 2023.

Question 1A: The President should comment if the anticipated growth in FTES enrollment is realistic, given the steady overall decrease in FTES enrollment since fiscal 2011.

Response 1A:
The anticipated growth is realistic given the May 2022 revised projections from the Maryland Higher Education Commission, which were reflected in the College's estimates for FY 2023 and FY 2024. The enrollment in FY 2011 was at the peak of the 2008 recession, when most institutions of higher education experienced unprecedented enrollment growth.

The College's fall 2022 official credit headcount enrollment was 3,538. BCCC's first day fall 2022 enrollment was down (-1.1%) but on par with the other 15 Maryland community college's enrollment for fall 2022, which ranged from a -10.9% decrease to a +6.6% increase from the prior year. Prior to the pandemic, the College's fall enrollment was increasing.

Trends in Fall Credit Headcount
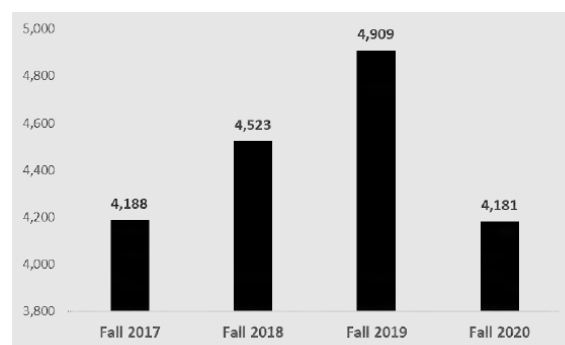
The Maryland Higher Education Commission (MHEC) made considerable changes to their projections for BCCC and all Maryland community colleges. Their projection for BCCC's fall headcount is quite close to BCCC's projection; in fact, it is 87 students fewer. MHEC's new estimate for fall 2029 calls for an increase of 95 students, 2.1%, from fall 2022. While this is still ambitious given that BCCC's fall 2021 actual enrollment was 3,864, it is more realistic as it anticipates sustained enrollment in the out-years. The enrollment projections from the MHEC were modified by the Commission in 2022 and provided more realistic projections for fall 2022-2029. The fall credit headcount projections reflect the projections published by MHEC in April 2021 that called for an increase of 1,913 students, 32.1%, from fall 2022 to fall 2029. In July 2021, the BCCC team recognized that the projected fall 2022 credit headcount enrollment of 5,952 was not realistic given the fall 2022 enrollment of 4,181. Therefore, the team established 4,692 as an ambitious target for fall 2022. Neither MHEC nor community colleges across the State predicted the second year of substantial declines due to the pandemic in fall 2021.

As stated in the College's 2022 JCR Report, through the work of BCCC's Recruitment Team, the College continues to refine its efforts to recruit and enroll more students from all demographic groups. The core recruitment team has expanded to include the Coordinator for International Support Services, the Director for Disability Support Services, the MSP Coordinator, the Directors for TRIO Student Support Services and Upward Bound Math and Science, and the Athletic Director. Like all community colleges, BCCC faced many challenges brought about by the COVID-19 pandemic; however, the College is now in an excellent position to see tremendous enrollment recovery and growth over the next few semesters. It is clear that BCCC's future enrollment growth potential will come from Baltimore's changing demographic in the international, veterans, dual-enrollment, and LatinX/Hispanic populations. As stated in this report, some of Baltimore City Schools now report up to 52% LatinX/Hispanic enrollment. Patterson, Ben Franklin, and New Era High Schools will all become majority Hispanic Serving Institutions (HSI). Additionally, Baltimore's Elementary and Middle Schools show an even bigger percentage of LatinX/Hispanic enrollment with eight schools reporting over 50% LatinX/Hispanic enrollment. John Ruhrah Highland, Highlandtown, Lakeland, Graceland Park, and Armistead Gardens Elementary and Middle schools all report enrollment of LatinX Hispanic students over 70%. This change in demographics also offers an opportunity for BCCC to grow its Dual Enrollment program beyond the current enrollment. BCCC is working hard to incorporate the needs of this important demographic into its new student recruitment and strategic enrollment management planning efforts.

Partnerships between International Admissions and BCCC's ESL Program will likely result in a significant increase in International Student enrollments at the College. It is anticipated that MHEC will approve BCCC's full-time English Language Program and increased enrollment of this population should be realized in Fall 2023. BCCC is working hard to put into place additional support services that will be needed to support this population.

BCCC's MSP staff developed the following seven (7) strategies to increase the 2023 MSP Summer Cohort enrollment - 1. Host a MSP High School Counselor Professional Development Event, 2. Invitations to join the 2023 Summer MSP Cohort Program to all graduating BCCC Dual Enrollment Students, 3. For MSP recruitment purposes, BCCC will request a Spring 2023 Graduating Seniors Report from Baltimore Public Schools, and private high schools in Baltimore. 4. Increase recruiter presence at all Baltimore City Public High Schools and private schools. The expanded BCCC Recruitment Team will develop a territory management plan to set spring 2023 key performance indicators for each high school. 5. BCCC's Admission and Recruitment Team will develop a continuous communication plan for all eligible MSP students and parents. The enhanced communication management tools provided by Banner's CRM Recruit make tracking students through the enrollment process easier and more efficient. 6. BCCC is currently developing several on-campus MSP Information Sessions that will occur throughout the Spring 2023 Semester in both English and Spanish. 7. BCCC will utilize the contact lists from the College Board for all spring 2023 high school graduates from Baltimore City Public Schools. The contact list will be used to

filter students with ACT, SAT, and PSAT scores that demonstrate the likelihood that the targeted students would benefit from participation in the MSP Program.

Question 1B: DLS recommends adding language restricting funds pending the receipt of a report on enrollment trends and MSP.

Response 1B: The College does not concur with the recommendation to add language restricting funds. The 2022 JCR Enrollment & Mayor's Scholars Program Report has been submitted, and BCCC will meet the upcoming December 1, 2023 deadline.

OPERATING BUDGET RECOMMENDED ACTIONS

Context 1: Restrict funds pending a report on BCCC's overall enrollment trends and MSP.

Response 1: The College does not concur with the State's recommended action. The 2022 JCR Enrollment & Mayor's Scholars Program Report has been submitted, and BCCC will meet the upcoming December 1, 2023 deadline.

Context 2: Restrict funds pending a report on BCCC's Implementation of Realignment Task 6 and the Faculty Contract System.

Response 2: The College does not concur with the State's recommended action. The College will submit the Faculty Contract System and Realignment Task 6 Report by June 1, 2023 and will meet the upcoming October 1, 2023 deadline.

The College has a strong history of conducting program reviews in Academic Affairs through the faculty-led assessment committees, Program Review & Evaluation Committee, Curriculum & Instruction Committee, and Student Learning Outcome & Assessment Committee. The Office of Institutional Research supports the College's assessment processes through the development of institutional, program, and course data and survey support. Every academic program is evaluated once every five years in accordance with the schedule published in the PREC Canvas course.

Three surveys are administered annually as part of the PREC process: faculty, student, and advisory board members. Surveys are designed to capture information regarding the programs and related College services and administrative processes. Due to the shift to a remote learning and service environment in spring 2020 due to the pandemic, the surveys were reviewed by the three schools in Academic Affairs and Institutional Effectiveness, Research and Planning to ensure that the changes made in the delivery of instruction and services were addressed. When the College returned to a primarily in-person environment, the surveys were reviewed and revised accordingly. Academic Year 2022-23 includes all the Nursing and Health Professions program in the PREC process. Accordingly, an additional level of review occurred with the Program Coordinators and Deans to ensure that the items on all three surveys were appropriate.

Among the topics included in the faculty survey are the clarity, rigor, and depth of program objectives; learning outcomes; syllabi; communication of information; facilities including laboratories; technology; leadership; practical applications for students; instructional and other support services for students; program support from other College offices; processes related to assigning teaching loads and receiving information for department meetings; program leadership and support in decision-making; and textbook processes.

The work historically has been housed in Academic Affairs with growing engagement from the business areas. In 2021, the College shifted to an institutional assessment model by moving the Office of Assessment to the Office of the President. The College is better aligning the State Plan for Post-Secondary Higher Education with the realignment and operational plans as well as its Strategic Plan which is currently under development. The institution also aligned the Managing For Results (MFR) and Performance Accountability Report (PAR) key performance indicators for continuity. Finance & Administration, Academic Affairs, Student Affairs, Office of Institutional Effectiveness, Research, and Planning, Facilities, Human Resources, Workforce Development & Continuing Education, work collaboratively to review and define planning activities and performance outcomes. This centralization of operations has yielded favorable engagement by faculty and leadership in key areas across the College. In 2022-2023, the Deans, Associate Deans, Program Coordinators, and Faculty have reviewed all degrees and certificates to ensure alignment with MHEC requirements, Middle States Commission on Higher Education Accreditation Standards, and specialized academic program accreditation requirements. The institution is intentionally developing a comprehensive analysis to evaluate programs and services to best meet the evolving needs of faculty and students. The Implementation of Realignment Task 6 and the Faculty Contract System will serve as a product of this collaboration as mandated.

BCCC
Baltimore City Community College

Board of Trustees Update

Self-Study Process for Reaccreditation

Middle States Commission on Higher Education

March 15, 2023

1

MSCHE Self-Study Focus

BCCC Mission

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

BCCC Vision

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

Core Values

- Integrity
- Teaching
- Respect
- Learning
- Diversity
- Excellence
- Leadership
- Professionalism

MSCHE Self-Study Timeline

- ✓ Summer 2022 Annual Institutional Update Submitted to MSCHE

- ✓ Fall 2022 MSCHE Liaison Virtual Campus Visit with Board, Faculty, Staff, & Students

- ✓ Fall 2022 Self-Study Design Submission & MSCHE Approval

- ✓ Fall 2022 MSCHE Conference

- ✓ Winter 2023 Professional Development

- ✓ Spring 2023 Draft Self-Study Report, Compliance Report, & Evidence

- • Summer 2023 Finalize Draft Self-Study Report, Compliance Report, & Evidence

- • Summer 2023 Annual Institutional Update Due to MSCHE

- • Fall 2023 Submit Final Self-Study Report, Compliance Report & Evidence to MSCHE

- • Fall 2023 Peer Evaluation Team Chair BCCC Campus Visit

- • Fall 2023 MSCHE Conference

- • Spring 2024 Peer Evaluation Team Visit

- • Spring 2024 MSCHE Commission Action

MSCHE Self-Study Organizational Structure

Dr. Debra L. McCurdy
President

Becky L. Burrell
Vice President, Institutional Effectiveness, Research, and Planning
Accreditation Liaison Officer

Eileen F. Hawkins
Director, Institutional Research
Co-Chair Steering Committee

Dr. Courtney B. Ross
Dean, School of Nursing and Health Professions
Co-Chair Steering Committee

Ms. Cassandra Wilks
Administrative Assistant

MSCHE Self-Study Organizational Structure
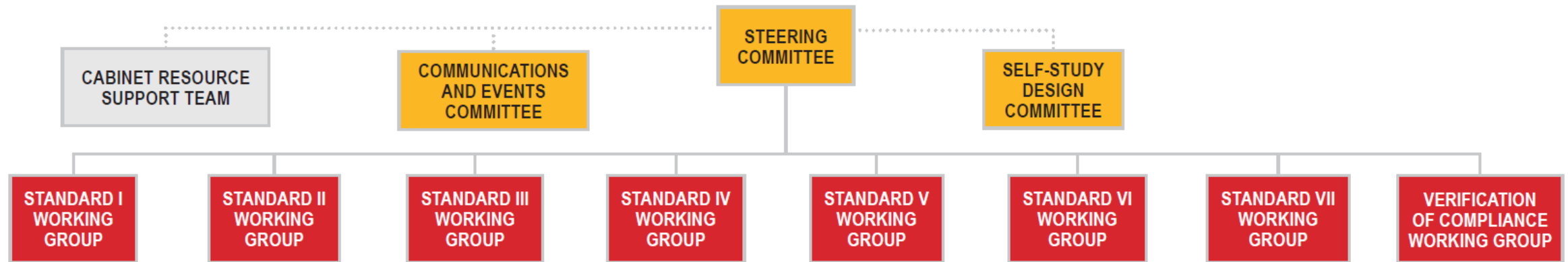
MSCHE Self-Study Organizational Structure

Standard One: Mission and Goals

Michael Berends (Co-Chair) ~ Director, Marketing

James Dyett (Co-Chair) ~ Program Coordinator, Physical Therapist Assistant

Quintin Davis ~ Associate Dean, Business & Technology

Afryea Lucas ~ Assistant Director, EEO & Compliance

Crystal Lucas ~ Administrative Assistant, BSTEM

Betsy Mackey ~ Associate Director, English Language Services

Ja Hon Vance ~ Professor, English

Kimberly Woolford ~ Student Accounts Clerk

Standard Two: Ethics and Integrity

Shawnette Shearin (Co-Chair) ~ Director, Budgets & Contracts

Charles Hall (Co-Chair) ~ Assistant VP Human Resources

Dr. Tad Delay ~ Assistant Professor, Philosophy

Kenneth Hopkins ~ Manager, Job Placement & Employee Engagement

Dr. Naesea Price ~ Professor, Developmental English

Nisha Thomas ~ Administrative Assistant, VP Student Affairs

Richard Walsh ~ Sr. Analyst & Budget Coordinator

Tracie Williams ~ Director, Public Relations/Community Outreach

MSCHE Self-Study Organizational Structure

III Standard Three: Design and Delivery of the Student Learning Experience

Dr. Ghazanfar Mahmood (Co-Chair) ~ Associate Dean, Nursing & Health Professions

Brian Terrill (Co-Chair) ~ Director, E-Learning

Dr. Sherri Anna Brown ~ Assistant Vice President, Student Affairs

Nathan Cook ~ Assistant Professor, Mathematics

Patricia Fisher ~ Operations Specialist

Darlene Godwin ~ Professor, Early Childhood Education

Dr. Leslie Jackson ~ Director, TRIO Student Support Services

Lynette Little ~ Administrative Assistant, BSTEM

Fred Paraskevoudakis ~ Professor, Physical Science

Darryl Rogers ~ Director, Adult Basic Education

IV Standard Four: Support of the Student Experience

Dr. Anthony McEachern (Co-Chair) ~ Associate Dean, Arts & Social Sciences

Johnnie Owens (Co-Chair) ~ Director, Student Success Center

Dawna Attig ~ Director, Client Serivces

Jamie Gillis ~ Coordinator, E-Learning

Wendy Harris ~ Associate Registrar

Charice Hayes ~ Associate Professor, Business Administration

Yesenia Jarrett ~ Procurement Specialist

Constance Mannone ~ Electronic Resources Librarian

Ebony McFadden ~ Director, Workforce Development & Employment Placement

Tamara Payne ~ Assistant Professor, Visual Arts

Carol Taylor ~ Administrative Assistant, Disability Support Services Center

MSCHE Self-Study Organizational Structure

V Standard Five: Educational Effectiveness Assessment

Dr. Nicole Deutsch (Co-Chair) ~ Director, Assessment

Dr. Katana Hall (Co-Chair) ~ Professor/Chair, PREC/President, Faculty Senate

Rasheedah Evans ~ Student Success Advisor

Tiloy Gilyard ~ Program Coordinator, Respiratory Care

Paul Long ~ Professor, English/Chair, CIC

Dr. Anil Malaki ~ Associate Dean, Natural & Physical Sciences

Chuck Marquette ~ Director, Workforce Development

Duane Norwood ~ Director, Special Programs/MSP

John Pickett ~ Professor, English

Dr. Carole Quine ~ Professor, Developmental English/Chair, SLOAC

Theresa Tunstall ~ Administrative Assistant, Arts & Social Sciences

VI Standard Six: Planning, Resources and Institutional Improvement

Anna Lansaw (Co-Chair) ~ Director, Procurement

Peter Farrell (Co-Chair) ~ Deputy Chief Information Officer

Dr. Mark Conard ~ Dean, Arts & Social Sciences

Takiyah Hamilton ~ Administrative Assistant, ITS

Dr. Denise Holland ~ Program Coordinator, Cybersecurity & Assurance/VP, Faculty Senate

Dr. Bob Iweha ~ Professor, Anatomy & Physiology

Nina Mason ~ Assistant Director, Human Resources & Payroll

Sherie Taylor-Daniel ~ Building Security Officer

Dr. Charles Wilson ~ Research Analyst II

Kate Zurlage ~ AVP, Facilities

MSCHE Self-Study Organizational Structure

VII | Standard Seven: Governance, Leadership, and Administration

Eileen Waitsman (Co-Chair) ~ Controller

Patricia Raines (Co-Chair) ~ Director, Student Accounts

Ishwor Aryal ~ Director, Enterprise Applications

Melisssa Baldwin ~ Assistant Bursar/Asst. Director, Student Accounting

Myra McCullough ~ Administrative Assistant, SNHP

Noah Northcott-Grant ~ Director, English Language Services

Natasha Williams ~ Director, Testing Center

James Revis ~ Maintenance Carpenter

Dr. Edna Street - Jones ~ Program Coordinator, Dental Hygiene

Dr. Petal Sumner ~ Professor, Mathematics

Verification of Compliance Working Group

Lyllis Green ~ Chair & Chief Internal Auditor

Saleem Chaudry ~ Director, Financial Aid

Marshall Goodwin ~ Director, Public Safety

Kennan Jones ~ Director, Grants

Maria Rodriguez ~ General Counsel

Karen King-Sheridan ~ Assistant VP, Academic Engagement & Partnerships

MSCHE Self-Study Organizational Structure

Communication and Events Committee

Gussener Augustus ~ Vice President, Advancement

Michael Berends (Co-Chair) ~ Director, Marketing

Tracie Williams (Co-Chair) ~ Director, Public Relations/Community Outreach

Dr. Julianna Hawk ~ Program Coordinator, Social Sciences

Richard Miles ~ General Manager, WBJC Radio Station

Deborah Moore ~ Director, Upward Bound Math & Science

Jason Quick ~ Sr. Graphic Designer

Recommendations
1) Webpage
2) Events (faculty, staff, students, community)
3) Taglines
4) Newsletter

Verification of Compliance Working Group

Lyllis Green ~ Chair & Chief Internal Auditor

Saleem Chaudry ~ Director, Financial Aid

Marshall Goodwin ~ Director, Public Safety

Kennan Jones ~ Director, Grants

Maria Rodriguez ~ General Counsel

Karen King-Sheridan ~ Assistant VP, Academic Engagement & Partnerships

Verification of Compliance Federal Regulations

1. **Student Identity Verification in Distance and Correspondence Education**

2. **Transfer of Credit Policies and Articulation Agreements**

3. **Title IV Program Responsibilities**

4. **Institutional Record of Student Complaints**

5. **Required Information for Students and the Public**

6. **Standing with State and Other Accrediting Agencies**

7. **Written Arrangements**

8. **Assignment of Credit Hours**

Cabinet Support & Resources Team

Gussener Augustus ~ VP, Advancement

Dr. Jade Borne ~ VP, Student Affairs

Becky Burrell ~ VP, Institutional Effectiveness, Research & Planning and Accreditation Liaison Officer

Lyllis Green ~ Chief Internal Auditor

Charles Hall ~ Assistant VP, Human Resources

**Michael Rading ~ Chief Information Officer**

Maria Rodriguez ~ General Counsel

Michael Thomas ~ VP, Workforce Development & Continuing Education

Self-Study Structure and Templates: Microsoft Teams

Microsoft Teams
- ✓ Collaboration
- ✓ Communication
- ✓ Transparency
- ✓ Documentation
- ✓ Efficient
- ✓ Organization
- ✓ Archives

Self-Study Structure and Templates: Evidence & Interview Request Forms

Please use this form to obtain information (i.e., processes, policies, manuals, plans, reports, data) to support the writing of the Self-Study. See the MSCHE Standards online: https://www.msche.org/standards/.

Instructions:

Step 1: *Evidence Requestor* completes *Section I* and emails the *link* to the form to the individual(s) listed to complete the request. *Please copy the Standard Working Group Co-Chairs and the Steering Committee Co-Chairs on the email.* A request for an interview is optional. Utilize the Working Group meeting time as the default time for Option 1 with a second and third date/time option.

Step 2: *Evidence Provider* completes *Section II* and emails the *link* to the completed form, with the evidence *attached,* to the Evidence Requester within *two business days of receiving the request*. Evidence Provider contacts the Evidence Requestor for an interview for clarity/questions.

If the evidence is not available, identify it as a "Gap" in the summary section of the Standard Criteria Research Questions Assignments Form.

Step 3: *Evidence Requestor* uploads the evidence in the appropriate Standard/Criteria Evidence folder and completes the respective Evidence Log within two business days. If follow-up is needed with Evidence Provider, schedule an interview within two business days.

Section I: Evidence Requestor

Evidence Requestor Name & Title	
Working Group Standard	
Criteria #	
Criteria Verbiage https://www.msche.org/standards/	*Copy & Paste Criterion Narrative requiring evidence from MSCHE.*
Identify any known files that may contain all or part of the evidence being requested. Be specific.	1. 2. 3.
Evidence Provider Name & Title	
Evidence Request Deadline	
Interview Request Dates & Times (optional)	Option 1: Option 2: Option 3:
Interview Questions	Question 1: Question 2: Question 3:

Section II: Evidence Provider

List the Evidence Name & write two to four sentences to address how the evidence demonstrates compliance with the Criteria.

1. Evidence Name:

   Write a two-to-four sentence response to address how the evidence demonstrates compliance with the Criteria:

2. Evidence Name:

   Write a two-to-four sentence response to address how the evidence demonstrates compliance with the Criteria:

3. Evidence Name:

   Write a two-to-four sentence response to address how the evidence demonstrates compliance with the Criteria:

4. Evidence Name:

   Write a two-to-four sentence response to address how the evidence demonstrates compliance with the Criteria:

Self-Study Structure: Timeline - Phase I and II

Phase	Initiative	Time Period	Group	Agenda	Action Items	Due Date
Phase 1: Research Questions Responses and Evidence	Institutional Session: Ready for Reaccreditation	01.04.2023	Steering Committee Co-Chairs and Cabinet Coordinators	Presentation to College Community	N/A	01.04.2023
Phase 1: Research Questions Responses and Evidence	Steering Commmittee (SC) Meeting	01.04.2023	Steering Committee (SC)	Prepare for Self-Study Team meeitng with Working Groups		01.04.2023
Phase 1: Research Questions Responses and Evidence	Self-Study Team Meeting	01.05.2023	Self-Study Team	1. Review the MSCHE Self-Study Teams Platform (Demo/Q&A) 2. Utilize Working Group (WG) Agenda, Notes, & Action Items Form 3. Review Criteria and Research Questions Assignments Form 4. Review draft Self-Study Timeline Break-out Sessions for Working Groups 5. Determine Meeting Schedule (share with Steering Committee Co-Chairs)	1. WG Co-Chairs schedule meetings through Spring 2023 (April 30) and include SC Co-Chairs and Cabinet Coordinators 2. SC determines schedule for Co-Chairs attendance at WG meetings and for SC meetings.	
Phase 1: Research Questions Responses and Evidence	Working Groups (WG) Meeting	01.09 - 01.13.2023	Working Groups	1. Utilize the Criteria and Research Questions Assignments Form. 2. Review the research questions for the Standard 3. Add additional questions as needed 4. Brainstorm sources for responses and evidence 5. Divide Criteria among Workgroup team members a. Determine any information and evidence to be requested (data that is not readily available to the Working Group)	1. Submit requests to Steering Committee via the Criteria and Research Questions Assignments form by placing completed form in Working Group's folder and send link to Co-Chairs.	01.12.2023

Round 1
Peer Review
February 8th

Round 2
Peer Review
March 3rd

2023 - 24 Self-Study Timeline - Rev 02.22.2023.xlsx

Self-Study Structure: Timeline - Phase I and II

Round 1
Peer Review
February 8th

Round 2
Peer Review
March 3rd

Self-Study Structure: Timeline - Phase I and II

BCCC
Baltimore City Community College

2023 - 24 Self-Study Timeline – Rev. 03.06.2023

Phase ▼	Initiative ▼	Time Period ▼	Group ▼	Agenda ▼	Action Items ▼	Due Date ▼
Research Questions Responses and Evidence	Responses to Research Questions/Evidence ROUND 2	02.28.2023	Working Groups	Research Questions Forms and Evidence has been documented on the respective Standard's Evidence Log.	Research Questions and Evidence in respective Channel.	02.28.2023 NOON
Phase 1: Research Questions Responses and Evidence	Peer Review Session 2	03.03.2023	Steering Committee & Cabinet	Conduct peer review of other Working Groups Responses and Evidence	Conduct peer review of other Working Groups Responses and Evidence	Lunch Session - Steering Committee 4:00 PM - Cabinet & SC Co-Chairs
Phase 1: Research Questions Responses and Evidence	Working Groups (WG) Meeting	03.06 - 03.10.2023	Working Groups	1. Co-Chair Updates 2. Conduct review of feedback from Peer Review Session 2 and address feedback where possible. 3. Address Criteria with little or no information. 4. Review WG folders for consistency/placement of documents. 5. Continue sending, responding to, and processing Evidence & Interview Request Forms. 6. Reminder about free MSCHE webinars 7. Questions/Concerns	1. Update list of pending Evidence & Interview Request Forms. 2. Continue sending, responding to, and processing Evidence & Interview Request Forms 3. Review/organize WG folders	03.10.2023
Phase 1: Research Questions Responses and Evidence	SASS Adjunct Orientation/PD Session	03.11.2023	Communication & Events Committee Steering Committed Co-Chairs	Provide update of Self-Study process	Provide an overview of Middle States. Update the adjunct faculty regarding the status of the work of faculty and staff.	03.11.2023
Phase 2: Draft Chapters	Standard Chapter Drafts	03.13 - 03.17.2023	Working Groups	1. Review of template(s) to be utilized for developing Standard Chapter Drafts.	1. Update list of pending Evidence & Interview Request Forms. 2. Review Peer Self-Study Reports. 3. Review Chapter Development Template. 4. Begine preparing for college community presentation March 31st.	03.17.2023

College Faculty & Staff Update by Working Groups March 31st

Baltimore City Community College
PRESIDENT'S UPDATE
Board of Trustees, March 15, 2023
Dr. Courtney B. Ross, Dean, School of Nursing & Health Professions

ACADEMIC AFFAIRS UPDATE

Middle State Commission on Higher Education (MSCHE)
The self-study process continues in full force. The Steering Committee meets weekly with the working group co-chairs to provide guidance, seek feedback, and address concerns regarding the self-study process. The seven working groups, the Verification of Compliance Committee and the Communications & Events Committee meet weekly to collect and obtain evidence (i.e., policies, manuals, programs, plans, reports, and data) to support the writing of the Self-Study. The co-chairs of the Steering Committee also conducted two Peer Reviews and Pizza luncheons. During these sessions, each working group co-chair reviews and evaluates a draft of the data/narrative of another working group. Such events have helped improve morale and camaraderie across the BCCC campus.

OFFICE OF THE ASSISTANT VICE PRESIDENT, ACADEMIC AFFAIRS
BCCC extends a warm welcome to the new Assistant Vice President for Academic Engagement and Partnerships, Ms. Karen King-Sheridan. Ms. King-Sheridan joins BCCC after serving with the Maryland Higher Education Commission (MHEC) since 2017. AVP King-Sheridan will have primary oversight regarding MHEC academic proposals, student transfer and articulations, facilitation of dual enrollment and P-TECH pathways, tutoring, the honors program, the Promise Academy, and collaboration with assessment and accreditation efforts.

MIDDLE STATES COMMISSION ON HIGHER EDUCATION (MSCHE)
The self-study process is in full force. The Steering Committee continues to meet weekly with the Working Group co-chairs to provide guidance, seek feedback, and address concerns regarding the self-study process. The 7 Working Groups meet weekly to collect and obtain evidence (i.e., policies, manuals, programs, plans, reports, and data) to support the writing of the Self-Study. Furthermore, members have been appointed to two additional groups: 1) Verification of Compliance and 2) the Communications & Events Committee to ensure compliance and identify effective methods to engage faculty, staff, and students as the College prepares for the Spring 2024 Peer Evaluation site visit.

E-LEARNING
VISTA Project
An application for the VISTA grant was submitted on January 13, 2023. If approved, this will be BCCC's third year receiving the grant, which will run through June 2024.

Faculty Development
In January, E-Learning participated in delivering a series of training activities designed to enhance faculty understanding of Canvas and the Intelligent Learning Platform (ILP). E-Learning also conducted orientations for dual-enrollment classes and training for Adult Basic Education (ABE) and English as Second Language (ESL) faculty.

In February & March, E-Learning will conduct additional Canvas training and training on the design of courses within the Canvas learning management system. In coordination with the Office of Assessment,

E-Learning will also train faculty on acquiring outcomes, rubrics, and other pertinent assessment data as the College transitions to a new process of capturing data for assessment.

LIBRARY

The Reference Librarian, Mr. Glenn Peterson, collaborated with the English and Social Sciences Departments to create a LibGuide highlighting Minimum Wage - [Minimum Wage]".

Library Statistics for January 2023

	Jan. 2023	Jan. 2022	Year to date FY 2023	Year to date FY 2022
Circulation of Print / Media	15		165	0
Use of Reserve Materials	21		264	0
Database Sessions				
Database Searches		2,135	19,335	30,324
Articles Retrieved		856	13,002	18,145
eBook downloads		56	603	635
Use of Group Study Rooms	148		847	0
Laptop Usage	4		64	0
Printed Pages	4,853		24,556	0
Gate Count	4,095		46,463	0
Registration of new Patrons	17		99	0
Registration/Update of Community patrons	0		24	0
Information Services				
Information Literacy Sessions	1	5	45	46
Information Literacy Attendance	11	57	504	489
Technology Training Sessions	5	3	23	24
Technology Training Attendance	1	7	6	13
Training Center Use by Other College Departments	0	0	3	0
LibAnswers	4	12	514	531
Facebook Followers	502	511	502	511
Facebook Engagement		0	73	126
Instagram Followers	68	73	68	73

SCHOOL OF ARTS & SOCIAL SCIENCES (SASS)

Dual Enrollment Scheduling

Dean Conard has met frequently with VP Borne and representatives from different high schools to determine dual enrollment schedules for their students for the spring semester. These meetings occurred throughout January and are essential to rebuilding professional relationships with city schools.

Adjunct Support & Development
Associate Dean McEachern has gathered a group of dedicated faculty to enhance SASS adjunct support. This initiative includes a comprehensive "Frequently Asked Questions" guide; a second spring open house to help embrace the part-time instructors more fully as members of the College community; a universal adjunct class observation and plan; a clear, step-by-step guide to the BCCC onboarding process; and a "blueprint" master syllabi and Canvas shells for classes taught by adjunct instructors. The open house will be held in March and will feature discussions and workshops on classroom management techniques.

Blueprint Syllabi
Under the direction of Associate Dean McEachern, the Program Coordinators are working with faculty to develop "blueprint" syllabi. Such syllabi ensure essential elements of a course, such as learning objectives and assessment measures, are uniform across different sections. The effort begins with the courses most often scheduled in SASS (i.e., ENG 101, SPE 101, and REN 91 and 92) and ultimately be created for all courses offered in SASS.

Baltimore Police Department and University of Baltimore Articulation Agreements & High School Explorers Program
Dean Conard and Associate Dean McEachern continue to meet biweekly with representatives from the Baltimore City Police Department and the University of Baltimore to facilitate the pathway for Police Academy graduates to earn their associate degree in Law Enforcement from BCCC. Subsequently, students are expected to earn their bachelor's degree from the University of Baltimore. In addition, this group has begun discussing methods of reviving the BPD's Explorer's Program, a mentoring program for high school students aimed at encouraging these students to pursue a path to becoming police officers. This initiative is potentially a new dual enrollment program for BCCC that will help build enrollment.

SCHOOL OF BUSINESS, SCIENCE, TECHNOLOGY, ENGINEERING & MATH
BSTEM continues to increase P-TECH and dual enrollment course offerings. Dual enrollment classes are being taught at Mervo High School for the first time this spring 2023 semester.

The Science Learning Center has extended its hours to accommodate students Monday through Friday. Tutors are now available to support students enrolled in all major science courses.

Associate Professor of Business Management, Charice Hayes, has been appointed as a Peer Evaluator for the Middle State Commission on Higher Education.

The Cyber Security pathway welcomes its newest team member, Assistant Professor Mr. Neal Helton.

After 35 years of service and commitment to BCCC, Dr. Chima Ugah has decided to retire at the end of the spring 2023 semester.

The Math and Engineering department has started initial conversations regarding renewing the articulation agreement with the Actuarial Sciences program at Morgan State University.

SCHOOL OF NURSING AND HEALTH PROFESSIONS
Dental Hygiene (DH)
The Dental Hsygiene team submitted their self-study to CODA on January 23, 2023. Currently, the department is preparing to host a peer evaluation site visit scheduled for March 23 and 24, 2023.

Emergency Medical Services (EMS)
The EMS team started a new cohort of Paramedic Students this semester. Evening and weekend classes are held to better accommodate student work schedules and strengthen enrollment. The EMS program is also cross-collaborating with the Natural and Physical Sciences department as they are utilizing the science labs to dissect piglets' larynx (airways).

Health Information Technology (HIT)
The HIT team is in the final stage of creating a clinical affiliation agreement with Sinai Hospital of Baltimore. Once the contract is fully executed, BCCC's HIT students may start completing their administrative rotations at this facility. The HIT faculty will conduct a Registered Health Information Technician (RHIT) exam prep course for alums and the program's senior students over the next eight weeks. This course will prepare graduates of BCCC's HIT program to take the RHIT certification exam offered through AHIMA.

Nursing
The Nursing team successfully submitted the Associate Degree Nursing & Practical Nursing annual reports to the Maryland Board of Nursing on January 31. The team also attended a Next Generation NCLEX Seminar hosted at Coppin State University. This faculty development session offered a face-to-face educational opportunity for nurse educators to prepare students for the revised board exams.

The nursing team extends a warm welcome to Assistant Professor Njideka Emenyi. Ms. Emenyi is a skilled nurse and a Certified Registered Nurse Practitioner. The team looks forward to Ms. Emenyi sharing her knowledge and expertise with students enrolled in the practical and associate degree nursing programs.

Baltimore City Community College
PRESIDENT'S UPDATE
Board of Trustees, March 15, 2023
Mr. Michael Thomas, Vice President, Workforce Development & Continuing Education

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION (WDCE) DIVISION
WDCE classes have moved to a combination of in-person and virtual instruction, with additional resources for academic support and both remote and in-person testing.

ABE/ELS Program Improvement – Community ABE, ESL, and Refugee classes start each month. In addition, Citizenship classes start quarterly.

Adult Basic Education

- 243 ABE students were registered in January's ABE/GED classes in Banner
- 16 ABE/GED classes started in January (2 in person, 1 IET CNA class and 13 virtual)
- So far in FY '23, 83 GED tests were taken (GED and/or GED Ready tests)
- In January 38 actual GED exams were taken; 21 passed the content area
- In conjunction with the ELS Director, the FY 24 MD Labor Competitive Family Literacy Grant was submitted to Leadership.
- 154 ABE students were registered in February's ABE/GED classes in Banner.
- 11 ABE/GED classes started in January (4 in person and 7 virtual)
- In February, 25 GED tests were taken (GED and/or GED Ready tests)
- To date, 16 students have earned their high school diploma in FY '23
- To date, 3 students attained their MD High School diploma from South Baltimore Adult High School
- 6 out of the 7 IET CNA students successfully completed their certification after passing the exam given by the MD Board of Nursing.
- The second cohort of IET CNA is going well, with 8 of 9 students fully engaged and attending class.
- Both ABE and ESL departments continue to provide hands-on professional development work with instructors and staff.

Community ESL

- IELCE/CNA training; eight (8) students are currently registered for the Integrated English and Civics Education/Certified Nursing Assistant program
- Twelve (12) 10-week sessions began in January, with an enrollment of 210 students
- Six (6) intensive sessions were run in December, with an Enrollment of 136 students
- Eleven (11) March classes are scheduled to start on 3/21/2023.
- Staff continue testing and registering students for upcoming March classes.
- IELCE/CNA training; eight (8) students are currently registered for the Integrated English and Civics Education/Certified Nursing Assistant program.
- Twelve (12) 10-week sessions began in January, with an enrollment of 210 students.
- The 32BJ Thomas Shortman Training Fund Spring session began on February 11 at Harbor Campus

Partnerships:
- ELS department has partnered with the Holabird Judy Center to bring on-site classes to the area. There have already been over 40 registrations and two classes will be offered.
- ELS Director and Program Coordinator met with Enoh Pratt Library to discuss ESL classes being offered at strategic branches across southeast and southwest Baltimore.
- In the process of having the MOUs to re-reestablish ABE/GED classes reviewed by the legal department at the following organizations and agencies: Early Start to have ABE/GED classes at the Judy Centers and HABC -- Our House.
- C-ESL is working with the Holabird Judy Center to bring classes on-site to their non-English speaking population in March 2023.
- C-ESL has partnered with Clay Hill Public Charter School to provide onsite ESL instruction for families. The first set of on-site Classes began on January 9th.

English Language Institute (ELI)
- Updated SEVP Pathways proposal 12/8/22; submitted by Director Grant to International Student Office staff 12/12/22
- Co-planned/co-led 1/10/23 ELI instructor PD "Maximizing In-person Learning" (all 5 instructors participated, 1-3 pm)
- Launched 8 Spring 2023 ELI classes, including master schedules, room assignments, mock contracts (100 registrations total, 38 individual students: ELI 80: 13, ELI 81: 15, ELI 82: 10)
- Described ELI program, including intake and advancement, to Mr. Owens of Advising and others in Student Affairs 1/18/23
- Updated the Placement & Exemption Rubric for ELI, submitted 1/19/23 to Student Affairs colleagues (Advising, Test Center, Registrar, International Student Office)
- Participated in 2/24 meeting of ELS Director and AVP King-Sheridan about authorizing letter for ESL Pathways proposal for SEVP.

Citizenship and Services to Older Refugees (SOR)
- Post-tested over 71% of post-test eligible Fall 2022 Citizenship students (20/28)
- Almost 22% of students enrolled in Fall 2022 Citizenship classes became U.S. citizens! (14/65)
- Completed BCCC portion of Q5 (Fall 2022) USCIS report, submitted to IRC.
- Enrolled 72 students in Winter 2023 Citizenship classes (7), including 28 new students.
- Coordinated & led paired pre-testing/textbook distribution for new Winter Citizenship students.
- Hosted SOR kick-off student event on 1/27/2023 at Harbor campus. There were representatives from the Baltimore City Health Department to provide information to the older refugees in attendance. On site interpretation as provided in more than 6 languages. The program manager from Maryland Office for Refugees and Asylees (MORA) was present to observe the event. Seven (7) clients were in attendance.
- Reached out to 7 potential partners: Two MD Aging Services departments, MD Food Bank, Ukrainian Church, Islamic Society of Baltimore, BMS, Masjid as-Saffat
- With input from IRC, identified 27 potential SOR clients, located phone numbers on MORA database, via Talking Points sent bilingual invitations and flyers for 1/27 event
- Made follow-up calls to 1/27 SOR invitees
- Determined main residential zone of most potential SOR clients (Moravia), coordinated with Refugee Manager and ELS Director to provide bus transportation to BCCC for 1/27 event
- Opened 15 SOR new client folders, downloading IRC documents and enrolling clients (50% to date)

- Registered 12 students for SOR PAL class (5234/219)
- Enrolled 16 new SOR clients (each has a folder with documents, including Intake & ISP)
- Completed and posted a total of 9 SOR needs assessments.
- After determining SOR clients' interest, completed applications for BCHD food box delivery through March (# of applications still TBD)

Refugee Youth Project (RYP)
- The ELS department, in partnership with City Schools, is successfully running programming at three (3) schools: Moravia Park Elementary School, Patterson High School, and Mt. Royal Elementary/Middle School. The afterschool programming focuses on ESL instruction, College and Career Readiness, Dance, Sports, and STEM enrichment classes
- Received over 100 donated coats from Loyola University which were distributed to ALL elementary/middle school RYP students before Winter break.
- Met with Dorothy I Height Judy Center to discuss Afghan families
- Completed RSIG training with IRC
- Noah Grant, Director of ELS, was invited to speak at Loyola Lessons and Carols Dec. 9th
- Conducted new volunteer training
- Met with leadership at Furley Elementary School to discuss bringing Refugee Youth Project (RYP) to their school. Leadership was very positive about the potential partnership and is working in conjunction with the ELS department to bring this vision to fruition.
- Refugee Youth Project (RYP) began programming at Moravia Park ES and Patterson HS, serving over 120 students in total
- RYP continues its partnership with Notre Dame Prep and Bryn Mawr to bring volunteers to assist with homework help/tutoring
- RYP continues its partnership with Maryland Institute College of Art (MICA) to host an AmeriCorps member
- Met with SWB to discuss summer programming plans.
- Held 2 trainings at Notre Dame Prep for new volunteers.
- Met with principal at Mt. Royal to discuss staff trainings.
- Met with Catalina Rodriquez Lima and Jenny Torres from MIMA and discussed being part of the Baltimore Immigrant Community Fund; will be speaking at 4 events in the upcoming months.
- Met with leadership at Furley Elementary School to discuss bringing Refugee Youth Project (RYP) to their school. Leadership was very positive about the potential partnership and is working in conjunction with the ELS department to bring this vision to fruition.

Refugee Assistance Program (RAP)
- Refugee Assistance Program held three (3) December mini sessions with twenty-three (23) students enrolled
- Seven (7) classes took place in January sessions with 124 students enrolled
- Held in person testing at Furley Elementary (Feb. 2 and 3)
- Started 5 February session classes (4 virtual and 1 in-person) with 102 students enrolled.
- One in person class at Furley ES; 22 students attended on 1st day.
- 37 clients were referred for the ESL Services from the IRC to BCCC
- 20 new clients were enrolled in RAP/C-ESL classes.
- Enrolled 12 returning clients and clients who were referred in December and were not served.
- Reached out to more than 100 students to schedule pre-test appointments.

Workforce Development Program Development and Expansion – The Workforce Development (WD) Department continues to expand partnerships with local community and health agencies to provide opportunities for students to gain training and improve their career outlook.

Enrollments for Fall 2022
- Certified Nursing Assistant (CNA): 112
- Patient Care Tech (PCT): 28
- Venipuncture: 25
- Certified Medicine Aide (CMA): 28
- Childcare: 22
- Commercial Driver's License (CDL-B): 23
- Cybersecurity: 28

Current Enrollments for Spring 2023
- Certified Nursing Assistant (CNA): 55
- Patient Care Tech (PCT): 15
- Venipuncture: 9
- Pharmacy Technician: 18
- Childcare: 13
- Commercial Driver's License (CDL-B): 21
- Cybersecurity: 42

Baltimore Alliance For Careers in Healthcare

- Workforce Development is working closely with the Baltimore Alliance for Careers in Healthcare (BACH) to offer healthcare training for Baltimore City Residents over the summer months. Collaborating with BACH has assisted with enrollment increases in healthcare programs. The partnership has yielded a total of fifty-seven students, including five Patient Care Technician Cohorts (44 students), one Multi-Skilled Medical Technician (4 students), and Emergency Medical Technician (9 students).

Center for Urban Families

- Workforce Development worked closely with the Center for Urban Families (CFUF) to enroll over 75 students in Certified Nursing Assistant (CNA) and Community Health Worker Programs (CHW), Diesel Mechanics, and Commercial Driving License (CDL) programs. Workforce is entering the final year of the BOOST grant partnering with CFUF. CFUF has also received funding for an additional 75 students (total 150).

Goodwill Industries

- Workforce Development coordinated in fall 2022 with Goodwill Industries on two training opportunities. A Certified Nursing Assistant (CNA) cohort of fifteen (15) students that are competing clinicals and will be licensed before year end. As well as a Pharmacy Technician cohort of sixteen (16) students that are currently working through clinicals to complete in early 2023.
- In January 2023, we began a CNA cohort of eight (8) students that will finish in March 2023 and a Pharmacy cohort of twelve (12) students that will complete its program in June 2023.

Concerted Care

- Workforce Development has worked closely with Concerted Care to provide training opportunities for Baltimore City residents that have been impacted by the opioid epidemic. Students participated in workforce training in Certified Nursing Assistant and Patient Care Technician (25 students). Concerted Care has received funding for additional students and training will continue in October.

Baltimore City Schools - Green Street Academy

- Workforce Development has expanded its partnership with Baltimore City Public Schools and offered a workforce training opportunity at Green Street Academy. In September 2022, a cohort of 22 students began training for Certified Nursing Assistant that will lead to licensing. The class is on track to finish in April 202. The program is located at Green Street Academy and meets Monday through Friday.

LifeBridge Health

- A Cohort of seven (7) Sinai Hospital employees began course sequence Certified Nursing Assistant (CNA) course sequence in October. The course is scheduled to be completed in February 2023 and will lead to licensing with the MD Board of Nursing (MBON).
- A new CNA cohort of eight 8 students will begin in March 2023 with an expected completion in June 2023.
- We have also partnered with Sinai Hospital on a new Certified Medicine Aide (CMA) cohort to begin in March 2023 for up to ten (10) students.

University of Maryland Medical Center

- Workforce Development and the University of Maryland Medical Center brought in five (5) students for the Patient Care Tech program that began in January. The class will finish in June 2023.
- University of Maryland is also interested in beginning a Phlebotomy training cohort of up to 15 students with an expected June 2023 start.

Commercial Driver's License (CDL B)

- Workforce Development offered its first Commercial Driver's License (CDL) class in spring 2022. There was a total of 5 cohorts offered, of which the 35 students that have tested, 32 have passed to receive their Commercial Driver's License, Class B.
- The program continues to successfully train students for CDL-B licensure with the MVA. Five students from the October cohort received their license in February and six more are scheduled for completion in early March.

Other Funding Opportunities

- Workforce Development has also received several funding opportunities to offer workforce training to city residents:

o **Baltimore City Department of Social Services** – 4.8 million over three years to offer workforce training to Baltimore City residents and recipients of DSS benefits.
o **Baltimore City Department of Social Services/SNAP** - $255,000 to offer workforce development training for City residents and recipients of SNAP benefits.
o **Department of Human Services SNAP** - $1.2 million over three years to offer workforce training to Maryland residents and recipients of SNAP benefits.
o **Department of Social Services Sequence** - $87,250 to offer workforce training in healthcare to City residents.
o **GEERS** - $558,000 to offer workforce training to Maryland residents.

Career Services Updates

- Career Services has conducted several Job Readiness courses for current healthcare programs, Emergency Medical Technician, Patient Care Technician, and Certified Driver License programs.
- Career Services has recruitment opportunities in Early Childcare (Kreative Minds Learning Center); Morgan State University, Penske, Blakehurst (CDLs) and University of Maryland Medical Center.
- Career Services continues to work with partners to create career placement trainings opportunities for students. This includes placing students with Kennedy Krieger to work with children and young adults with developmental disabilities in the Neurobehavioral Unit.
- Career Services continues to coordinate with Workforce to connect students to job opportunities directly related to their training experiences. The Career Services Team coordinates recruitment efforts with Workforce to provide comprehensive support to completers.

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.

- P-TECH Spring semester is underway for students.
- There are a total of 191 P-TECH students taking fifty-three different courses this semester from Carver Vocational High School, Dunbar High School, New ERA High School
- P-Tech continues to work collaboratively with external partners BCPSS schools New ERA, Dunbar, and Carver High Schools to ensure a smooth transition into college classes for students.
- P-TECH working internally with a panel of BCCC departments, representatives from e-learning, IT, Student Support and Wellness Services, Center for Academic Achievement, BCCC Library, and Disability Support Services Center to best equip students for success.
- P-TECH had five (5) students graduate this fall semester.
  - 4 students graduated from the general science pathway.
  - 1 student graduated from the cyber security and assurance pathway.
- P-TECH has begun to use individual student scope and sequence plans, student inquiries, and input from internal Deans, Associate Deans, and Program Coordinators to develop the P-TECH tentative spring schedules.
- Once this stage is complete, P-TECH will collaborate with external partners BCPSS schools Carver, Dunbar, and New ERA to confirm students tentative spring schedules.
- The ELS department, in partnership with City Schools, has started programming at three (3) schools: Moravia Park Elementary School, Patterson High School, and Mt. Royal Elementary/Middle School. The afterschool programming will focus on ESL instruction, College and Career Readiness, Dance, Sports, and STEM enrichment classes. These classes are funded through DHS-MORA's RSIG (Refugee School Impact Grant) which was renewed for FY '23. A

fourth school (Furley Elementary) has been identified and programming is tentatively scheduled to start in March 2023.

- BCCC/RYP received a $750,000 ARPA Grant award from the Mayor's office. This money will be used to support Refugee Youth Project's mission of serving refugee and asylee youth, one of the most vulnerable populations in Baltimore.

ENVIRONMENTAL SERVICES AND FACILITIES

Environmental Services and Facilities – This department provides ongoing cleaning, maintenance, and repairs for all campus facilities. This team also supports campus special events, the mailroom, and property control. In addition, the department plans and manages the 10-Year Facilities Master Plan.

- Due to the extreme cold weather experienced on Christmas Day, a pipe in the penthouse of the West Pavilion burst resulting in water damage. Since that time, the College has been working with a remediation company to replace parts of the building affected by the water damage. Items which were damaged by water, such as furniture and computers, have been properly removed following state property requirements. Any affected walls, ceilings, and flooring have been replaced with new materials. The building has also been painted and cleaned top to bottom. To ensure a healthy, safe environment for IT staff to return, the water and air quality have been tested with safe outcomes. The tile underneath the old carpet was also tested and any concerns were remediated in a lawful manner.
- The Life Science Building Skylight Repair was approved at the December 19th BOT meeting and will be submitted, along with the landscape improvements to the Board of Public Works for approval on February 15th. The West Pavilion Fire Alarm Replacement Notice to Proceed was issued December 16th, with 120 days to complete the project by April 21, 2023. The project will provide an entirely new fire alarm system, new fire pump and controllers for the life safety of the building occupants. This is a state-funded capital deferred maintenance project. The College continues to plan out the rest of the fiscal year's projects to include ten (10) deferred maintenance projects, the design of the Learning Commons, and the demolition of the Bard Building. The Bard Building demolition 100% Construction Documents will be completed mid-December with bidding documents posted to eMaryland Marketplace Advantage in February, and construction is expected to start in June 2023.
- Projects currently bidding through the Department of General Services include: Fine Arts and Physical Education Center ADA Restroom Renovations, Life Science Building and Fine Arts HVAC Replacements, and the Main Building Cooling Towers and Building Automation System Replacement. The College is currently bidding the Entrance Sign replacement project.
- Two FY2023 Deferred Maintenance projects: the Landscape Improvements and the Life Science Building Skylight Repair were approved by the Board of Public Works on February 15th.
- The West Pavilion Fire Alarm Replacement construction is underway and is 10% complete. The Life Science Building Fire Alarm project is 90% complete and requires a change order to replace the fire pump and install monitoring services.
- The College continues to plan out the rest of the fiscal year's projects to include ten (10) deferred maintenance projects, the design of the Learning Commons, and the demolition of the Bard Building.
- The Bard Building demolition 100% Construction Documents are completed, and DGS will be bidding this project in March 2023 with construction expected to start in June 2022.
- The Loop Road Improvements project to improve circulation and safety with a new loop road around the campus. The project is now 66% complete with a completion date of August 31, 2023.

- The South Pavilion window caulking project is 50% complete with the contractors actively working to seal up the gaps in the window frames as well as the control joint in the walls to prevent water infiltration.

Since January 2022, the following construction projects have been completed:

- o Receiving flooring project, **Start Date**: 9/10/2022 **End Date:** 9/24/2022
- o Greenhouse flooring project, **Start Date**: 4/07/2022 **End Date:** 8/15/2022
- o Student Center renovation, **Start Date**: 1/10/2022 **End Date:** 3/25/2022
- o South Pavilion Roof Replacement, **Start Date**: 4/12/2022 **End Date:** 7/21/2022
- o South Pavilion HVAC Repairs, **Start Date**: 4/07/2022 **End Date:** 8/25/2022
- o South Pavilion carpet and rubber stairwells, **Start Date**: 6/27/2022 **End Date:** 8/19/2022
- o Life Science Building Chiller Repairs, **Start Date**: 3/07/2022 **End Date:** 5/16/2022
- o Life Science Building IT/Data Room HVAC Upgrades, **Start Date**:3/15/2022 **End Date:** 4/20/2022
- o Main Building/Nursing IT/Data Room HVAC Upgrades, **Start Date**:6/01/2022 **End Date:** 7/02/2022
- o Life Science Building Duct Work Cleaning, **Start Date**:11/18/2021 **End Date:** 12/22/2021 **(This is a 2021 Project)**
- o Main Building Duct Work Cleaning, **Start Date**:7/11/2022 **End Date:** 7/22/2022
- o Flagpole lighting installation, **Start Date**:3/21/2022 **End Date:** 3/25/2022
- o Bottle Filler Water Fountains Installation, **Start Date**:3/23/2022 **End Date:** 6/10/2022

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 maintained Operational readiness during the holiday break
- Public Safety provided around the clock coverage for the West Pavilion facility emergency.
- Reported to Maintenance and secure wind damage debris during the break along the campus roadway.
- Maintained operational coverage at the West Pavilion during restoration.
- Presented Campus Evacuation and Safety Tips during the President's Forum
- Public Safety provided around the clock coverage for the West Pavilion facility emergency.
- Supported All Special Events scheduled.
- Maintained operational coverage at the West Pavilion during restoration.
- Scheduled a college wide Active Shooter presentation by the Baltimore City Police Department in March 14, and 23, 2023.
- Collaborating and monitoring the installation of security automatic door swipes and CCTV cameras college wide.
- Public Safety supported the in-person CDL, GED, and ESL programs at RPC and WDCED including weekend classes.
- Public Safety staff continued to produce and distribute identification cards for students and faculty/staff while following safety protocols including masking, social distancing, and physical barriers. An appointment system using idcards@bccc.edu was implemented and has been utilized to enhance safety by limiting the number of people serviced at one time.

Baltimore City Community College
PRESIDENT'S UPDATE
Board of Trustees, March 15, 2023
Dr. Jade Borne, Vice President, Student Affairs

Admissions & Recruitment

New Staff - The following staff members were hired in Admissions
- Macey Cozzolino – Recruiter/Advisor
- Jessica Launder – Admissions Advisor for Veterans Affairs

Dual Enrollment Admissions – For the months of January and February, several sections of Dual Enrollment were added for the 12 and 10-week sessions for. The Admissions Team facilitated Dual Enrollment application sessions and assisted with setting exemptions from submitted High School Transcripts. Schools included Forest Park, Mt. Clare Christian School, Forest Park, Dunbar and Mervo.

Weekly Information Sessions – The Recruiters held two Information's Sessions per week in February. Over 15 new students attended the sessions which resulted in 10 new enrollments for the 12 and 10 week sessions.

School Visits - The Recruiters are continuing to use an Excel spreadsheet to divide 64 Baltimore City and Baltimore County Public High Schools into 3 territories. The Team will be adjusting the territories
for the Spring 2023 semester. The Recruiters visited 5 high schools and spoke to over 50 students in February.

Admissions Events – The Recruiters conducted 3 in-person events as follows:
- Feb 3, 2023 – New Era High School Visit and Campus Tour – 62 Students
- Feb 7, 2023 – Group church tour – 10 Students
- Feb 28, 2023 – Baltimore Transition Connection Academy Visit and Campus Tour – 6 Students

Banner Implementation
The Admissions staff have suggestions for improving data processing changes in Banner, and design changes in the new admissions application to address residency issues for all students, but in particular non-US citizens ("international"). Numerous issues are being addressed with exporting data to Banner from Recruit applications for returning students. This led to the identification of programming errors between consultants and ITS, and some workarounds.

New Student Orientation & Welcome Week, 1/3/23-1/11/2023
Staff held an International New Student Orientation (01/5/2023). Eleven students participated, most of whom rated the orientation as Excellent (50 Excellent ratings, 10 Good ratings out of a possible 66 ratings). Students who could not attend were contacted to complete a self-service video and in-person orientation. All new students were added to the International Student Services Canvas course, a vehicle for constant communication with international students: event announcements, regulation updates and reminders.

International Students Information Sessions
The following appointments were held for International Students.
Zoom, scheduled: 30
Foreign-born residency, drop-in: 3
Drop in, F-1 enrollment: 32
Drop in, F-1 retention:21
Calls: unreported
E-mails: unreported

Admissions Communication & Training
 Admissions staff was engaged in numerous formal and informal training with new and veteran Admissions staff in processing and troubleshooting applications and student data in legacy ("HP Lan") database, Connect, Formstack, Recruit, and Banner.

Staff Development
1/4/23 President's Forum 1.5 hours
1/4/23 Facilities Update 1.5 hours
1/4/23 Information Technology Update 1.5 hours
1/4/23 MSCHE update 1.5 hours
1/5/23 Title IX & Student Conduct 1 hour
1/5/23 FERPA awareness 1 hour
1/19/23 Demonstration of "Who's Next" appointment scheduling software – 1 hour
1/25/23 Banner Communication Manager training

Partnership with WDCE - The International Student Coordinator met with ESL staff to continue to make progress on adding ESL Pathways program to allow BCCC to resume F-1 student enrollment in ESL. Also met with same group and Director of Testing to review English proficiency in testing and admissions and improve referrals to ESL programs.

Study Maryland - Dr. Sung Yoon Kim attended executive meetings of Maryland International Education Committee, serving as its Treasurer. She continued to process membership renewals for member institutions.

Student Success Center/Advising

The Student Success Center advisors continued to assist students with late start registrations throughout the month of January and February.

Advising Visits - Office

Student Success Center (Advising)	
MNB 020	413
Group Advising	662
Walk Ins	400
Total	1475

January and February 2023 VHD Services

Virtual Help Desk (VHD)	
Student Success Center (Advising)	410
Financial Aid	315
Student Accounts / Accounting	322
Admissions	150
Records & Registration	80
ITS	34
Total	1311

Other Advising Activities

Middle States - Several Advising Staff Members served on various Middle States workgroups.

Who's Next Reception Software – The Student Success Center is preparing to pilot the "Who's Next" reception software. Several training meetings were held to prepare the advisors to use this tool. Once implemented the software will allow for better tracking of student engagements across departments.

Testing Center

Summary of Testing Appointments - During January and February 2023, the Baltimore City Community College (BCCC) Liberty Campus Test Center administered 127 exams to BCCC students and community members. This month's collaborations included: DSSC, Virtual Help Desk, Student Success Center, Admissions, WDCE/ELI, Academic Affairs and Baltimore City Teacher Union. The below data table provides a breakdown of the testing appointments that occurred in February.

Exam Name	Exams Administered	Revenue
Accuplacer	186	-
Accuplacer Retest	6	
Accuplacer Remote (non-BCCC student)	1	$33.95
BCCC Course Exams (DSSC Students)	2	-
Biology Exemption	19	-
Biology Exemption-Retest	0	-
Computer Literacy Exemption	31	-
Computer Literacy Exemption-Retest	12	-
Distance Learning Exams (Non-BCCC students)	0	$0.00
Parapro Assessment	56	$1,491.70
TEAS	18	$407.40
CLEP	5	$168.70
Total Exams Given	**336**	
Total Exams Given (Walk-Ins)	**27**	
Total Revenue Generated	**$1,694.35**	

Data Trends

- BCCC Test Center administered 127 exams in-person in February, decrease from January due to the low demand for placement testing this month, expected to increase during the registration period.
- ParaPro and TEAS assessment increased significantly in the month of February; thus, increasing the total earned revenue.
- Exams for community members (non-BCCC students) accounted for approximately 38% of total exams given.
- Busiest Testing Times in February: 10:00am-11:00am & 2:00pm-3:00pm
- Exams Given by Day for the month of February:

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25	25	37	16	19	5

Collaborations and Efforts toward Goals

1. Since November, BCCC Test Center has been working to become reinstated as a PearsonVue Certified Testing Center and offer GED Testing to Baltimore City and Maryland Community Members. The application has been approved and awaiting additional approval from the PearsonVue Quality team and PearsonVue Legal.
   a. Aligns with Test Center's Enrollment Goal #1: **Baltimore City Liberty Campus Test Center will be identified as a certified testing center and one that encourages students' success through assessments provided.**
2. The Director of Testing is working with RegisterBlast to restructure the Test Center's appointment scheduling and check-in management system.
   a. Aligns with Test Center's Retention Goal #2: **Improve Test Center's branding and customer management systems.**

Registrar

Banner Implementation

During February 2023, Records and Registration staff continued 2-hour weekly training sessions on Banner with Ellucian Consultant Missie Cullum. The sessions provided extensive training on registrar-related topics and processes. In addition to training, Missie provided documents and resources on the SharePoint folder to allow the staff to reference and reinforce their knowledge of Banner screens.

Argos Reports

During the month of February, the Registrar worked with IT to extract "Never Attended" reports from Banner to produce ad hoc Argos reports. Reports were created to allow for critical data and information on registration, prerequisites, and students who were reported as Never Attended and should be dropped from a class or classes for spring 2023. The Never Attended reports will now be finalized and used to withdraw students from spring courses to allow for Financial Aid and other refunds to go out to students.

e-Transcripts

In collaboration with the National Student Clearinghouse and as part of the Banner implementation, the Registrar's Team worked hard to bring the e-Transcripts feature online. The e-Transcripts processes are working well with few exceptions. The Registrar's office is now able to process transcript requests and release such in less than 24 hours. As stated in last month's report, this new process for sending out transcripts on behalf of BCCC students allows for more access and quicker processing time. Students can easily initiate a request to send their transcripts to a potential employer, university school admissions office, or other recipients with an email address, anywhere in the world the same day the order is placed. Additionally, e-Transcripts allows for enhanced service features, a reduced workload for staff, improved security, and ease of use for students. As the majority of colleges and universities use the National Student Clearinghouse, or a similar vendor, this new transcripting services should increase student satisfaction.

Transcript Ordering Center
National Student Clearinghouse
Baltimore City Community College
? Help

School Notifications

Welcome to Baltimore City Community College's transcript ordering page!

Before ordering your official transcript, please note the following:

- Records prior to 1996 will require additional time for processing.
- Financial holds will halt access to grades, transcripts, and diplomas.
- Email, fax, and phone orders are not accepted.
- Partial transcripts are not available (all semesters are included).
- Incomplete requests can cause processing delays.
- Requests are for BCCC grades only. If you transferred credits into BCCC, contact each of those schools for official transcripts.

All orders are placed online through the National Student Clearinghouse

- Orders can be placed for an emailed PDF transcript.
- Order updates will be emailed to you. You can also check your order status or history online. Transcripts cannot be produced for anyone whose record has a hold by any department within the institution.
- When ordering electronic transcripts, it is the student's responsibility to verify the recipient will accept delivery of an Electronic PDF transcript before placing the order.

Mail orders and pickup orders are not options at this time. We do plan to offer the mail option again soon.

There is a $5.00 fee for each official transcript you request and a $3.50 processing fee accessed by National Student Clearinghouse.

Resending Transcripts:

- If your transcript does not reach the intended destination for any reason, we will resend the transcript at no additional charge to you for no more than 1 month after the initial request. After the 1-month period, you must submit and pay for a new request.

Clearinghouse Notifications

Payment will be accepted, if a cost is involved, with any major credit or debit card. Your credit or debit card is not charged until your school sends your transcript(s). However, if you use a debit card, your bank may put a hold on your funds when we pre-authorize your payment. If you have questions on the pre-authorization, please contact your bank.

Order Transcript(s) >

View Transcript Order Status

National Student Clearinghouse

Financial Aid

The Financial Aid office is proud to announce that they have awarded and disbursed for Fall 22 and Spring 23:

- Federal Pell: $5318878
- SEOG: $817,471
- State $149819

Students Served:
- VHD 100
- Walk-ins 300
- Phone- 259
- Emails 158

Other Report - The financial aid department completes the following reports daily and weekly for Title4 compliance:

- Reviewed Verification and C- Codes Reports
- Reviewed SAP report.
- Reviewed MMR disbursement report.
- Reviewed Packaging Report
- Reviewed Fund Reports for FWS and FSEOG (Federal Supplemental Educational Opportunity Grant)
- Reviewed Inceptia Report for Verification
- Reviewed Duplicate File Report
- Reviewed Suspense file Report
- Reviewed Reconciliation Report
- Reviewed Suspense Report
- Reviewed Duplicate ISIR Report

Mayor's Scholars Program

In February the MSP staff met with the following partners in preparation for the summer bridge component:
- Youthworks – Nadia Sims, Program Coordinator
- Nadia shared insights about how the Youthwork program would be facilitated at Baltimore City Community College, the due date for the site application to be completed and due date students would need to sign up for the program.
- MSP-ELI meeting scheduled for March 1st.
- The MSP staff met with (WDCE) Elizabeth Mackey, Noah Northcut-Grant & Ewa Pietrek-Burton to discuss opportunities to support undocumented students during the summer bridge and throughout their academic journey at Baltimore City Community College.

The MSP staff is currently identifying students that attended the Fall 2022 semester & currently have balances to forward to Student Accounting so their bills can be paid.

During the month of January and February, the MSP staff worked with 110 students to address the following concerns:
- Academic Advising – registering for classes.
- Check in with students that were below a 2.0 to discuss strategies (time management, tutor referrals & 15, 30 & 45 credit check in) to support them for the rest of semester.

The MSP Staff have developed the following 7 Recruitment Strategies for the Summer 2023 MSP Bridge Program:

1. Host an MSP High School Counselor Professional Development Event – Tentative April 2023.
2. Invitations to join the 2023 Summer MSP Cohort Program to all graduating BCCC Dual Enrollment students and parents.
3. For MSP recruitment purposes, BCCC will request a Spring 2023 Graduating Seniors Report from Baltimore Public Schools, and private high schools in Baltimore – TBD. We will need to collaborate with City Schools to initiate the action.
4. Increase recruiter presents at all Baltimore City Public High Schools and private schools. The expanded BCCC Recruitment Team will develop a territory management plan to set spring 2023 key performance indicators for each high school.
5. BCCC's Admission and Recruitment Team will develop a continues communication plan for all eligible MSP students and parents. The enhanced communication management tools provided by Banner's CRM Recruit make tracking students through the enrollment process easier and more efficient – In progress.
6. BCCC is currently developing several on-campus MSP Information Sessions that will occur throughout the Spring 2023 Semester in both English and Spanish – Under development.
7. BCCC will purchase contact lists from the College Board for all spring 2023 high school graduates from Baltimore City Public Schools. The contact list will be used to filter students with ACT, SAT, and PSAT scores that demonstrate the likelihood that the targeted students would benefit from participation in the MSP Program.

Disability Support Services Center

During the month of January and February 2023, the Disability Support Services Center (DSSC) registered approximately seven students for renewal accommodations and conducted four new intakes/ orientations, totaling 123 students receiving services for Spring 2023. The Director conducted 25 in person meetings, zoom and video conferences, and made telephone calls with perspective students and their parents, faculty, and departmental Associate Deans/Deans to address concerns relating to accommodative services.

A total of two classroom presentations were conducted, one for a Pre-100 course and one for a RENG 91 class, to provide approximately 35 students with information and services provided by the Disability Support Services Center. The timely submission of the Maryland Higher Education Commission S-25 Report on Students Registering for Accommodation for Disability occurred on the 15th of this month.

The Director posted weekly DSSC materials, on the Canvas page, social media platforms, testing messaging, and recruitment efforts, were made to enhance disability awareness for existing and potential students. The Director continues to collaborate with staff from the Mayor's Scholars Program (MSP), Testing Center, Student Success, Student Life and Engagement, Student Wellness, Admissions, Records and Registration, Public Safety, Biotechnology, Workforce Development, Tutoring and IT team, to discuss the essential needs of students with disabilities at Baltimore City Community College.

MD AHEAD Meeting - Actively participated in MD AHEAD monthly board meetings to stay current with concerning trends and best practices in the industry.

Student Life & Engagement

During the months of December, January, and February four work study students were approved and working in the area. They are Sapana Bom, Sharvette Lee, Gabrielle Spears and Taron McDonald. The students have been helpful in event preparations and organizing the Food Pantry. Two of the students (Sapana and Gabrielle) also worked after classes ended later into the month of December. They also have been able to assist the Office of Admission on the phone lines when the Student Center was closed.

Ms. Grays continued communicating with Dr. Katana Hall (Faculty Senate President) to get more donations for the Food Pantry. She followed up as she stated last month providing a list of items that need to be replenished and times and dates when the Pantry would be open to accept items. She will be working with her work study students and volunteers to help staff the pantry on a regular basis. Ms. Grays has also been making sure to include the faculty and staff in announcements about activities and programs in Student Life and Engagement.

Student, Kyleen Brown was selected to be one of the speakers for the Advocacy Day in February. This was the first time that a BCCC student has been selected for this honor.

Activities and Events

December 2, 2022 – Keeping It Real Lecture Series Part II – The second lecture in the Keeping It Real Series was held via Zoom. BCCC History Professor, Author, Scholar, and Activist, Baba Zak Kondo lead the event. The event was held on Friday, December 2nd from 6:00 – 8:00 pm. A total of 34 participants attended the program. The program was co-sponsored by the Office of Student Life and Engagement, History Club, Anthropology and Sociology Club, and the Dept. of Education, Social and Behavior Sciences The topic was "The U.S. Government's War on Black Leaders" Here & Abroad. December 9, 2023 – Annual Kwanzaa Celebration – The SGA along with the Office of student Life and Engagement, the Social & Behavioral Sciences Department, the History Club and the Anthropology & Sociology Club, sponsored the annual Kwanzaa celebration. The event was held in the Mini Conference Center from 6:30 – 8:30pm. There were over 75 participants that attended the evening event.

The Office of Student Life and Engagement and the Student Government Association sponsored the 2023 Welcome Week on the college campus locations. (Liberty Heights, RPC and Harbor). The list of activities sponsored in January is listed below. Popular events were the events with food where over 150 guests attended in one day. Also, faculty and staff were very supportive and donated to the pantry which allowed the shelves to be stocked. The faculty/staff vs student volleyball game did not have the attendance numbers we anticipated but those that participated said it was a great activity and that we should do it monthly.

Liberty Campus

Wednesday, Jan 11
• Cookies, Coffee and Cocoa, Main Building (MNB), Atrium
9:00 – 11:00 am
• Selfie Scavenger Hunt Game Part I, MNB, Atrium
10:00 am – 6:00 pm (Sign up 10:00 – 11:00 am)
• SLE/SGA Meet and Greet and Panther Pics, MNB, Atrium
11:00 am – 12:30 pm
• Student Center/Game Room Open, MNB, Atrium
12:00 – 5:00 pm
• Juice and Chips Snack Break, MNB, Atrium
4:00 – 6:00 pm
• Panther Food Pantry Donations, MNB, Atrium
12:00 – 2:00 pm and 4:00 – 6:00 pm

Thursday, January 12
• Panther Food Pantry Donations MNB, Atrium
9:00 – 11:00 am
• Speed Friending, MNB, Atrium
10:00 - 11:00 am
• Student Success Tips Game, MNB, Atrium
11:00 am – 12:00 pm (Game Host Cortney Merritt)
• Students vs. Faculty/Staff Volleyball Game, PE Center
12:00 – 1:15 pm
• New Student Orientation, Fine Arts Theatre
1:30 – 3:30 pm

Friday, January 13
• Campus Community Service, MNB, Atrium
10:00 am – 12:00 pm
Selfie Scavenger Hunt Part 2, MNB, Atrium
10:00 am – 2:00 pm (Sign up 10:00 – 11:00 am)
Popcorn Break, MNB, Atrium
12:00 – 1:00 pm
• Panther Food Pantry Donations, MNB, Atrium
12:00 – 2:00 pm
• Student Center/Game Room Open, MNB, Atrium
12:00 – 3:00 pm

Saturday, January 14
• Panther Basketball Game, PE Center
(Panthers vs Rhode Island Community College)
1:00 pm

Harbor and RPC Campuses

Wednesday, January 25
• Snacks and Giveaways 12:00 pm
Workforce Development and Continuing Education

Thursday, January 26
• Snacks
Reisterstown Plaza Center

Tuesday, January 31
• Snacks and Giveaways 11:00 am
Workforce Development and Continuing Education

February 3, 2023 – National Wear Red Day – The Office of Student Life and Engagement and the Student Government Association co-sponsored "Rock your Red Day" for National Wear Red Day. The event was held in the Atrium on the Liberty campus. BCCC students, faculty and staff were asked to stop by the atrium between 12 and 1pm to take a photo in their red. Participants were given information on heart health care and asked to wear red each Friday in the month of February to raise awareness for heart disease and stroke in women.

February 13 – 17, 2023 – Love Week – The Office of Student Life and Engagement along with Student Support and Wellness co-sponsored "Love Week" during the week of February 13-17, 2023. Below are the events held.

February 13, 2023 - Love Yourself Part I – This first program "Tips for Healthy Skin" focused on how to take care of your skin from the inside out. The guest presenter was Norrine Harper. The event took place in the Atrium of Main Building from 12-1:30pm

February 13, 2023 - Love of Travel – The advisors of the Anthropology and Sociology Club and History Club (Dr. Servio-Mariano and Professors Hackett) held a virtual information session on the upcoming Study Abroad program. The college has an opportunity to send students to the UK due to the participation in a grant for Maryland community colleges. The event was held via Zoom from 5:30 pm – 6:30 pm.

February 14, 2023 - The 5 Love Languages – Student Support and Wellness sponsored "The 5 Love Languages "to talk about enhancing relationships. The presentation was based on Gary Chapman's book "The 5 Love Languages" with Cortney Merritt as the facilitator. The event was scheduled for 11:30 am – 1:30 pm in the Atrium.

February 14 and 17, 2023 - To Immigrants With Love (TIWL) Day of Action – BCCC joined other colleges across the nation with this campus activity to show support for the immigrant students, faculty and staff of BCCC and in our community by writing letters and postcards. Participants were encouraged to also share their support for immigrants during the week of action by using the hashtag #ToImmigrantsWithLove on social media. The event was held 12:30 - 1:30 pm in the Atrium.

February 14, 2023 - Love Yourself Part II - This second program "Social Anxiety" focused on those triggers and healthy ways to deal with social anxiety. The facilitator was Cortney Merritt from Student Support and Wellness Services. This was a virtual program held 5:30 – 6:30 pm.

February 17, 2023 - Rock Your Red Day – The Office of Student Life and Engagement and the Student Government Association continued "Rock your Red Day" to raise awareness for heart disease and stroke in women National Wear Red Day.

Black History Month Programs

February 1, 2023 - BCCC Panther Basketball Game and Trivia Contest - The Office of Student Life and Engagement and the department of Athletics kicked off Black History Month with a Trivia Contest at the BCCC Panthers vs HCCC Dragons basketball game. The events were held from 5:00 – 7:00 pm. Free t-shirts were given to the first 50 BCCC students with IDs. Guests were able to enjoy music provided by a DJ and prizes were given to the winners of the Black History Trivia Contest.

 February 10 – 27, 2023 - Black History Trivia - The Office of Student Life and Engagement held a daily Trivia Contest where students had the opportunity to answer daily Black History questions. The first three people with the correct answers were entered in a raffle for prizes at the end of the month. A new question was posted daily on Canvas.

 February 15, 2022 - Black Alumni Event –The Office of Student Life and Engagement and the Anthropology and Sociology Club and co-sponsored, Black Alumni Reflections: Where we are now and how we got here. The guest Alumni Speakers were: Tavon Palmer c/o 2015, Pierce Perkins c/o 2013, and Jeffrey Brown c/o1991. Each speaker spoke about their experiences at BCCC and their journey to where they are now. The event was held in the Gaare Auditorium in the Nursing Building from 12:30 – 2:00 pm.

 February 16, 2023 - Theatre Thursday – The Office of Student Life and Engagement showed two movies for Black History month. The movies shown were "Jazzman's Blues" from 12 – 2pm and "If Beale Street Could Talk" from 3 -5pm in Atrium.

 February 22, 2023 - Hip Documentary and Discussion – In recognition of Black History Month and the 50th anniversary of Hip Hop, the Office of Student Life and Engagement and the Student Government Association co-sponsored the viewing the PBS Documentary, "Fight the Power: How Hip Hop Changed the World".A discussion followed with our BCCC partner, author and entrepreneur, Carlos Muhammad from Douglass High School as the facilitator. The event was held in the Atrium on the Liberty campus from 12 – 2pm.

 February 23, 2023 - Black History Museum Trip – The Office of Student Life and Engagement sponsored a trip to the Lillie Carrol Jackson Civil Rights Museum in Baltimore, Maryland. Five students along with Ms. Grays participated in the trip. This was the first off campus event for the department using the college's van since 2019.

 February 24, 2023 - Keeping It Real Lecture Series – The Office of Student Life and Engagement, History Club, Anthropology and Sociology Club, and the Dept. of Education, Social and Behavior Sciences sponsored the 3rd lecture in the Keeping it Real Series. The topic was "Topic: Dr. King and the Vice Lords in Chicago". The guest lecturer for this month was King Kamara, author, lecturer, Hip-Hop recording artist, and playwright. The program was held via zoom from 6:00 - 8:00 pm.

 February 27, 2023 - Film and Discussion – The Office of Student Life and Engagement showed the Film "13th". There was a discussion with BCCC Professor Johns-Hackett after the viewing. The event took place in the Gaare Auditorium of the Nursing Building from 5:00 – 7:30 pm.

February 28, 2023 - BCCC Black Authors and Business Expo - The Office of Student Life and Engagement sponsored a vendor event for the BCCC community. The event was an opportunity for BCCC students,

faculty, staff, and alumni to showcase their businesses. There were seven participants in this event that took place from11am to 1pm in the Atrium. All vendor participants stated the event was very successful and appreciated the chance to show their items.

Student Support Services and Upward Bound Math and Science

Trio Student Support Services

The TRIO Student Support Services Program has a total enrollment of 217 program participants in FY 2022-23. SSS offered various mandated and permissible services, such as coaching, academic advising, financial literacy, transfer information, and career and decision-making. Common concerns or issues addressed include bookstore information, degree audits, financial aid, student accounting, Canvas/IT, course overrides, tutoring, and Disability Support Services referrals. Accordingly, participant contacts are as follows:

- Virtual contacts -36 students
- In-person contacts – 26 students
- Canvas Announcements/Mass Emails - 5
- Email/telephone contacts - 10
- The Empowerment Hour (Virtual Workshop- 2/3/23) – 5 students

Recruitment efforts included social media blasts, emails, and virtual and in-person classroom presentations in PSY 101, RENG 91, and ENG 101 sections. SSS Program staff screened and processed 12 new applications; five were accepted, one was ineligible, and three were on hold pending registration. Two SSS staff attended the Mid-Eastern Association of Educational Opportunity Program Personnel (MEAEOPP) from February 26 – March 1, 2023, in Handover, MD. Lastly, the director submitted the Interim Performance Report as submitted to the U.S. Department of Education on 2/9/23.

Upward Bound Math and Science

Summary

The Upward Bound Math and Science program, Spring semester programming commenced on Saturday, January 28, 2023. This month, students participated in a Bio Tech lab with BCCC Prof. Curtis Jones. The Spring semester runs through May 2023.

Recruitment

UBMS student recruitment is on-going. There are a total of twenty-four (24) student participants. A class presentation was provided to a group of middle school students at National Academy Foundation, one of the identified target schools. An additional application was received after the presentation. Recruitment will continue to be a vital component of the UBMS programming until the required number of student participation, (62) per the grant, has been reached.

Staffing

One UBMS Coordinator candidate was moved forward in the hiring process.

Athletics

The basketball season is coming to a close. The team's regular season record is 10 – 13. They competed well in every game and conducted themselves well. The team lost a few students to injury which affected their consistency on the floor and unfortunately some wins.

The team is now preparing for the Region playoffs which are used to determine which schools move on to the district championships and eventually the national tournament held in Kansas.

The coach has already begun recruiting for next season. At this point, he has received commitments from two recruits. The two sophomores on the team have accepted scholarship offers from four-year schools. The AD is fielding calls from coaches interested in both the women's basketball and volleyball positions. The plan is to bring both sports back in the fall.

Men's Basketball Game Schedule:

Baltimore City Community College
PRESIDENT'S UPDATE
Board of Trustees, March 15, 2023
Michael Rading, Chief Information Officer

Client Services

Client Services continues supporting faculty, staff and students. Over the last month the focus of our work has been on the following:

Staffing

- Tier 1 Helpdesk has been hired. His first day was Monday, 1/30

Support/Maintenance

- Media Services: Provided media equipment support and presentation and media equipment for:
    - Projector Bulb Inventory
    - Visual Arts Studio Tour
    - Upward Bound Math & Science Program
    - Student Government Association Inauguration
    - New Student Orientation
    - Five Love Languages
    - Black History Month Events
    - Ashburton Community Event
    - Fight the Power: How Hip Hop Changed the World
- IT Helpdesk
    - West Pavilion Flood Activities
        - On Christmas Day, Public Safety alerted us that the West Pavilion Building was flooded and the area most affected was ITS Client Services. Jamie Cofield (HelpDesk Supervisor) and Mo Alzalam went to West Pavilion to do an initial survey of the water damage and initial cleanup.
        - Day after Christmas, ITS Leadership, Michael Rading (CIO), Pete Farrell (DCIO), and Dawna Attig (DCS) went to West Pavilion to do an initial inventory and separation of good, dry laptops and bad, wet laptops.
        - Since then and under the immediate supervision of Jamie Cofield, Tier 2 HelpDesk personnel did a massive cleanup of several rooms at West Pavilion, removing damaged and unusable equipment, destroying hard drives, as well as, doing a complete inventory with replacement costs for everything that is to be claimed on insurance. The replacement value for the technology items damaged by the flood is $104,799.72.
    - Winter Break Closing Procedures – We worked with Facilities to confirm what the closing procedures should be for IT
    - First Week Session Support Schedule
        - Created and Implemented an IT Support Schedule for the first week of each session.
        - Providing support for students during their first week of session
    - Distributing laptops as requested
    - Continuing work on Student, Faculty and Staff tickets
- Fresh Service ongoing support & maintenance
    - Worked on an EMERGENCY On Call Ticket Notification

- o Developing an Employee Onboarding Process
- o Modifying ticket workflows

Projects

- • MFA Implementation Project
  - o Client Services with Systems worked to implement Multi-Factor Authentication across the entire campus for all Faculty and Staff. It has not been rolled out to Students yet.
- • DEXIS Software Upgrade Project (dental clinic imaging software)
  - o The dental clinic is migrating to a modern imaging platform and replacing the sensors. This installation took place the week of February 27.
  - o 21 computers are being ordered to replace aging laptops in the clinic.
- • 2023 BCCC Commencement Project
  - o Client Services Director and Media Services are supporting 2023 BCCC Commencement
- • CODA Site Visit Prep Project
  - o Client Services is assisting the Dental School in preparations for this upcoming site visit.
  - o The conference room for this site visit is set to receive an upgrade in its AV equipment. The new equipment will be installed on 3/17.

IT Staffing

A new Director of Enterprise Applications, Ishwor Aryal began working for the College on January 3, 2023.

IT Security

The ITS team participated in a DoIT-sponsored pilot of role-based security training, which targets specific security topics based on an individual's role in the institution. Examples of these topics include IT staff, executive, HIPAA, FERPA, PCI-DSS. ITS will be partnering with DoIT to deploy these trainings to the broader BCCC employee community in 2023.

There is a project underway to enforce Multi-Factor Authentication (MFA) and other security enhancements to the BCCC computing environment. The first phase of MFA that includes employee email/Microsoft 365 being the first system went live in January 2023. This will be expanded to other systems, including Banner and student systems, in Summer 2023.

As a result of the DoIT security assessment that was completed last year, BCCC has been invited to participate in a pilot "Incident Response" program that is being developed to help agencies build comprehensive incident response plans. The kick-off meetings were held during the week of February 27. This work will take place over the next several months, concluding in May.

ITS is also investigating a new endpoint security service offering from DoIT that will provide significant improvements to our threat detection and remediation capabilities and help control increasing costs from our current provider.

OFFICE OF GRANTS DEVELOPMENT

The VP for the Office of Institutional Effectiveness, Research & Planning is pleased to introduce **Mr. Keenan E. Jones as the Director of Grants** at the Baltimore City Community College (BCCC). Mr. Jones joined BCCC Wednesday, March 8, 2023, after serving as a Grant Reviewer with the Substance Abuse and Mental Health Services Administration (SAMHSA) since 2018 in Rockville, MD. Prior to SAMHSA, he worked as a Homeless Services Administrator for the Baltimore County Department of Housing and Community Development in Towson, MD, where he provided leadership for 20 organizations utilizing county, state and federal funding. He's managed and provided fiscal oversight for the Department of Housing and Urban Development funding as well as served as the Director of Continuum of Care & PATH Program Behavioral Health Administration for the State of Maryland.

Mr. Jones holds a Master of Religious Education from the Eastern Theological Seminary and a Bachelor of Science in Speech Communication/Public Relations from Frostburg State University.

Meetings will be organized by the VP over the next couple of months with Mr. Jones and Principal Investigators/Program Directors, Finance/Budgets staff, and other key stakeholders to orient him to his role overseeing institutional grants at BCCC. Mr. Jones will cross collaborate with Workforce Development & Continuing Education, Academic Affairs, Student Affairs, and Finance & Administration on a consistent basis.

OFFICE OF INSTITUTIONAL RESEARCH

State and Federal Reporting Led by the Office of Institutional Research

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

Maryland Association of Community Colleges (MACC)
- *2023 MACC Data Book/Dashboards* - Developed data to be included in MACC's new dashboard version of the annual data book. The Enrollment and Outcomes sections were completed to meet the deadlines of December 19 and 20, 2022, respectively. The Faculty & Staff section was completed to meet the deadline of March 8, 2023.
- *Community College Aid Survey for Department of Legislative Services (DLS)* - Developed data by specified categories for financial assistance for DLS's request of MACC. The Survey was submitted to meet the deadline of February 16, 2023.

Maryland Higher Education Commission (MHEC)
- *Fiscal Year (FY) 2022 Non-Credit Workforce Completer System File* - Led team comprised of colleagues from Information Technology Services (ITS), Workforce Development and Continuing Education (WDCE), and Records and Registration to develop student-level data file. Prepared summary data visualizations and verbiage in preparation for Cabinet review. The approved file was submitted to meet the deadline of December 1, 2022.

- *Fall 2022 Employee Data System File* – Led team comprised of colleagues from Human Resources and Information Technology Services to develop employee-level date file. Prepared summary narrative and data tables in preparation for Cabinet review. The approved file was submitted to the deadline of December 15, 2022.
- *Calendar Year (CY) 2022 Distance Education Form and Survey* - Developed course, section, and enrollment credit and continuing education data and coordinated with E-Learning regarding program-level distance education status. The Distance Education Form and Survey was submitted to meet the deadline of January 17, 2023.
- *Report on Students Requesting Accommodations for Disabled Student Services* – Collaborated with the College' Disabled Student Services Center to develop enrollment and outcomes data. The Report was submitted to meet the deadline of March 1, 2023.
- *Summer and Fall Student Registration System Files* – Developed student-level data in legacy system (summer 2022) and Banner (fall 2022) in preparation for submission deadline of March 15, 2023.
- *Summer and Fall Course Information System Files* – Developed section level data in legacy system (summer 2022) and Banner (fall 2022) and faculty data in preparation for submission deadline of March 15, 2023.

Maryland State Department of Education (MSDE)

- *FY 2022 Perkins Pell Grant Recipients* – Developed program-level data to reflect fiscal year data for credit students who received Pell Grants and were enrolled in Career and Technical Education (CTE) programs approved by MSDE for Perkins funding. Summary spreadsheet was developed for submission by Perkins Coordinator. The file was submitted to meet the deadline of February 1, 2023.

Middle States Commission on Higher Education (MSCHE)

- *2023-24 Self-Study Steering Committee* - The Director has been appointed to serve as Co-Chair of the Self-Study Steering Committee with the Dean of the School of Nursing and Health Professions. Initiatives with the VP IERP/Accreditation Liaison Officer and Co-Chair for December – February 2023 include the following
- Developed and conducted presentation for a kick-off presentation to the College community during January Opening Week professional development sessions.
- Collaborated with ITS to create Microsoft Teams structure to facilitate communication, collaboration, version control, document management, and archiving for the Self-Study process.
- Add members to appropriate Teams groups and conduct training for Working Group members and administrative support as they join Working Groups.
- Created structure for each Working Group and templates for Agendas/Notes/Attendance, Standard Criteria and Research Questions, Evidence & Interview Requests, Evidence Logs, and standardized email to send to subject matter experts with Requests.
- Created and maintain detailed and dynamic timeline to guide agendas and work for the Working Groups' weekly meetings.
- Provide weekly Monday updates to the full Self-Study team.
- Create agendas and conduct weekly Steering Committee meetings; attend all Working Group and Committee meetings.
- Develop and facilitate monthly faculty and staff presentations on the Self-Study process.
- Plan and conduct monthly Steering Committee Peer Review sessions of each Standard's Responses to Research Questions and Evidence Log.
- Respond to Evidence & Interview Request Forms with documentation and verbiage to support compliance with Criteria. Examples include the Performance Accountability Report, professional development presentations, Program Review and Evaluation Survey Results, program accreditation

survey results, Community College Survey of Student Engagement and Community College Faculty Survey of Student Engagement presentation of results, Title IX surveys, mission review and alignment with the State Plan for Postsecondary Education, Managing For Results, and Student Right-to-Know Disclosure information.

- Provide individualized support to Working Group members as needed.
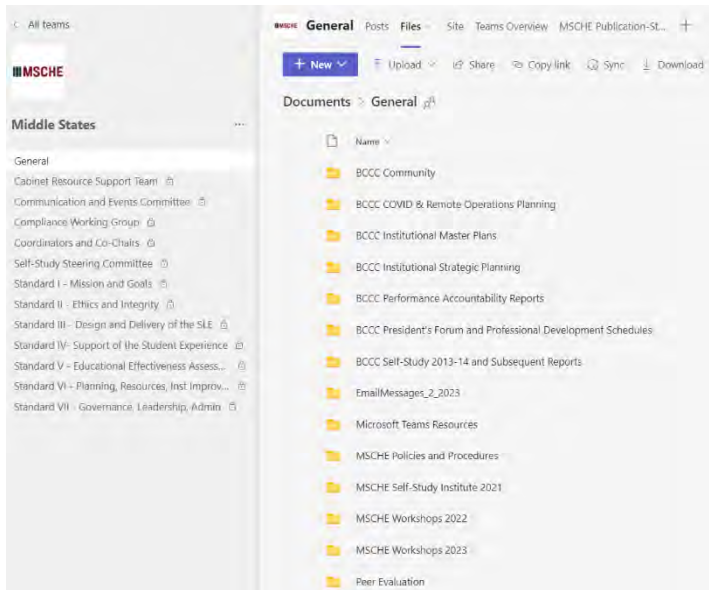
- *Working Groups* – The Research Analyst II has been appointed to serve as a member of the Standard VI Working Group which involves attending weekly meetings, distributing Evidence & Interview Request Forms, and compiling responses and evidence accordingly. The Director attends all Working Group meetings to provide support and guidance.

National Center for Education Statistics (NCES)
- *IPEDS Winter Collection* - Developed data to complete the Student Financial Aid, Graduation Rates, Graduation 200 Rates, and Outcomes Measures Survey Components All were submitted to meet the deadline of February 8, 2023.
- *IPEDS Spring Collection* - Coordinating with Academic Affairs and Finance & Administration to ensure completion of Academic Libraries and Finance Surveys and began preparing for development of data to complete Fall Enrollment and Human Resources Surveys to meet deadline of April 5, 2023.

United States Department of Education
- *Title III Eligibility Application and Request for Waiver* – OIR developed student enrollment, characteristics, and federal financial aid data to join with Core Expenses data from the Controller's Office to determine institutional eligibility in two categories and prepared information to request waiver. Application was submitted to meet the deadline of February 27, 2023.

College Collaborations for External Reporting or Stakeholder Needs

OIR supported other College offices in the development or preparation of data, narrative, and/or providing overall quality assurance related to the following initiatives.

Association of College and Research Libraries (ACRL)
- *Annual Survey* - Collaborated with Library to complete the annual survey, which collects data similar to IPEDS Libraries Survey. Survey was submitted to meet the deadline of February 28, 2023.

Audit Support – Support Controller and Budget Office in developing and reviewing data to support requests from external auditors.
- *CC-4 Financial Audit and Report Preparation* – Developed detailed breakdowns for credit and continuing education FTEs and hours of enrollment to support the preparation of the draft report. Responded to auditors' requests as needed as shared by the BCCC Controller.

Department of Legislative Services
- *BCCC Data Update* – Developed fall 2022 enrollment data by specified student characteristics and FY 2022 graduate data to support the Finance & Administration divisions submission.
- *Operating Budget Analysis and Hearings Support* – Served on BCCC team to review DLS Analyst's report for accuracy and prepare written and oral testimony for hearings to include necessary data points. Director served as a member of the BCCC panel and testified in the hearings before the House of Delegates and Senate subcommittees on March 1 and 2, 2023.
- *Realignment Reports* – Developed data to support various Cabinet areas' completion of mandated Realignment reports.

Maryland Community College Association for Continuing education and Training (MCCACET)
- *Data Collection* – Collaborated with WDCE team to develop data for early collection of continuing education performance indicators along with course/sequence level data to support work of WDCE program coordinators. WDCE team completed the submission by the deadline of December 9, 2022.

Maryland Higher Education Commission
- *Cyber Warrior System (CWS) File* - Supported Workforce Development & Continuing Education team in preparation, summary, and submission of student-level data file reporting enrollment in Cyber Warrior sequences to meet the deadline of December 1, 2022.
- *Transfer With Success Act Report*
- *Report on Awarding of Credit for Prior Learning* – Served on team with Academic Affairs and Records & Registration to complete this new reporting requirement. Developed and reconciled data reporting the number of students who were awarded academic credit via learning examinations and transfer credits. Collaborated on the submission of the report to meet the deadline of December 31, 2023.
- *Prior Learning Policy* – Served on team with Academic Affairs to prepare narrative regarding the College's "multiple measure" policy to meet the deadline of January 9, 2023.
- *Veterans Site Visit* – Served on team to prepare for site visit conducted on February 22, 2023.

MarylandOnline.org
- Maryland Online Annual Survey – Developed credit and continuing education section- and course-level offerings and enrollment data to support the E-Learning Office in completing the Survey to meet the submission date of December 16, 2022.

External Meetings
- Maryland Community College Research Group (MCCRG) monthly meetings
- Ellucian Consultant and Leadership Team meetings
- Maryland Association of Community College's Data Book Review/Standards Workgroup
- NIH Bridges to Baccalaureate with Howard University Partnership Meetings

- Perkins Grant meeting with MSDE Liaison as part of onboarding of new BCCC Perkins Coodinator

Grant Support
- *AmeriCorps Vista* – Developed MAT 107 grade distribution, retention, and graduation data to support the quarterly report submission due January 5, 2023.
- *PepsiCo* – Provided updated student enrollment and outcomes data to support fulfillment of PepsiCo grant awards.
- *Perkins* – Completed Perkins Pell Grant Recipient data and joined meetings to onboard a new BCCC Perkins Coordinator.

Program Accreditations
- *Maryland Board of Nursing (MBON) Annual Report for Accreditation* - Developed workbook including graduation rate data along with trend data for program enrollment, degrees awarded, and licensure exam pass rates in accordance with MBON guidelines. Served on team to conduct the final review. All data and information were submitted by the Nursing Department to meet the deadline of December 10, 2022.
- *Commission on Dental Accreditation* – Provided summary level data and results from Graduate Survey; provided updated enrollment and outcomes data; and served on team to review the final self-study report to meet the deadline of January 24, 2023. Serving on team to prepare for upcoming site visit scheduled for March 23, 2023.
- *Health Information Technology Accreditation* – Developed updated surveys for graduates and employers to support accreditation process.
- ACBSP – Serve on team to prepare for biannual accreditation report. Developed updated draft surveys and shared preview links with Associate Dean of Business & Technology for review with department faculty.
- *Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP) Progress Report* - Developed enrollment and outcomes data and served on team to review report for submission for the deadline of
- *Commission on Accreditation in Physical Therapy Educaton/American Physical Therapy Association (CAPTE/APTE) Annual Report* – March 1, 2023.

Support for Internal Priorities

OIR developed data and/or provided other support or guidance for the following internal priorities.

Enrollment Updates
- *Continuing Education Enrollment Updates* – Develop monthly continuing education enrollment data by term and department to support WDCE leadership team through FY 2022.
- *Never-Attend Displays* – Utilizing reports provided by ITS, developed tables to organize never-attend data to facilitate process.
- *Grades Data* – Developed grade distribution data for summer 2017 - 2022 credit courses to support Academic Affairs planning of scheduling summer 2023 courses.

Enterprise Resource Planning (ERP) Implementation and Operationalization- Attend weekly check-in meetings with VPIERP.
- Collaborating with ITS, Director of E-Learning, and Associate Registrar to develop means to extract and report student, graduate, and course level data with confidence via development of queries in the new Argos reporting tool and utilize preliminary output for data validation and cleansing.

- Created a template to coordinate effort to request training for Cabinet areas and key users related to Banner's standard reports and document concerns related to data.
- Participated in sessions related to Banner student, accounts receivables, CRM Recruit, and Degree Works components and integrations. Provide input and data to support efforts.
- Participated in faculty-focused session on the processes related to reporting students who "never attend".
- Compiled documentation to support development of key data files required for State compliance.

Professional Development
- Middle States Commission on Higher Education Annual Conference
- Web Time Training Session
- Ellucian CRM Training Sessions
- Co-facilitated "Self-Study Launch!" to Steering Committee and Working Groups
- Developed and conducted "Community College Survey on Student Engagement" (CCSSE) presentation to the College community summarizing and comparing results from the CCSSE and Community College Faculty Survey of Student Engagement.

Program Review and Evaluation Committee (PREC)
- Serve on PREC Planning Team to provide updates regarding MSCHE processes and ensure data needs are met to support finalization of worksheets by Program Coordinators.

Surveys
- *Program Accreditation Surveys* – As noted above based on respective accreditation requirements.
- *Fall 2022 Program Review and Evaluation Committee Student, Faculty, and Advisory Committees*
- *Spring 2023 Professional Development Activities Surveys*
- *BCCC Self-Study for MSCHE Reaccreditation Tagline Surveys for Faculty/Staff and Students*

Teams/Workgroups
- *Curriculum and Instruction Committee (CIC)* - Attending meetings to support new program development needs.
- *MSCHE Self-Study Design Team, Self-Study Steering Committee Co-Chair, and Working Group*
- *Program Review and Evaluation Committee (PREC) Planning Team* - Serve as member and participate in weekly meetings. Develop data and provide survey support as previously noted.
- *Catalog Review* – Providing support to Catalog/Curriculum Review team.
- *Screening Committees*
  o Served on a screening committee for the Director of Grants position.
  o Participated in the interviews for the Vice President for Academic Affairs
  o Participated in the interviews for the Vice President for Finance & Administration
  o Conducting a search for a Research Analyst to join the Office of Institutional Research

OFFICE OF ASSESSMENT

Academic Affairs

Curriculum Assessment

The Director of Assessment continues to support the Academy in the assessment of the College's credit curricula through the provision of datasets, operational workbooks, and expertise in strategic curriculum management.

Figure 1: Sample selection of data documenting current and historical MHEC-approved programs with accreditation and licensing information.
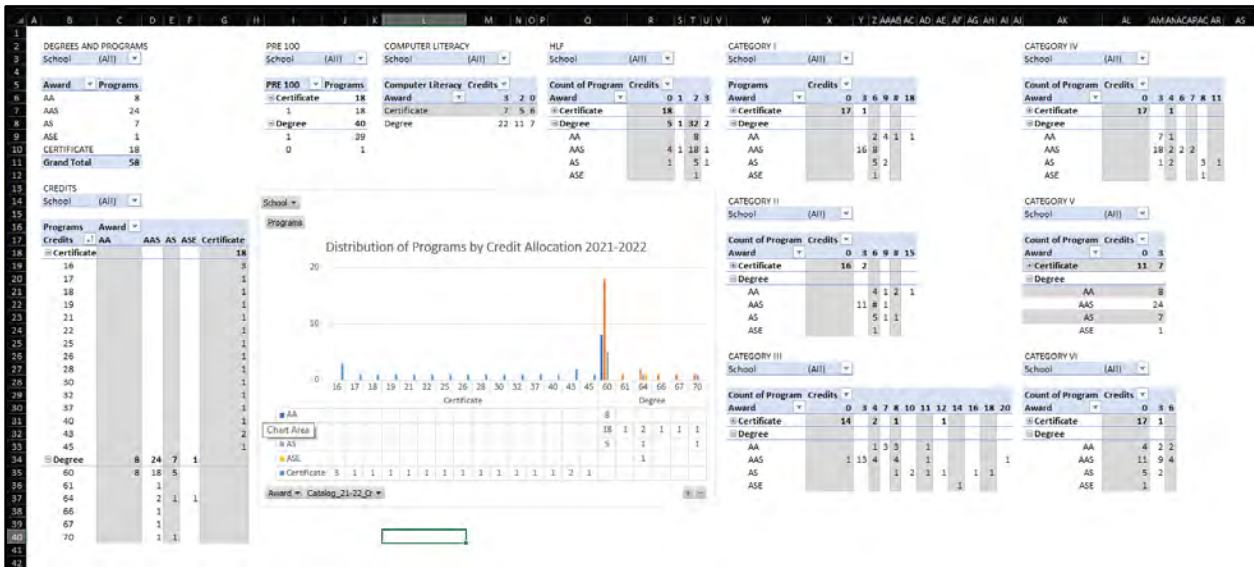
Figure 2: Working dashboard for the review of credit allocation across degree and certificate programs, COMAR general education requirements, and Institutional requirements.

Figure 3: Sample data and decisions points from the AY 2023 Curriculum Assessment.

Figure 4: Sample data from the comprehensive course spreadsheet, detailing all courses from the 2021-2022 Catalog. Includes discipline, prerequisites, corequisites, credit hours, and special designations (general education, etc.) among other descriptors.

Figure 5: Sample education plan, optimized for curriculum assessment with embedded formulas for credit hours, general education courses, and institutional requirements.

Fall 2022 Learning Outcomes Assessment Data

In January 2023, Academy Faculty submitting Learning Outcomes data to Academy Leadership and the Office of Assessment in the form of anonymized gradebooks, Learning Mastery Reports, and Learning Improvement Plans, and other Learning Outcomes Assessment artifacts. This month, the Office of Assessment conducted an initial review of the submitted data and will be providing a report to the Academy in March.

Accreditation

Programmatic Accreditation and Licensing

Commission on Dental Accreditation (CODA) Self Study and Site Visit
The Director of Assessment continues to support the School of Nursing and Health Professions and the Dental Hygiene Program in preparation for their upcoming site visit by providing guidance and best practices for programmatic accreditation processes and highly curated site visit experiences.

Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP) Follow-Up Response to Annual Report
The Director of Assessment supported the School of Nursing and Health Professions and the Emergency Medical Services Program by providing guidance and best practices for the submission of follow-up responses to accreditors.

Maryland Institute for Emergency Medical Services Systems (MIEMSS) Impromptu Site Visit Debrief
The Director of Assessment has been engaged in the initial debrief of a site visit made by MIEMSS to the College's Workforce Development Emergency Medical Technology course. A detailed debrief and subsequent planning meetings are expected upon receipt of a letter from MIEMSS summarizing the results of the site visit.

Middle States Commission on Higher Education (MSCHE) Self-Study

Working Group Co-Chair, Standard V: Educational Effectiveness Assessment
The Director of Assessment continues to serve as Co-Chair for the Standard V: Educational Effectiveness Assessment Working Group and member of the Steering Committee. Working Group meetings are held every Wednesday from 2:00 – 3:00 PM.

Steering Committee
As a Working Group Co-Chair, the Director of Assessment serves on the Self-Study Steering Committee. Steering Committee meetings are held every Friday from 3:45 – 5:00 PM. In February, Steering Committee members met on 2023-02-08 for the first round of Peer Review, a working meeting for Steering Committee members to review and comment on the evidence and narrative gathered by other Working Groups.

MSCHE Conference
The Director of Assessment attended the MSCHE Conference in Philadelphia, PA from December 7th through 9th. Focusing on academic assessment, the following sessions were attended in addition to the keynote and plenary addresses:
1. Involving Students in Assessment and Planning: Why It Makes Sense and How to Do It
2. An Online Learning Framework to Ensure Student Success & Long-Term Institutional Sustainability
3. From Compliance to Deep Engagement: Using General Education to Create a Culture of Assessment
4. Assessment in General Education: A Faculty-Led Approach

5. The Missing Link: Assessment and Microcredentials
6. MSCHE Standards Periodic Review
7. From Warning to Sustainable, Organized, Systematic and Well Documented Assessment

Planning

Director of Grants Hiring Committee Chair
The Director of Assessment has served as the Hiring Committee Chair for the Director of Grants search that began in January 2022. The search concluded in February 2023. The onboarding for the Director of Grants will start on 2023-03-08.

Office of Grants Development Interim Oversight
Since January 2022, the Director of Assessment has served the Office of Grants Development in an interim capacity in the absence of a Director of Grants. This service will transition to the onboarding of the Director of Grants in March 2023.

Baltimore City Community College
CABINET UPDATE
Board of Trustees, March 15, 2023
Anna Lansaw, Executive Director, Procurement & Auxiliary Services

Budget Office

1. **Highlights**
   - The staff continues to work diligently with Ellucian in transferring the financial data from Banner to the State's Accounting System (FMIS). This is currently in the testing phase. The transferring of financial data from FMIS to Banner is completed.
   - The Budget Office is in the process of obtaining approval of monthly agenda items to meet with each division monthly to monitor expenditures as well as address issues/concerns.

2. **Appropriation Year (AY 23) Revenue Summary as of 02/28/2023**

Revenue Fund	Revenue Amount	Notes
General (Unrestricted)	$ 44,261,158	(Includes Bookstore of $756,167)
Restricted	$14,742,321	(Includes WBJC of $890,609)
Total Revenue	**$59,003,479**	

Unrestricted Revenue: Total unrestricted revenue through February Fiscal Year (FY) 2023 is $2.1 million lower than the revenue earnings through the same period FY 2022.

- *Tuition & Fees: overall decrease by 9%.* The overall decrease in tuition and fee revenue is due to lower than anticipated enrollment on the credit side compared to FY 2022. There was a decrease in non-credit tuition and fees of $134,310 (-25%).
- *Sales, Service, Aux & Leasing: increased by 83%.* Sales, Service, Auxiliary & Leasing revenue earnings are significantly higher in FY 2023 than this same time in FY 2022, due to an increase in real estate lease income, offset by an increase in Bookstore revenue.
- *Bookstore Revenues: increase by 7%.* There is an increase of 7% in the Bookstore revenue categories compared to the same period last fiscal year, as the result of being fully open for service. Sundries and Supplies revenues have almost doubled compared to this time last year.

Restricted Revenue: Total restricted revenue through February 2023 is $4.3 million higher than the same period in FY 2022. The primary driver of the increase is due to an increase in COVID Relief Spending, Federal Grants and Contracts.

Appropriation Year (AY 23) Expense Summary as of 02/28/2023

Expense Fund	Expense Amount	Notes
General (Unrestricted)	$ 29,394,382	(Includes Bookstore of $932,384)
Restricted	$ 5,786,027	(Includes WBJC of $670,440)
Total Expenditures	**$ 35,180,408**	

Unrestricted Expenditures: FY 2023 unrestricted expenses decreased by $541,157 when compared to this same period in FY 2022, primarily due to a decrease in new equipment and contractual services.

Restricted Expenditures: FY 2023 restricted expenses decreased by $2.98 million when compared to this same period in FY 2022, primarily due to a decrease in contractual vendors, and Federal Grants & Scholarship expenditures.

Controller's Office/General Accounting/Grants/Foundation

1. **BCCC (BALTIMORE CITY COMMUNITY COLLEGE) (College Audit), BCCC Foundation Audit, WBJC, and CC-4**
    - College and CC-4 audits have been issued.
    - WBJC Financial Statement has been issued
    - WBJC Annual Financial Report (AFR) has been issued
    - BCCC Foundation Financial Statement is pending final review and issuance.
    - Howard P Rawlings compliance audit sample information has been received and work has started.

2. **Grants**
    - The Controller's Office continues to work with the various divisions to provide support and comply with reporting requirements.
    - HEERF Annual Reporting Year 3 work has started
    - DLLR FY2024 Budget submitted

Accounts Payable

Details of outstanding invoices are below:

Summary	Unadjusted Totals	Contract Dispute	Total
<31	226,226.26	0.00	226,226.26
31-60	46,319.53	0.00	46,319.53
61-90	16,188.92	11,968.00	4,220.92
>90	1,223,567.15	1,155,558.00	68,009.15
Grand Total	**1,512,301.86**	**1,167526.00**	**344,775.86**

Total Payables Excluding contract dispute
$344,755.86

1. **Highlights**
    - Most of the total invoices relate to contract issues that Procurement is working to resolve.

Procurement

1. **Procurements**
    - For the months of December, January, and February a total of 75 purchase orders were issued for a total amount of **$2,997,477.42.** The breakdown of the awards is as follows:

Category	Sum of PO/BPO Amount
Services	$1,160,505.76
IT Equipment	$481,604.04
Construction	$458,000.00
Maintenance	$332,575.30
Commodity	$237,970.66
IT Services	$202,429.00
IT Hardware	$124,392.66
Grand Total	**$2,997,477.42**

- Change Orders: A total of 15 change orders were initiated from December to February in the amount of $407,291.21.
- Credit Card: 590 credit card transactions were conducted in the December to February accumulated amount of $$274,800.61.

2. **Highlights**
- BOT Finance Committee: BOT Finance Committee met in February and March to review and approve the procurements being presented to the Board for review and approval.
- Inventory Tracking Services - The contract was awarded through a competitive bid process and the notice of award was issued on March 9, 2023. The awarded vendor is Professional Inventory Control Systems. The award of this contract will put the College in compliance with OLA audit site.

- **MBE Program Procurement Activity Report - Executive Order** Report is due on April 16, 2023. This is an executive order by Governor Wes Moore that 70 participating agencies in the Minority Business Enterprise (MBE) program report data and information relating to procurement activity, MBE compliance, and outreach and marketing efforts.

- **Bookstore**: The College is reviewing proposals to potentially outsource the Bookstore to outside vendors such as Barnes & Noble College or Follett. Barnes and Nobles had discussions with the Cabinet, Departments, Student Government, and Faculty.

Baltimore City Community College
CABINET UPDATE
Board of Trustees, March 15, 2023
Mr. Gussener Augustus, Vice President for Advancement

WBJC

February

WBJC Staff Community Engagement: Opportunities taken by WBJC staff to extend the BCCC brand in the community via WBJC include:

National Philharmonic: Pianist, Claire Huangci, was interviewed about her performance of Rhapsody on a Theme of Paganini celebrating the 150th birthday of Sergei Rachmaninoff by Kati Harrison.

Chesapeake Shakespeare Company: Founding Artistic Director, Ian Gallanar, was interviewed about being the recipient of the 2023 Sandra and Sidney Berger Award from the International Shakespeare Theatre Association by Judith Krummeck.

Gala Hispanic Theatre: Playwright Karen Zacarias and Director Rebecca Aparicio were interviewed about *Jardins Salvaje* (Native Gardens), a play about cultural and generational clashes that will run Feb 2-26 by Dyana Neal.

Annapolis Symphony: Music Director, Jose Luis Novo, was interviewed about the symphony's upcoming concerts on Feb 3rd – 5th by Jonathan Palevsky who also gave a pre-concert talk at their January 20th concert.

Candlelight Concert Society: Violinist, Daniel Rafimayer, was interviewed about his performance of music by Britten, Bruch, Beethoven, and Brahms on January 22nd by Jonathan Palevsky.

Baltimore Chamber Orchestra: Jonathan Palevsky gave a pre-concert talk at their January 23rd concert at Goucher College.

Beth El Congregation: Jonathan Palevsky interviewed photographer Svet Jacqueline on January 29th.

The Saint Charles Theatre: Jonathan Palevsky hosted the Cinema Sunday series for the month of January.

March

WBJC Staff Community Engagement: Opportunities taken by WBJC staff to extend the BCCC brand in the community via WBJC include:

- *St. David's Music Series:* Judith Krummeck interviewed Douglas Buchanan, Director of Music Ministries, and Rahze Cheatham, baritone and 2022-23 Composer-in-Residence, about the recital and events honoring the life of Frederick Douglass.
- *John Hopkins Symphony Orchestra:* Jonathan Palevsky interviewed Jed Gaylin, Music Director, about the March 4 concert.
- *Shriver Hall Concert Series:* Judity Krummeck interviewed Double bass player, Joseph Conyers, was interviewed about his performance of Dvorak's String Quintet in G major with the Dover Quartet.
- *Johns Hopkins Book Club:* Judith Krummeck was invited to participate in a discussion about Cry, the Beloved Country by Alan Paton.

- *Pro Musica Rara:* Jonathan Palevsky interviewed Paul Leenhouts, Recorder player, about the upcoming Italian Splendor concert on March 5 at the Baltimore Museum of Art.
- *Annapolis Symphony Orchestra:* Jonathan Palevsky gave pre-concert talks at their February 3-4 concerts at The Maryland Hall for the Creative Arts.
- *The Saint Charles Theatre:* Jonathan Palevsky hosted the Cinema Sunday series for the month of February.

WBJC Corporate Support Partnerships

February
Businesses who underwrite programs and content on WBJC

Returning Clients
- Baltimore Symphony Orchestra
- Shriver Hall in Series
- Community Concerts at 2nd, Elville and Associates
- Annapolis Symphony Orchestra, Eddie's of Roland Park
- Washington Lyric Opera, Candlelight Concert Society
- Opera Baltimore
- Choral Arts of Washington
- The St. David's Music Series
- Peabody Institute
- Cynipid Fund
- Kennedy Center
- Zeke's Coffee
- Culligan Water
- Maryland Lyric Opera
- Washington Performing Arts
- Maryland State Boy Choir, Framin' Place

March
Businesses who underwrite programs and content on WBJC:

Returning Clients

- Baltimore Symphony Orchestra
- Shriver Hall in Series
- Elville and Associates
- Annapolis Symphony Orchestra
- Opera Baltimore
- The St. David's Music Series
- Kennedy Center
- Zeke's Coffee
- Culligan Water
- Maryland Lyric Opera
- Bally Theatre of Maryland
- Strathmore, Handel Choir

WBJC Program Highlights
WBJC programs and content of note for the month.

Music in Maryland

February
Live performances from some of Maryland's finest classical ensembles, made possible by a generous grant from the Maryland State Arts Council.

- 1-21-23 Annapolis Symphony Broadcast

Book Notes
Interview series on WBJC hosted by Judith Krummeck and devoted to the world of books — from different genres, to book awards, to local and national authors.

- 1-21-23 Reviews of the following books – *Seasonal Work*, by Baltimore writer, Laura Lippman, *One: Simple One-Pan Wonders* by Jamie Oliver*, Master Slave Husband Wife: An Epic Journey from Slavery to Freedom* by Ilyon Woo, and *Message from Ukraine* edited by Volodymyr Zelensky.

March

WBJC programs and content of note for the month include:

- **Music in Maryland**

  o Live performances from some of Maryland's finest classical ensembles, made possible by a generous grant from the Maryland State Arts Council.

    - 2-11-23 Marin Alsop returns to Baltimore.
    - 2-18-23 Live Candlelight concert with accordion soloist Hanzhi Wang.
    - 2-25-23 Dover Quartet at Shriver Hall and Angela Hewitt at Candlelight.

- **Book Notes**

  Interview series on WBJC hosted by Judith Krummeck and devoted to the world of books from different genres, book awards, and local and national authors.

- Towson University historian and author, Andrew K. Diemer, was interviewed on February 18, 2023 about his biography Vigilance: The Life of William Still, the Father of the Underground Railroad.

February

BCCC Event Promotion
BCCC campus events and initiatives that were promoted on-air during the month.

Public Service Announcements: multiple daily reads by WBJC hosts.
- Spring Registration

Communications, Public Relations, and Outreach

Updated media list created for media inquiries and press releases.

    A. Radio One
    B. Afro Newspaper
    C. Baltimore Sun
    D. Baltimore Banner
    E. Maryland Matters
    F. Bmore News
    G. WMAR
    H. WBFF
    I. WBAL
    J. FOX
    K. WJZ

Media connections for February

    A. Radio One
    B. Afro

Community Meetings and Engagement

Parks and People provided BCCC with information about two of its programs:

1. Super Kids Camp - A free STEM camp for youth in the 1st through the 5th grades has extended an opportunity to BCCC students, faculty, and staff. The camp will operate June 27 – August 5.

2. Branches Internship Program- A job program for high school Baltimore City Youth.

Mt. Lebanon Baptist Church

    This faith institution is a neighbor of the BCCC main campus. BCCC has outreached to Mt. Lebanon Baptist church to discover ways to partners that will benefit the community.

Press Release template created.

New Media Alert Created for Winter 2023

Marketing

The College developed numerous initiatives to support efforts by departments in the following areas:

Enrollment Email
A new enrollment email has been designed to promote Spring registration for stop-out and near-completers. The email is pending approval.

Marketing Brand Platform and Style Guide
The College has completed a draft of the communication pillars and Style Guide for review and approval.

Website Billboards
New website billboards were developed for Enrollment, Career Pathways, Basketball, Martin Luther King, Jr., and several academic programs.

Vector Media
The College has received marketing proposals from Vector Media that encompass new advertising opportunities such as signage additional subway entrances, geofencing, bus shelter signs, inside bus and Lite Rail cars, floor graphics inside subway stations, and Lite Rail wraps. The proposal is ready for discussion as we begin to consider renewal of the Vector Media purchase order.

Bard Building Construction Screens
Several new designs were completed for review for the construction screens that will attach to the fencing that surrounds the Bard Building demolition*.*

Upward Bound Brochure
A newly redesigned Upward Bound brochure has been completed for consideration.

Commencement 2023
The College has begun to work on updating summary sheets of all print projects for Commencement 2023, including print and electronic invitations, programs, graduation boxes, promotional items, website updates, signs, etc. These initial designs are pending a larger Commencement meeting when final decisions for print jobs will be determined.

BCCC Newsletter Template
The College developed several BCCC Newsletter templates for consideration.

Welcome Week flyers for Spring 2023
The College developed several Welcome Week flyers and social posts for Welcome Week 2023.

Wellness Workshops
A flyer was designed for Wellness Workshops throughout February, March and April.

Press Release Template
A new template was designed for use with press releases.

Rebranding
The College is working to rebrand the following:

- Developing ideas for a Redesigned Viewbook
- Developing ideas for a redesigned brand/enrollment campaign
- A Mission, Vision, Values website, and print campaign has been designed for consideration.
- Trio Student Services flyer and social posts

Brand Building

Spring 2023 Digital Campaign
The College has developed digital advertisements in support of the Spring 2023 advertising campaign supporting enrollment growth. These advertisements will run through March 7 on Facebook, Instagram, and the Google extended network.

January 2023 results:

The **Facebook and Instagram** digital campaign reach during the month of January 2023 was 129,000, up 1.6% over the prior month. Post engagement (the total number of actions that people take involving our ads) was 15,260, up 100% over the prior month, and link clicks equaling 3,127, up 14.8% over the prior month.

The **Google** advertising digital search campaign has been live since July 28, 2022. This campaign continues to be highly effective with 318,000 impressions served between 1/1/2023 0 1/31/2023, yielding 10,019 clicks.

Market Research

- The College researched options for Hispanic advertising, including billboards and other opportunities.
- The College researched an array of advertising opportunities through Vector Media, the authorized agency who places MTA advertising opportunities.

Social Media Analytics

- *Facebook: 1/1/2023 – 1/31/2023*

  Page Reach: 106,780 (Up 12.1% over the prior month)
  Page Visits: 2,710 (Up 18.9% over the prior month)
  New Likes & Follows: 32 (Up 60% over the prior month)

- *YouTube: 1/1/2023 – 1/31/2023*

  Monthly views: 597
  Watch time: 19.8 hours.
  Subscribers: Flat

- *Instagram: 1/1/2023 – 1/31/2023*

  Reach: 28,940 (Down 25.1% over the prior month)
  Profile Visits: 471 (Up 9.5% over the prior month)
  New followers: 37 (Up 19.4% over the prior month)

- *Twitter: As-of 2/3/2023*

  # Tweets: 15 (Up 87.5%)
  Tweet Impressions: 3,228 (Up 110.7%)
  Profile Visits: 230 (Down 42.1%)
  Mentions: 5 (Up 150%)
  Followers: 1725

Web page Content Updates

- Webpages Content Updates (Ongoing) – Ongoing regular and special campaign content updates and page restructuring to improve the user experience. Regular updates include relevant homepage updates including updated billboards, What to Know section, website calendar and other homepage navigation and content features. These routine updates encourage user engagement and ensure content is student centered.

- Webpages Content Updates (Ongoing)

  - Website Billboards

    - MLK Day
    - Career Pathways
    - Visual Arts Program
    - Career Pathways (version 2)
    - Cheer on the Panthers
    - Registered for Spring classes?
    - Black History Month

  - Information To Know

    - New Student Orientation
    - Senior Citizen and BCPS Waver notification
    - Panthers Basketball Schedule

  - Headlines

- Routine Website Maintenance and Webpage Content Updates

  - Analytics
  - Website Calendar updates
  - Respiratory Care Application update
  - Winter and Spring Adjunct Pay Calendars update
  - Judicial Affairs webpage update
  - Credit Schedule update
  - Financial Aid webpage update
  - Apply webpage update
  - Register webpage update
  - PTA Program webpage updates
  - Old Student portal links discovered and deleted
  - Dental Hygiene webpage update
  - DSSC webpages updated
  - Winter Adjunct Pay schedule update #2
  - TRIO SSS webpage update
  - Records and Transcripts webpage updated
  - Testing webpage update
  - Nursing Information Sessions Info added to website
  - Spring Credit Schedule updated
  - Library webpage updated
  - ELS webpage updated
  - BCCC Policies and procedures webpage updated

- Other

  - Infosec IQ training
  - Presidents Forum

o Branding webpages finalized

- Ongoing

  o Nomenclature project
  o BCCC Style Guide webpages
  o CRM Recruit Meetings
  o Website Refresh project
  o Blackboard Research
  o Marketing team meetings
  o Middle States – Communications group

Website Statistics

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home, Apply and Register web pages. Specifically, the volume of visitors to the Apply web page increased in unique pageviews by 65.12%

Website Homepage Overview: January 1, 2023 – January 31, 2023 vs. same period in 2022

- Pageviews increased by 13.47% (999,466 in 2022 vs. 1,134,100 in 2023)
- Unique (new) pageviews increased by 17.52 (396,814 in 2022 vs. 406,336 in 2023)
- Average time on page increased by 1.87% (00:00:53 in 2022 vs. 00:00:54 in 2023)

Apply Webpage – From /domain/36: January 1, 2023 – January 31, 2023 vs. same period in 2022)

- Pageviews increased by 44.92% (10,752 in 2022 vs. 15,582 in 2023)
- Unique (new) pageviews increased 67.10% (3,930 in 2022 vs. 6,567 in 2023)
- Average time on page decreased 44.28% (00:01:38 in 2022 vs. 00:00:55 in 2023)

Apply Web page – From bccc.edu/apply: January 1, 2023 – January 31, 2023 vs. same period in 2022)

- Pageviews decreased by 13.81% (46,168 in 2022 vs. 39,793 in 2023)
- Unique (new) pageviews decreased by 10.80% (18,744 in 2022 vs. 16,719 in 2023)
- Average time on page decreased 3.35% (00:00:31 in 2022 vs. 00:00:30 in 2023)

Register Webpage – From domain/1108: January 1, 2023 – January 31, 2023 vs. same period in 2023)

- Pageviews decreased 3.30% (13,379 in 2022 vs. 12,938 in 2023)
- Unique (new) pageviews decreased 6.37% (5,305 in 2022 vs. 4,967 in 2023)
- Average time on page increased by 12.94% (00:01:33 in 2022 vs. 00:01:22 in 2023)

Register Webpage – From bccc.edu/register: January 1, 2023 – January 31, 2023 vs. same period in 2023)

- Pageviews increased by 239.25% (1,256 in 2022 vs. 4,261 in 2023)
- Unique (new) pageviews increased by 253.88% (516 in 2022 vs. 1,826 in 2023)
- Average time on page decreased by 13.79% (00:00:47 in 2022 vs. 00:00:41 in 2023)

Future Projects

- Advertising campaign redesign with updated campaign tag line (possible)
- Clear Channel billboards for Hispanic recruitment efforts
- Mission, Vision, Values campaign (website, print, signage)
- Downtown Partnership pole sign contract renewal

- Discuss multiple additional advertising opportunities through Vector Media, including additional subway entrances, bus, subway floor graphics, bus shelters and geofencing.

March

BCCC Event Promotion

BCCC campus events and initiatives that were promoted on-air during the month.

- Public Service Announcements: multiple daily reads by WBJC hosts for BCCC Financial Aid Information Night

Communications, Public Relations, and Outreach

Staff Newsletter Created

- Message from President
- New Staff Announcements
- Cabinet Updates
- Staff Resources
- Community News

Social Media

- Launched LinkedIn campaign, gaining **166** new followers in the last 29 days.
- Highlighted past alumni.
- Highlighted strategic partners.
- A Twitter follower growth plan has been developed, utilizing the 14,000+ followers on LinkedIn to help grow the existing number of followers.

Community Meetings/Engagement

- **Greater Mondawmin Coordinating Council**
  Established a network with Ms. Adeline Hutchinson, President, who gave a virtual introduction to the new Executive Director, Eli Lopan. In addition, outreach efforts resulted in a strong networking relationship with Jackie Ms. Caldwell, former President of Greater Mondawmin Coordinating Council and active member of the community at large.

Marketing

The College developed the following initiatives to support the College in the following areas:

College Board List Research
The College modeled a College Board list for purchase and use to target high school seniors for the MSP Program.

Business Card Order Form
A new order form has been updated and posted to the Faculty/Staff web page.

Marketing Request Form & Website Update Request Form
Completed updates to the forms for use on requesting marketing jobs and website edits.

Viewbook Redesign
We are working on a new viewbook redesign; draft coming shortly for discussion.

Social Platform Proposal
The College developed a social media proposal for discussion. The plan addresses ways to increase reach, shares, and likes on the BCCC Facebook, Instagram and Twitter accounts.

Creative & Tag Line Brainstorming – Summer & Fall 2023 Campaign
Designed and refined 10 design directions for the Summer/Fall 2023 Campaign.

Scholarship Check
Developed an oversized check for use with a foundation scholarship.

ESL Instructor Recruitment
Developed a flyer for use with English as a Second Language instructor recruitment.

Middle States Student Image PowerPoint
Developed a slide presentation to run during the "Pizza & Peers" Middle States event.

Middle States "Pizza and Peers" Event
Assisted with event details and worked with co-chair reviews. Arranged and purchased supplies, promotional items, setup and pizza for the event.

Middle States Communication Meetings
Worked with the Middle States Communication Team during weekly and as-needed meetings to develop communication activities and events.

Dental Hygiene Department Web Page & Application Refresh
Information was updated on the application and posted to the website.

Disability Support Services Center Brochure
The College developed a new DSSC brochure for Cabinet consideration.

Business Card Orders
Developed multiple business card orders, including drafts and printing quotes.

BCCC Brand Review PowerPoint
Began developing a PowerPoint presentation outlining the BCCC brand, including strategies and tactics employed to-date. This is a working document for use with our current strategic planning.

Website Billboards

- Black History Month
- Women's History Month
- International Women's Day
- Spring Break (4/3-4/9/2023
- Good Friday Closing (did we do this last year?)
- Spring Finals God Luck
- Earth Day

- SGA Elections
- Programs
- Basketball
- Commencement "Save the Date"

Social Platform Creative Developed

- Go Red Cardio/Stroke Awareness
- Scholarship Opportunities
- Program posts
- Student Life and Engagement events and photography

Panther Logo
Discussed the athletic and panther logo design process and discussed next steps.

Commencement

- Obtained a Mind in Motion quote for live feed at Commencement. This has been forward for appropriate signatures.
- Billboard – A commencement Save the Date billboard has been completed.
- Participated in Commencement meetings and a tour of The Lyric. Produced a binder of all components of Commencement for Dr. Borne.

Employee e-Card for Human Resources
Several e-Cards have been designed for Human Resources use for employee birthdays.

Howard P. Rawlings Scholarship Flyer
A Rawlings Scholarship flyer has been created for the Scholarship's web page.

Love Week Flyer
Updates were made for a flyer of the Office of Student Life & Engagement.

Veterans Lounge Sign
A sign has been made for the Veterans Lounge.

Black History Flyer Update
Design updates were made to create a Office of Student Life & Engagement *Black History Events* flyer.

Scholarship Fillable Website Forms
Several scholarship forms were updated/refreshed with the correct BCCC Logo and converted into fillable forms.

Updated Zoom Placeholder
A new Zoom background was created for VP Augustus.

Alumni Speaker Event
Attended an Office of Student Life & Engagement Alumni Speaker Event to obtain information and photography for social platforms.

Welcome Veterans Sign
A Welcome Veterans easel sign was created for the Office of Student Life & Engagement.

Workforce Development English as a Second Language Flyer
Met with Workforce Development to develop a consolidated ESL flyer.

Marketing Creative Meeting
The Marketing Team met to brainstorm advertising campaign tag lines for the Summer/Fall 2023 campaign.

Marketing & Website Request Forms
Fillable forms were updated and placed on the Faculty/Staff web page for use with requesting ongoing marketing and web requests.

Employee e-Newsletter
Design refinements were made for the employee e-newsletter.

Viewbook Brochure
Continuing design and content refinements are being made for a new BCCC Viewbook.

Social Platform Proposal
A Social Media Platform proposal was presented to VP Augustus for consideration. This plan would establish a Content Management group and establish the ability to gain video/reels for use on the sites. Additional posts were created for Facebook, Instagram, and Twitter.

Mondawmin Mall Signs Contract Renewal
The Mondawmin Mall Sign Contract has expired. Details surrounding mall traffic were obtained, along with a quote for renewal consideration.

Vector Media
Plans and dates for a presentation were requested and are pending approval to proceed.

Clear Channel Outdoor Billboards & Geofencing
Details have been received to develop a billboard and geofencing opportunity. Further discussion needed.

CODA Site Visit Prep
Met with Dean Ross and others to discuss CODA (Commission on Dental Accreditation) visit on March 23 & 24, 2023 and marketing support needs.

Middle States Working Group – Standard I Meetings (Weekly)
Met with Middle States Working Group – Standard I group to determine outstanding evidence. Met with several group members to review how to request and document evidence in Teams.

VA Audit Planning
Met with VP Borne and others to discuss the VA Audit Plan and providing marketing materials documentation/examples.

Middle States Communication Meetings
The department worked with the Middle States Communication Team to develop communication events, tagline, and website proposals.

Complaint Web Page
The College is developing a new Complaint Web Page as requested by Dr. Borne.

Human Resources Wellness Website Addition
Clarified a way to add Department of Budget & Management wellness information to the Human Resources web page.

Constant Contact Yearly Contract Renewal
The College has renewed the Constant Contact email software agreement for 12 months. The current agreement was prepaid and had a remaining balance of $288.40. The new agreement was renewed as prepaid for 12 months.

Commencement Outdoor Banner Options
Commencement signage has been reviewed for edits and possible reprints.

Commencement Estimates: Invitations, Programs, Diploma Paper, Tickets, Graduation Box, Podium Signs and Entrance Banner
Estimates have been received and proofs have been provided for approval on all Commencement print projects.

Commencement Program
An initial list of 2023 graduates were received from the Registrar's Office and has been formatted into a first draft of the Commencement Program. The draft continues until we begin to receive deletions for students not eligible to graduate.

Commencement Web Page
A Save the Date header has been designed and placed on the Commencement Web Page. An additional Billboard will also be created for the homepage.

Spring Registration Homepage Billboard
An updated registration billboard has been designed and placed on the website homepage.

Elementary Education Homepage billboard
An Elementary Education homepage billboard has been designed and placed on the website homepage.

Veterans Lounge Sign
A Veterans Lounge Sign has been developed for the wall outside of the space.

Estimates for Four Registration Pull-up Signs
Following several recent conversations with students, we have learned that they do not always understand when registration is open for the next semester. As a result, we are proposing that several pull-up signs be designed to be placed in the upper and lower atrium, Life Sciences Building, and Nursing Building. This may also be available for the Bard Library. Once received, we will present a proposal.

Middle States PowerPoint Template
A Middle States PowerPoint Template has been designed and branded to the Middle States Self-Study creative.

Middle States Newsletter Template
A Middle States newsletter template has been designed and branded to the Middle States Self-Study creative.

Fight for Power Photography
The department obtained photography at this Office of Student Life & Engagement event.

Commencement Web Page Photography
All photography on the Commencement Web Page has been replaced with images from Commencement 2022.

Commencement 2023 Graduation Box
A new graphic was designed for the Commencement 2023 graduation box and is pending approval.

Brand PowerPoint
A brand PowerPoint was developed for Advancement & Strategic Partnerships continuing strategic discussions.

Constant Contact Renewal
The Constant Contact email has been renewed.

Commencement Procurement
The College submitted the Mind in Motion (videographers for live feed) and Lyric (Commencement venue) contracts for signatures, after which they will be submitted to procurement for processing.

Advocacy Day
Participated in the College's Advocacy activities via Zoom. Photography was placed on all social platforms.

Vision Outdoor Billboards & Geofencing
Continued research on a potential Vision Outdoor and geofencing project for consideration.

Marketing/Communications Meeting
Met with the Communications and P/R department to review the status of all projects to-date for Commencement 2023. Drafts are complete and pending approval for all print projects. There are no changes to creative for 2023.

Commencement 2023 Social Plan
The department began organizing the social plan for commencement 2023.

Middle States Web Page & Content
Designed a Middle States web page and populated all content areas. Draft #1 was reviewed, and edits received. Draft #2 has been completed and is pending review and approval by the Communications Team, Steering Committed, and Cabinet.

IT Email Template
Met with members of the IT department to develop an HTML email template. This project is not complete at present.

Workforce Development Brochure Re-Print
The department worked with Workforce Development to review their brochure for re-print as the current supply is exhausted.

Social Posts
The department developed numerous social posts for Facebook, Instagram, and Twitter.

Middle States Evidence Logs
Worked with Standard I Committee members to train on request and receipt of Middle States evidence, transfer of evidence to the Evidence Log, and populating draft content.

Quad Flags
One flag was not ordered for the Quad. We have discussed this with Eileen Hawkins and suggest that a that we order a Ukraine flag. This is pending approval.

Veterans Affairs Audit Planning
Attended the VA Audit meeting and learned that there are no issues with BCCC marketing. The representative complimented the College on its expansive marketing efforts.

Rebranding

The College is working to rebrand the following:

Entrance Banner
A new Commencement banner has been created for consideration.

Revisions to the ESL flyer
Several ESL flyers have been consolidated into one new flyer for use by ESL and is pending approval by Workforce Development before sharing for final approval.

BCCC Viewbook
The department is developing a new BCCC Viewbook.

DSSC Brochure
A newly branded Disability Support Services Center brochure has been designed and is pending feedback.

Summer/Fall 2023 Campaign and Creative
Multiple creative directions were developed for consideration for use in the Summer/Fall 2023 Campaign.

Brand Building

Spring 2023 Digital Campaign
The College has developed digital advertisements in support of the Spring 2023 advertising campaign supporting enrollment growth. These advertisements will run through March 7 on Facebook, Instagram, and the Google extended network.

Facebook and Instagram Digital Campaign (Last 30 days: January 29, 2023 – February 27, 2023):

- Reach: 205,458 (Up 59.4% over the prior month)
- Post engagement (the total number of actions that people take involving our ads): 27,745 (Up 100% over the prior month)
- Link Clicks: 4,934, up 55.1% over the prior month.

Google Digital Campaign: (Overview measured from 11/16/22 (Registration open date) through February 28, 2023:

- Impressions: 895,782
- Clicks: 30,853
- Average Cost Per Click: $0.34

Market Research

- Vision Outdoor – Research billboard geofencing.

Social Media Analytics

- *Facebook: 2/1/2023 – 2/28/2023*

  Page Reach: 182,482 (Up 77.8% over the prior month)
  Page Visits: 2,837 (Up 15.9% over the prior month)
  New Likes & Follows: 24 (Down 17.2% over the prior month)

- *YouTube: 2/1/2023 – 2/28/2023*

  Monthly views: 448
  Watch time: 9.5 hours.
  Subscribers: -2

- *Instagram: 2/1/2023 – 2/28/2023*

  Reach: 31,296 (Up 26.7% over the prior month)
  Profile Visits: 476 (Up 19% over the prior month)
  New followers: 32 (Down 3% over the prior month)

- *Twitter: As-of 2/28/2023*

  # Tweets: 30
  Tweet Impressions: 2,930 (Down 3.8%)
  Profile Visits: 648 (Up 2,060.0%)
  Mentions: 12
  Followers: 1732 (Up 5)

Web page Content Updates

Webpages Content Updates (Ongoing)
Ongoing regular and special campaign content updates and page restructuring to improve the user experience, which encourages user engagement and ensures content is student centered.

- **Webpages Content Updates (Ongoing)**

  o Website Billboards

    - Are you registered for Spring 2023 Classes?
    - Elementary Education
    - Black History Month (Version 2)

  o Black History Month Version 2
  o Headlines

    - Governor Moore Proclaims Civil Rights Heroes Day

- **Routine Website Maintenance and Webpage Content Updates**

  o Analytics
  o Change of Major form update

- o ADN Nursing application update
- o Nursing Zoom links updates
- o Website calendar updates
- o Marketing web request form update
- o Website web request form update
- o Advising webpage update
- o Analytics
- o Dental Hygiene webpage update
- o 1090 T Webpage update
- o Commencement webpage update
- o Advising webpage update
- o Work Study Job Bank webpage update
- o Financial Aid Disbursement update
- o MSP webpage update
- o Business Card Order Form updated.
- o Phone number correction for faculty
- o Updated scholarship forms (4 forms)
- o Dental Hygiene Information sessions update
- o Surgical Technology webpage update
- o Commencement 2023 webpage update
- o Commencement 2023 images update
- o Middle States webpage (3 drafts)
- o Citizenship Spring 2023 schedule update
- o Public Information Act Requests info update
- o FASFA webpage update

- **Other**

  - o Infosec IQ training
  - o Pizza and Peers event Marketing@bccc.edu access for Marketing Team (ITS)
  - o Developed an IT HTML email template in partnership with Jason Quick
  - o Attended a Middle States meeting

- **Ongoing**

  - o Nomenclature project
  - o BCCC Style Guide webpages
  - o Website Refresh project
  - o Blackboard Research
  - o Middle States – Communications group
  - o Complaint webpage
  - o HR Health and Wellness webpage
  - o Financial Aid Scholarship flyer
  - o Complaint webpage
  - o Marketing team meetings

Website Statistics

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home and Apply web pages. The Register web page visitor visits have reduced because we are near the end of the registration

period for the remaining 8-week period. Specifically, the volume of visitors to the Apply web page increased in unique pageviews by 30.44%.

Website Homepage Overview: February 1, 2023 – February 28, 2023 vs. the same period in 2022.

- Pageviews increased by 21.39% (837,418 in 2022 vs. 1,016,572 in 2023)
- Unique (new) pageviews increased by 23.49% (338,525 in 2022 vs. 418,050 in 2023)
- Average time on page increased by 30.28% (00:00:45 in 2022 vs. 00:00:59 in 2023)

Apply Webpage – From /domain/36: February 1, 2023 – February 28, 2023 vs. the same period in 2022.

- Pageviews increased by 30.91% (7,794 in 2022 vs. 10,203 in 2023)
- Unique (new) pageviews increased 30.44% (3,180 in 2022 vs. 4,148 in 2023)
- Average time on page decreased 44.28% (00:00:34 in 2022 vs. 00:00:48 in 2023)

Register Webpage – From domain/1108: January 1, 2023 – January 31, 2023 vs. same period in 2023.

- Pageviews decreased 7.98% (7,515 in 2022 vs. 6,915 in 2023)
- Unique (new) pageviews decreased 17.87 (2,999 in 2022 vs. 2,463 in 2023)
- Average time on page increased by 52.74% (00:01:15 in 2022 vs. 00:01:54 in 2023)

Future Projects
- Middle States signage requirements
- Motor Vehicle Network Advertising (research for advertising options at MVA locations) AFRAM promotional needs
- Billboards for Summer and Fall 2023 Campaign (web and electronic; electronic for research only at this point; possible geofencing)
- BCCC promotional letters (48" tall) project
- Contractual photographer proposal
- College Board list and drip campaign (tied to list purchase for Mayor's Scholars Program)
- Commencement social timeline

Baltimore City Community College
CABINET UPDATE
Board of Trustees, March 15, 2023
Ms. Lyllis Green, Chief Internal Auditor

SUMMARY OF NOTABLE ACCOMPLISHMENTS

- The Office of Legislative Auditors' (OLA) report issued in February 2022 indicated eight audit findings. The College resolved six and reported on the progress of the remaining two. As a result of their review and the College's responses, the OLA issued the College's closeout letter on Tuesday, April 5, 2022, stating in part: "We found the actions indicated in the response address the recommendations contained in the audit report."
- Increased faculty and staff awareness of the impact of audit findings through forum presentations and periodic communications, resulting in revitalized efforts to address compliance issues through policies and procedures updates, review, and approval.
- Moved the Office of Internal Audits from the Harper Hall location to two offices in the newly renovated administration wing of the Main Building (MNB), a location and environment that creates a greater sense of institutional belonging. It should be noted that the Harer Hall location was a temporary structure designed from four trailer units. It was commissioned as surge space for the MNB over fifteen years ago and had outlived its usefulness.

REVIEWS and INVESTGATIONS
The Office of Internal Audits has been involved with several institutional activities involving assisting, researching, and preparing institutional reports including:
- Organize and oversee the bi-weekly meetings of the Internal Audit and ITS (Information Technology Services) meetings to resolve audit findings in IT.
- Review and submission of the EEO Report
- Review and information gathering for the federal review of the Veterans Affairs Risk-based survey
- Interview panelist for executive and third tier position vacancies
- Preparation for the MiddleStates Commission on Higher Education review including the Steering Committee meetings for the Pre-site visit by Dr. Peavy and chair of the Verification of Compliance Working Group
- Labor Management Committee activities including the review and discussion draft policies and procedures

Focus time also included internal reviews and investigations such as:
- Annual financial Audits
- Foundation Annual Financial Statement FY2021 and Management Letter
- Annual EEO Report
- Follow-up Audit Report Findings and Investigations

EXTERNAL AUDITS
Annual Financial Audit
The annual financial statements were performed by Clinton Larson Allen LLP, the firm selected and awarded the State contract to perform agency financial statements. On /September 22, 2022, the Office of Internal Audits

received financial statements for the years ended June 30, 2020, and June 30, 2021, which were combined into one report.

Office Legislative Auditors (OLA)

The College addressed an old finding, Disaster Recovery (DR), that has resurfaced due to implementing the new ERP. Those familiar with the legacy system may recall that the College's legacy system was no longer being supported by the vendor and the difficulty experienced trying to locate a vendor to perform the sorely needed disaster recovery exercises. Although a vendor was eventually found the transition to the new ERP pre-empted the performance of the DR until the complete implementation of the ERP. This resulted in a request to the Board of Trustees to refresh the data center, a prerequisite to getting a new DR system in place. The 2022 OLA Report has eight audit findings including two from the prior 2016 audit. Summary information on the repeat findings, including the scheduled follow-up, is provided in the following chart:

Status of 2016 Findings

Prior Audit Finding	Finding Description	Implementation Status	Internal Auditor Comments
Finding 5 - PII	Sensitive personally identifiable information maintained by BCCC was stored without adequate safeguards.	**Repeated** (Current Finding 6) Partially implemented	It was noted that SSNs that remained in the legacy system are now in Banner and in process of being removed. Over the past few months, ITS staff has been reviewing the remaining values in the legacy ID field to ensure there are no remaining SSNs. PII that was not purged in Banner exists in a protected field (masked) to prevent unauthorized access. **Follow-up June 30, 2023**
Finding 8 - Inventory	BCCC did not maintain complete and accurate equipment records, could not locate certain equipment, and could not document that it conducted physical inventories of equipment as required. In addition, 40 computers purchased several years ago were never placed into service.	**Repeated** (Current Finding 8) The 40 Computers were located and deployed in 2017. A procurement is in progress for a physical inventory.	Procurement is progressing in accordance with procurement guidelines: • September 2022 posted on eMaryland's Marketplace Advantage (eMMA), Maryland's public portal. • Vendors were allowed two site visits • Procurement Director received vendor questions • October 2022 - Eight bids received • The Procurement Director evaluated the bids, a vendor was recommended, and a contract is pending execution. **Follow-up monthly during 2023**

The follow-up to current findings began in May 2022 and includes the following related activities:

- Bi-weekly meetings between the Internal Auditor and Information Technology (IT) staff to discuss all IT-related findings. Meetings provide an opportunity to present evidence in support of resolving the finding.
- Periodic (at least monthly) communication with the Procurement Director to track progress on procurement activity needed to eliminate or mitigate audit findings.

- Periodic communication with the Director and staff in the Office of Human resources to ensure that the College's responses to payroll-related findings remain accurate.
- Monthly follow-up of all resolved findings to ensure current compliance

Results of current follow-ups are provided in the chart below (*Note: the chart does not include payroll issues as these items are considered sensitive and are discussed in closed session*)

	Finding	*OLA Recommendation (excerpt from February 9, 2022, Report)*	*Response*	*Internal Auditor's review as of 02/28/2023*
1.	Student PII	"Comply with State law by having the vendor to obtain a formal control assessment report, such as a SOC 2, Type 2 report, and implement a process to obtain and review the results to ensure sensitive student information provided to the vendor is properly safeguarded."	Agree.	The vendor did not have a SOC 2 Type 2 report, however; did provide a report showing the required compliance and internal controls. Any new contracts must have Higher Ed Comm Vendor Assessment toolkit
2.	Student Financial Aid	"...ensure that manual adjustments to financial aid awards, as well as required verification of financial application data and satisfactory academic progress by financial aid recipients is subject to independent supervisory review and approval"	Agree	BCCC hired a third party on September 9, 2021, to review the system configuration for auto packaging, reduce the manual packaging and improve the awarding process. Transitioning to the new ERP began during March 2022; however, follow-up is delayed due to transition issues in other areas.
3.	Payroll	Description and details removed from report due to sensitive information		This is a prior audit finding that was not repeated.
4	Procurements and Disbursements	"...ensure that: a. Contracts are awarded through a competitive procurement process as appropriate, and other documentation of the procurement be maintained; b. all bid solicitation and award publishing requirements are adhered to; c. contracts receive proper independent approval as applicable; d. vendor invoices are correct by verifying invoice charges to contractual billing rates; and e. purchases from vendors are consolidated to maximize the State's purchasing power.	Agree	The recommendations are being implemented and reviewed with the Procurement Director for example: a, b, c. The processes for the contract bid, award and approval for the physical inventory are being implemented in accordance with the requirements. d. The work has not started for the inventory, so no vendor invoices have been received e. Per the Procurement Director, recommendation "e" has been implemented. An Internal Audit

				Follow-up Review will be performed.
5.	Resource Sharing Agreements (RSAs)	a. "Establish new agreements for any expired RSAs which include consideration for higher rates" b. Consider widely advertising solicitations for RSAs and submit them to the appropriate authorities... c. Include all significant provisions in future RSAs, and modify its existing agreements to include those provisions to the extent allowed."	Agree	As of 11/07/22, no new RSAs have been created since the June 2022 report. The latest agreement includes a 3% increase in the annual rent due, payable in monthly installments.
6.	Information Systems	"Perform inventories of all servers, identify all PII..."	Agree	Over the past few months, ITS staff has been reviewing the remaining values in the legacy ID field to ensure there are no remaining SSNs. PII that was not purged in Banner exists in a protected field (masked) to prevent unauthorized access. Not fully transitioned from HP LAN Follow-up 6/30/2023
7.	Malware Protection Controls	"Ensure malware protection software is installed and maintained on all computers by regularly monitoring related software management consoles"	Agree	The malware report is being reviewed by ITS staff and a copy was forwarded to Internal Audit for review. The finding is on the agenda for the next bi-weekly meeting. As of 10/31/2022 workstation security is reviewed during the Workstation Review meeting and no issues were found during this period. Bi-weekly reports are available beginning 11/11/2022
8.	Equipment – physical inventories	"Conduct timely periodic documented physical inventories of sensitive and non-sensitive equipment and reconcile the results to the detail inventory record (repeat)"	Agree	The Procurement Office is progressing in accordance with procurement guidelines: • September 2022 -- posted on eMaryland's Marketplace Advantage (eMMA), Maryland's public portal. • Vendors participated in two site visits

			• Procurement Director received vendor questions • October 2022 - Eight bids received • The Procurement Director evaluated the bids • A bid was recommended, and a contract is pending execution. Vendor is expected onsite during 2023.

The OLA issued the College's closeout letter on Tuesday, April 5, 2022, stating in part:

> "We found the actions indicated in the response address the recommendations contained in the audit report...
> We will review the actions taken with respect to the recommendations in the audit report during the next audit of BCCC."

The Legislative Auditors are expected to return to the College during or after 2024 in accordance with their scheduled review plan. BCCC's OLA Report is on OLA's website at:
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, March 15, 2023

Realignment Task #1
"Review and strategically align core course offerings of BCCC, consistent with accreditation requirements, and focused on the needs of students at BCCC and the workforce of Baltimore City."
Dr. Courtney Ross, Dean, School of Nursing & Health Professions

2023-2024 Catalog Updates
After receiving feedback from the Academy pertaining to the 2023-2024 Catalog, AVP Karen King-Sheridan and Dean Courtney B. Ross requested that the Academy submit course and program-specific information for approval through the Curriculum and Instruction Committee (CIC), as well as the Senate Executive Committee (SEC). The Academy was petitioned to complete the following seven steps by the March 14 deadline.

Step	Category	Task
1	Health & Life Fitness (HLF)	Remove **verbiage** that refers to HLF (Physical Education Skills) as a General Education requirement.
2	CLT 100 & Pre 100	Relocate CLT-100 and PRE-100 to Year 1, Semester 1.
3	Course Prefixes	Ensure the Catalog is updated to reflect 3-character course prefixes. Refer to the 3-digit course spreadsheet for existing prefixes. ** Following CIC approval, please change the course prefix on your syllabi.
4	Course Sequencing	Ensure appropriate course sequencing as it relates to its appropriate semester.
5	General Education Courses Assignments	Identify & label each General Education Course (GE CATEGORY I-V) – Refer to the GE Category Spreadsheet **Note: Courses in Category VI should be labeled as GE-Electives after reassigning to the appropriate GE category (I-V). Please see the list below.*
6	MAT 86 & MAT 92 REN 91 & REN 92	Update MAT 86 & MAT 92 and REN 91 & REN 92 pre-requisite requirements on the education plan.
7	Submission Prep	Ensure minimum GE requirements are met for each program: • AA/AS Minimum = 28 credits • AAS Minimum = 18 credits Download & Prepare the CIC Curriculum Proposal Transmittal Form & Submit it to your respective Associate Dean. – Please use the example as your guide.

Timeline for CIC & SEC Approval

DATE	TASK
6-Mar	Finalize and send directives and timelines to Deans/Assoc. Deans
8-Mar	Deans/Assoc. Deans hold department meetings with Program Coordinators to explain the directives and review sample Ed. Plan and Curriculum Proposal Transmittal form
10-Mar	Program Coordinators submit Draft #1 of Ed. Plan and Curriculum Proposal Transmittal form to Deans/Assoc. Deans by 3:00 pm, Deans/ADs provide written feedback to PCs
13-Mar	Department Meeting to vet (approve or deny) Draft #2 of the revised Ed. Plan and Curriculum Proposal Transmittal form
14-Mar	Deans/Assoc. Deans submit final Ed. Plan and Curriculum Proposal Transmittal form to CIC by noon
15-Mar	CIC Meeting to vet (approve or deny) the revised Ed. Plan and Curriculum Proposal Transmittal forms
17-Mar	SEC Meeting to vet (approve or deny) the revised Ed. Plan and Curriculum Proposal Transmittal forms

Exemplar – 📄 Program Revision Worksheet

Exemplar - 📄 Curriculum Proposal Transmittal Form

BALTIMORE CITY COMMUNITY COLLEGE

CURRICULUM AND INSTRUCTION COMMITTEE OF THE FACULTY SENATE

CURRICULUM PROPOSAL TRANSMITTAL FORM

1 Type of Proposal

Mark all that apply:

** No need for Steps 1 & 2 in this example

New Course	_____
General Education Course	_____
New Program	_____
New Program Area of Concentration	_____
New Certificate	_____
New Stand Alone Certificate	_____
Directed Technology Certificate	
Course Revision	X
Course Deletion	
Program Revision	X
Program Area of Concentration Revision	
Certificate revision	

AA degree X   AS degree _____   AAS degree _____   AAT degree _____

2 Name of Program/Course Number and Course Title
Cyber Security and Assurance

3 Brief Description of Proposal (no more than 30 words)
The following are proposed changes for compliance with COMAR and BCCC requirements:

1. Revised all Program Major Courses to align with Banner Codes for the Cyber Program Courses

Current Ed Plan Course Code	Banner Course Code
BCAP 104	BCA 104
CISS 105	CIS 105
CISS 109	CIS 109
CISS 201	CIS 201
BCAP 270	CYA 230
ITNT 235	CYA 235
ITSA 125	CYA 125
ITSA 233	CYA 233
ITSA 242	CYA 242
ITSA 245	CYA 245
ITSA 253	CYA 253
ITSA 270	CYA 270

Step 3: New 3-Digit Course Prefixes

Step 4

2. Moved 200 level courses to the 3rd / 4th Semesters.
3. Corrected Prerequisites that previously listed "none."
4. Specified on the "Program Revision Worksheet" whether the "Category Requirement Fills" one of the following:
   a. College Requirement
   b. Program Requirement
   c. Gen-Ed Category (for Category I, II, III, IV, or V)
   d. Gen-Ed Elective

Step 5

5. Ensured greater student course selection flexibility and Program completions by revising specific Gen-Ed Requirements for BPS, HLF, Math, and CRJ to Gen-Ed Electives for these courses.
6. Updated the Pre-Requisites for Students in Developmental Math and English Courses to only include the following:

RENG 91
RENG 92
MAT 86
MAT 58

Step 6

4. **Author(s):** Dr. Denise Holland

5. **Phone:** 410-462-8540   **Email:** dholland@bccc.edu

6. **When did the department discuss the proposal?**   Please complete this section

   When did the department approve the proposal? (approval means that the department approves the idea as well as the completed forms, grammar, etc.):

7. **Signature of CIC departmental representative(s):**

   Signature of Associate Dean: Signatures are required

   --Do not write below this line------------------------

   Date(s) Discussed by CIC: _____

   Approved _____   Not Approved_____

   Expiration date (only if course is experimentally approved* course): _____

   Signature of CIC Chair/Date: _____

   Comments: _____

The School of Arts and Social Sciences has developed three new certificate and degree programs that are currently awaiting approval by the Maryland Higher Education Commission (MHEC):

1. Communications (Certificate)
2. Communications (Associate of Arts Degree Program)
3. American Sign Language & Deaf Studies (Associate of Arts Degree Program)

Other programs awaiting MHEC Approval

1. Digital Marketing
2. Cybersecurity Digital Forensics
3. Transportation and Supply Chain Management AAS Degree
4. Geoscience Degree Program

![BCCC - Baltimore City Community College]

Realignment Task #2
"Make workforce development and job placement top educational priorities of BCCC."
Mr. Michael Thomas, Vice President, Workforce Development & Continuing Education

Workforce Development Program Development and Expansion – Workforce continues to expand partnership with local community and health agencies to provide opportunities for students to gain training and improve their career outlook. Additional activities include:

Enrollments for Fall 2022
- Certified Nursing Assistant (CNA) - 112
- Patient Care Tech (PCT) - 28
- Venipuncture - 25
- Certified Medicine Aide (CMA) - 28
- Childcare - 22
- Commercial Driver's License (CDL-B) - 23
- Cybersecurity - 28

Current Enrollments for Spring 2023
- Certified Nursing Assistant (CNA): 55
- Patient Care Tech (PCT): 15
- Venipuncture: 9
- Pharmacy Technician: 18
- Childcare: 13
- Commercial Driver's License (CDL-B): 21
- Cybersecurity: 42

Baltimore Alliance For Careers in Healthcare

- Workforce Development is working closely with the Baltimore Alliance for Careers in Healthcare (BACH) to offer healthcare training for Baltimore City Residents over the summer months. Collaborating with BACH has assisted with enrollment increases in healthcare programs. The partnership has yielded a total of fifty-seven students, including five Patient Care Technician Cohorts (44 students), one Multi-Skilled Medical Technician (4 students), and Emergency Medical Technician (9 students).

Center for Urban Families

- Workforce Development worked closely with the Center for Urban Families (CFUF) to enroll over 75 students in Certified Nursing Assistant (CNA) and Community Health Worker Programs (CHW), Diesel Mechanics, and Commercial Driving License (CDL) programs. Workforce is entering the final year of the BOOST grant partnering with CFUF. CFUF has also received funding for an additional 75 students (total 150).

Goodwill Industries

- Workforce Development coordinated in fall 2022 with Goodwill Industries on two training opportunities. A Certified Nursing Assistant (CNA) cohort of fifteen (15) students who are competing clinicals and will be licensed before year end. As well as a Pharmacy Technician cohort of sixteen (16) students that are currently working through clinicals to complete in early 2023.

- In January 2023, we began a CNA cohort of eight (8) students that will finish in March 2023 and a Pharmacy cohort of twelve (12) students that will complete its program in June 2023.

Concerted Care

- Workforce Development has worked closely with Concerted Care to provide training opportunities for Baltimore City residents that have been impacted by the opioid epidemic. Students participated in workforce training in Certified Nursing Assistant and Patient Care Technician (25 students). Concerted Care has received funding for additional students and training will continue in October.

Baltimore City Schools - Green Street Academy

- Workforce Development has expanded its partnership with Baltimore City Public Schools and offered a workforce training opportunity at Green Street Academy. In September 2022, a cohort of 22 students began training for Certified Nursing Assistant that will lead to licensing. The class is on track to finish in April 202. The program is located at Green Street Academy and meets Monday through Friday.

LifeBridge Health

- A Cohort of seven (7) Sinai Hospital employees began course sequence Certified Nursing Assistant (CNA) course sequence in October. The course is scheduled to be completed in February 2023 and will lead to licensing with the MD Board of Nursing (MBON).
- A new CNA cohort of eight 8 students will begin in March 2023 with an expected completion in June 2023.
- We have also partnered with Sinai Hospital on a new Certified Medicine Aide (CMA) cohort to begin in March 2023 for up to ten (10) students.

University of Maryland Medical Center

- Workforce Development and the University of Maryland Medical Center brought in five (5) students for the Patient Care Tech program that began in January. The class will finish in June 2023.
- University of Maryland is also interested in beginning a Phlebotomy training cohort of up to 15 students with an expected June 2023 start.

Commercial Driver's License (CDL B)

- Workforce Development offered its first Commercial Driver's License (CDL) class in spring 2022. There was a total of 5 cohorts offered, of which the 35 students that have tested, 32 have passed to receive their Commercial Driver's License, Class B.
- The program continues to successfully train students for CDL-B licensure with the MVA. Five students from the October cohort received their license in February and six more are scheduled to be completed in early March.

Other Funding Opportunities

- Workforce Development has also received several funding opportunities to offer workforce training to city residents:

- o **Baltimore City Department of Social Services** – 4.8 million over three years to offer workforce training to Baltimore City residents and recipients of DSS benefits.
- o **Baltimore City Department of Social Services/SNAP** - $255,000 to offer workforce development training for City residents and recipients of SNAP benefits.
- o **Department of Human Services SNAP** - $1.2 million over three years to offer workforce training to Maryland residents and recipients of SNAP benefits.
- o **Department of Social Services Sequence** - $87,250 to offer workforce training in healthcare to City residents.
- o **GEERS** - $558,000 to offer workforce training to Maryland residents.

Career Services Updates

- Career Services has conducted several Job Readiness courses for current healthcare programs, Emergency Medical Technician, Patient Care Technician, and Certified Driver License programs.
- Career Services has recruitment opportunities in Early Childcare (Kreative Minds Learning Center); Morgan State University, Penske, Blakehurst (CDLs) and University of Maryland Medical Center.
- Career Services continues to work with partners to create career placement trainings opportunities for students. This includes placing students with Kennedy Krieger to work with children and young adults with developmental disabilities in the Neurobehavioral Unit.
- Career Services continues to coordinate with Workforce to connect students to job opportunities directly related to their training experiences. The Career Services Team coordinates recruitment efforts with Workforce to provide comprehensive support to completers.

Realignment Task #3
"Improve student pathways to success, including remedial education, attainment of a degree or postsecondary certificate, and transfer to four-year institutions of higher education."
Dr. Courtney Ross, Dean, School of Nursing & Health Professions

SASS: The School of Arts and Social Sciences has worked to fulfill realignment task #3. Through an articulated course agreement between BCCC and the Baltimore City Police Academy, graduates of the police academy will be awarded 36 college credits towards pursuing an Associate of Applied Science (AAS) degree in Law Enforcement. After completing their AAS at BCCC, students can transfer to the University of Baltimore's Bachelor of Science in Forensic Studies – Forensic Investigations Concentration. This is a fascinating opportunity with City Schools as it can potentially increase enrollment into BCCC's Criminal Justice program.

E-Learning: BCCC received the award letter for continuing the VISTA Success Coach project into the 2023/2024 fiscal year. The MOA has been signed and returned. Recruitment of a new VISTA member begins in late March.

BSTEM: In the School of Business, Science, Technology, Engineering and Math (BSTEM), a Geoscience program has been developed and approved by BCCC's internal Curriculum and Instruction Committee, the Faculty Senate, and the President's cabinet. Pending final approval by MHEC, this program will:

1. Provide Geoscience technology field and laboratory training to the citizens of Baltimore and the state of Maryland.
2. Introduce Geoscience concepts to under-served and disadvantaged citizens of Baltimore City through hands-on Geoscience technical practices.

3. Create a career pathway from BCCC's AAS degree to employers and opportunities for students to transfer to four years of technical or professional institutions.
4. Address the under-representation of African Americans and Latinos in the Geoscience Technology field.
5. Provide Baltimore City residents with the necessary skills in the field of geoscience technology to make them competitive enough to fill the demand of the workforce.

To get the new Geoscience degree program to MHEC for approval, faculty have also initiated a discussion for a potential articulation agreement with Morgan State University's College of Interdisciplinary and Continuing Studies (MSU CICS). BCCC's Geoscience program faculty desires to integrate with the new Interdisciplinary Science program as a feeder program for AAS graduates as they seamlessly transition as MSU CICS BS degree students.

Realignment Task #4

"Enter into memoranda of understanding in order to establish student pathways to success with the Baltimore City Public Schools (BCPSS), institutions of higher education, and employers."
Dr. Courtney Ross, Dean, Nursing & Health Professions

BSTEM: The Business, Science, Technology, Engineering, and Mathematics Team have added Mergenthaler High School as a dual enrollment partner and are offering a 12-week Statistics course at their school.

The Biotech Program Coordinator has initiated work with student advisors in the Student Affairs division to reach out to local area High schools to recruit students to BCCC's Biotech and Lab Animal Science certificate programs.

The School of Nursing and Health Professions continues to work on streamlining the P-TECH career pathways. In addition, the programmatic coordinators, Associate Deans, and the Dean actively participate in efforts to bring BCCC as a central educational healthcare hub in the community. The collaboration with Baltimore City public schools and four-year colleges is going strong and developing into more articulations. Dr. Mahmood (Associate Dean) and Dr. Dyett (Program Coordinator-PTA) hosted a group of students from New Era Academy, and presentations were made for EMS and PTA programs. Affiliation agreements are also underway with Sinai Hospital of Baltimore for our HIT students to complete their Administrative Rotations.

Library

February Monthly Statistics:

Who do we serve?	Feb. 2023	Feb. 2022	Year to date	Year to date
			FY 2023	FY 2022
Circulation of Print / Media		6	165	6
Use of Reserve Materials		8	264	8
Database Sessions				
Database Searches		3,535	20,569	33,859
Articles Retrieved		2,505	13,890	20,650

Library Online Public Access Catalog (OPAC) Searches				
eBook downloads		96	628	731
Use of Group Study Rooms		18	847	18
Computer Usage	0	0	0	0
Laptop Usage		7	64	7
Printed Pages	5,906	1,498	30,462	1,498
Gate Count	5,980	2,191	52,443	2,191
Registration of new Patrons	11	12	110	12
Registration/Update of Community patrons			24	0
Information Services				
Information Literacy Sessions	5	9	50	55
Information Literacy Attendance	51	102	555	591
Technology Training Sessions	3	2	26	26
Technology Training Attendance	2	1	8	14
Training Center Use by Other College Departments	0	0	3	0
Book Purchases - Print	57	0		74
Book Purchases - eBooks	6	0		6
Rapid Response-Students	0	0	4	0
Rapid Response-Faculty and Staff	0	0	5	0
ILL Requests/ Document Delivery	0	0	1	0
eBook Purchases via Patron Driven Acquisitions (PDA)	0	0	0	0
Community/Alumni Services	0	0	0	0
LibAnswers & Social Media				
LibAnswers	7	14	521	545
Facebook Followers		511	0	511
Facebook Engagement		2	73	128
Instagram Followers		73	0	73
Instagram Engagement		0	0	0

LibGuides saw increased usage in February by 199 views. There were a total of 1172 views by BCCC students. The most popular guides were APA Papers 7th edition (340 views), MLA 9th Edition (191 views), Online Databases (146 views), and Library Handouts (114 views).

Library Hours – Spring Semester

Monday – Thursday	8:00 am – 7:00 pm
Friday	8:00 am – 5:00 pm
Saturday	9:00 am – 1:00 pm
Sunday	closed

Bard Library Schedule   Feb 6 – Feb 12

	Monday Feb 6	Tuesday Feb 7	Wednesday Feb 8	Thursday Feb 9	Friday Feb 10
		Constance - off		Glenn – in at 3:00	Wendy – off
8:00 - 10:30	8:00 -11:00 – Constance (circ) 8:00 – 11:00 Jim	8:00 -11:00 – Jim (circ)	8:00 -10:00 – Constance (circ) 8:00 – 11:00 Glenn 10:00 – 2:00 Wendy (circ) 10:00 Middle State Mtg. – Constance	8:00 -11:00 – Jim (circ) 8:00 – 11:00 - Constance	8:00 -11:00 – Jim (circ) 8:30 Mtg. w Dr. Mahmood
10:30 -12:30	11:00 – 2:00 Wendy (circ) 11:00 – 2:00 Glenn	11:00 – 2:00 Wendy (circ) 11:00 – 2:00 Glenn		11:00 – 2:00 Wendy (circ)	11:00 – 1:00 Glenn (circ)
12:30 -2:30	2:00 – 5:00 Jim (circ) 2:00 – 5:00 Constance	2:00 – 5:00 Jim (circ) 2:00 webinar - Glenn	2:00 – 5:00 Constance (circ) 12:30 CIC Mtg. - Jim 2:00 – 5:00 Glenn	2:00 – 5:00 Constance (circ)	1:00 – 5:00 Constance (circ)
2:30 - 4:30				4:00 – 7:00 Glenn	
4:30 - 7:30	5:00 -7:00 Wendy (circ) 5:00 – 7:00 Glenn	5:00 – 7:00 Wendy (circ) 5:00 Word Basics - Glenn 6:00 – 7:00 Glenn	5:00 -7:00 Wendy (circ) 5:00 – 7:00 Jim	5:00 -7:00 Wendy (circ)	Sat: 9:00 -1:00 Wendy (circ) Glenn 11:00 PRE100 (zoom) Glenn Sun: closed

*(cir) – Circulation Desk and (ref) – Reference Desk

Other Events

Adjunct Faculty Appreciation Event

Associate Dean McEachern and Dr. Juli Hawk are planning and preparing for an adjunct faculty Open House scheduled for Saturday, March 11. The goal is to demonstrate deep appreciation for BCCC's adjunct faculty, encourage and motivate them as an essential part of the BCCC community, and provide support and necessary guidelines and information. The Open House will include updates on BCCC Self-Study for MSCHE, classroom management scenarios and discussion, College updates, Banner and Canvas information, and a FAQ session covering support services, expectations, and adjunct evaluation information.

![BCCC Logo](Baltimore City Community College)

Faculty Development Opportunities

In February & March, E-Learning will conduct additional Canvas training and training on the design of courses within the Canvas learning management system. In coordination with the Office of Assessment, E-Learning will also train faculty on acquiring outcomes, rubrics, and other pertinent assessment data as the College transitions to a new process of capturing data for assessment.

In March and April, E-Learning will present the following training:

Date/Time	Topic	Description
3/10 @ 11 am	Canvas Intermediate User Training	This intermediate-level training is for users familiar with the basics of using Canvas. The training will cover a more in-depth look at using quizzes, Speedgrader, and setting up the grade book for a course.
3/17 @ 3 pm	The Nine Events of Building an Engaging Online Curriculum	Developing an effective and engaging online course requires the consideration of nine events of instruction that are an important foundation for student success. This first session of a two-part series will cover the nine events of instruction, some examples of how to incorporate them into your design, and how they align with the Quality Matters Rubric.
3/24 @ 2:30 pm	Rubrics, Outcomes & Assessment	This dynamic training will walk you through creating outcomes and rubrics, attaching outcomes, and capturing data for assessment. Join the E-Learning Team as we are joined by the Director of Assessment, Dr. Nicole Deutsch, who will put these efforts into perspective for how this will help move the College forward.
3/31 @ 3 pm	Advanced Canvas User Training	This advanced user training is for Canvas users looking to take their courses to the next level using the Rich Content Editor (RCE) provided as part of a Canvas subscription. Using the RCE allows for embedding media, using color, and creating course content that draws students' attention.
4/14 @ 3 pm	Intermediate Canvas User Training (repeat)	This intermediate-level training is for users familiar with the basics of using Canvas. The training will cover a more in-depth look at using quizzes, Speedgrader, and setting up the grade book for a course.
4/21 @ 11:30 am	Advanced Canvas User Training	This advanced user training is for Canvas users looking to take their courses to the next level using the Rich Content Editor (RCE) provided as part of a Canvas subscription. Using the RCE allows for embedding media, using color, and creating course content that draws students' attention.
4/28 @ 10 am	ILP Grading	ILP Grading is an easy-to-use tool, but sometimes there are errors, or this might be your first time using it to post your grades. Let E-Learning help you troubleshoot so that you can submit your grades. The session will include a five-minute refresher on how to submit final grades using the ILP tool. Then E-Learning will be available for the remainder of the time to help you troubleshoot error messages.

<u>Realignment Task #5</u>
"Align the budget of BCCC with realistic enrollment projections."
Ms. Becky Burrell, Vice President, Institutional Effectiveness, Research & Planning
Dr. Jade Borne, Vice President, Student Affairs

As stated in last month's Realignment Report, Student Affairs continues to monitor the changes in actual enrollment data for Fall 2022 to measure against the enrollment projections for Fall 2022 established by Maryland Higher Education Commission's (MHEC) enrollment projections for Baltimore City Community College. See enrollment projections below.

MHEC Enrollment Projections:

Maryland Higher Education Commission (MHEC) Projections BCCC	Fall 2021 Actual	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029
MHEC 2021- 2030 Projections for BCCC - Published April 2021	3,864	5,952	6,139	6,270	6,059	6,730	7,044	7,419	7,865
MHEC 2022 - 2031 Projections for BCCC - Published May 2022	3,864	4,595	4,616	4,638	4,659	4,667	4,675	4,682	4,690
MHEC's New Percent Changes for Outyears		*18.9%*	*0.5%*	*0.5%*	*0.5%*	*0.2%*	*0.2%*	*0.1%*	*0.2%*

To meet the Fall 2023 projections, Student Affairs continues to work on tasks designed to increase enrollment. Below are some examples.

Implementation of Banner Communication – In January and February, the College implemented the Banner Communications Management Tool. This new Tool makes it possible to end the College's reliance on Hobson Connect, a 3rd party vendor who charges the College for this service. It is now possible for students to receive communications directly from Banner regarding their ID and Password after completion of the Admissions Application. The College is also now able to use this tool to better communicate with students on various other topics including sending out communications to students from the Registrar's Office, Student Accounting, Financial Aid, and all other front-facing offices.

<u>New Student Transcripting Service – e-Transcripts</u>
In collaboration with the National Student Clearinghouse and as part of the Banner implementation, the Registrar's Team worked hard to bring the e-Transcripts feature online, which went live in January. This new process for sending out transcripts on behalf of BCCC students allows for more access and quicker processing time. Students can easily initiate a request to send their transcripts to a potential employer, university school admissions office, or other recipients with an email address, anywhere in the world the same day the order is placed. Additionally, e-Transcripts allows for enhanced service features, a reduced workload for staff, improved security, and ease of use for students. As the majority of colleges and universities use the National Student Clearinghouse, or a similar vendor, this new transcripting services should increase student satisfaction for students.

<u>Group Advising & Registration Sessions</u>
For the month of January, the Student Success Center (SSC) implemented ongoing group advising sessions in the presentation room (MNB 4B/C) to manage the increased student traffic during peak registration. Advisors rotated between various duties (group advising, VHD, and special registration circumstances) to help reduce wait times and serve students more efficiently and effectively. The total number of students served by the SSC during January 2023 registration was 1,693:

Student Success Center (Advising)	
MNB 020	413
Group Advising	662
Total	1075

New Reception Software for Student Success Center – In February, the Student Success Center began investigating the possibility of using the reception software - "Who's Next" from Blue Eon. The Center is preparing to pilot the "Who's Next" reception software in March. Several training meetings were held to prepare the advisors to use this tool. Once implemented the software will allow for better tracking of student engagements across departments.

New Student Recruitment

As a result of Student Affair's Stop-out and Near Completers work, for the month of January, Enrollment Services continues to serve returning students who were seeking re-enrollment for the Spring 2023 semester.

Weekly Information Sessions - The recruiters host a virtual "New Student Information Session" twice a week on Tuesday's at 10:00am and Wednesday's at 3:00pm. The info sessions provide a convenient option for future and new students to obtain information about the admissions process and/or any other questions regarding admission into BCCC. On average we meet with about 10 students per month during these sessions. The Recruiters have also started sending Webinar reminders to registrants the day before its presentation via email.

School Visitations - The recruiters are continuing to use an Excel spreadsheet to divide 64 Baltimore City and Baltimore County Public High Schools into 3 territories. Recruiters will be adjusting the territories for the Spring 2023 semester. The Recruiters visited the ConneXions Academy on January 4, 2023 and spoke to 36 students and Excel Academy on January 20, 2023 and spoke to 11 students.

Campus Visits - Recruiters held the College and Career Expo on January 10, 2023 and spoke to 51 students.

MSP Summer Bridge Recruitment: In January and February, the College began planning ways to better recruit graduating seniors from Baltimore City Public Schools. The MSP Program developed the following seven recruitment strategies:

1. Host a MSP High School Counselor Professional Development Event – Tentative April 2023.
2. Send invitations to join the 2023 Summer MSP Cohort Program to all graduating BCCC Dual Enrollment students and parents.
3. For MSP recruitment purposes, BCCC will request a Spring 2023 Graduating Seniors Report from Baltimore Public Schools, and private high schools in Baltimore – TBD. This will be a collaborative effort.
4. Increase recruiter presents at all Baltimore City Public High Schools and private schools. The expanded BCCC Recruitment Team will develop a territory management plan to set spring 2023 key performance indicators for each high school.
5. BCCC's Admission and Recruitment Team will develop a continues communication plan for all eligible MSP students and parents. The enhanced communication management tools provided by Banner's CRM Recruit make tracking students through the enrollment process easier and more efficient – In progress.
6. BCCC is currently developing several on-campus MSP Information Sessions that will occur throughout the Spring 2023 Semester in both English and Spanish – Under development.
7. BCCC will utilize existing contacts purchased from the College Board for all spring 2023 high school graduates from Baltimore City Public Schools. The contact list will be used to filter students with ACT, SAT, and PSAT scores that demonstrate the likelihood that the targeted students would benefit from participation in the MSP Program. - In progress.

Tracking and Monitoring Enrollment

CRM Recruit Implementation Phase II - For the month of January 2023, Admissions and Recruitment continued to implement Phase II of CRM Recruit - Communication. CRM Recruit is now BCCC's application module for Banner. CRM Recruit Phase II is designed to provide improved communications between prospective students and BCCC.

SparkPost Software (A Banner Tool) – The Recruitment Team continues to learn how SparkPost and CRM Recruit will allow BCCC to communicate with prospective students. Banner Communication Management and CRM Recruit will allow the Admissions Team to communicate with prospective students regarding their application status and steps to the enrollment process.

Other Recruitment Activities

Expanded Recruitment Team

The Vice President for Student Affairs and Assistant Vice President expanded the Recruitment Team in January and February to include all staff members that will be involved in developing the Colleges Recruitment Plan and who will carry out the work of recruiting new students in the field. The committee now includes:

Recruiters
Associate Director for Recruitment
Director of UBMS
Director of TRIO
Director of Disability Support Services
International Student Coordinator
Director of Marketing
Director of Athletics

The Recruitment Team expects to have a recruitment plan in place and operational in spring 2023.

Realignment Task #7
"Establish strong relationships with key stakeholders."
Mr. Gussener Augustus, Vice President, Advancement

WBJC

WBJC Staff Community Engagement
Opportunities taken by WBJC staff to extend the BCCC brand in the community via WBJC.

National Philharmonic: Pianist, Claire Huangci, was interviewed about her performance of Rhapsody on a Theme of Paganini celebrating the 150th birthday of Sergei Rachmaninoff by Kati Harrison.

Chesapeake Shakespeare Company: Founding Artistic Director, Ian Gallanar, was interviewed about being the recipient of the 2023 Sandra and Sidney Berger Award from the International Shakespeare Theatre Association by Judith Krummeck.

Gala Hispanic Theatre: Playwright Karen Zacarias and Director Rebecca Aparicio were interviewed about *Jardins Salvaje* (Native Gardens), a play about cultural and generational clashes that will run Feb 2-26 by Dyana Neal.

Annapolis Symphony: Music Director, Jose Luis Novo, was interviewed about the symphony's upcoming concerts on Feb 3rd – 5th by Jonathan Palevsky who also gave a pre-concert talk at their January 20th concert.

Candlelight Concert Society: Violinist, Daniel Rafimayer, was interviewed about his performance of music by Britten, Bruch, Beethoven, and Brahms on January 22nd by Jonathan Palevsky.

Baltimore Chamber Orchestra: Jonathan Palevsky gave a pre-concert talk at their January 23rd concert at Goucher College.

Beth El Congregation: Jonathan Palevsky interviewed photographer Svet Jacqueline on January 29th.

The Saint Charles Theatre: Jonathan Palevsky hosted the Cinema Sunday series for the month of January.

WBJC Corporate Support Partnerships
Businesses who underwrite programs and content on WBJC

Returning Clients
Baltimore Symphony Orchestra, Shriver Hall in Series, Community Concerts at 2nd, Elville and Associates, Annapolis Symphony Orchestra, Eddie's of Roland Park, Washington Lyric Opera, Candlelight Concert Society, Opera Baltimore, Choral Arts of Washington, The St. David's Music Series, Peabody Institute, Cynipid Fund, Kennedy Center, Zeke's Coffee, Culligan Water, Maryland Lyric Opera, Washington Performing Arts, Maryland State Boy Choir, Framin' Place.

WBJC Program Highlights
WBJC programs and content of note for the month.

Music in Maryland
Live performances from some of Maryland's finest classical ensembles, made possible by a generous grant from the Maryland State Arts Council.

- 1-21-23 Annapolis Symphony Broadcast

Book Notes
Interview series on WBJC hosted by Judith Krummeck and devoted to the world of books — from different genres to book awards, to local and national authors.

- 1-21-23 Reviews of the following books – *Seasonal Work*, by Baltimore writer, Laura Lippman, *One: Simple One-Pan Wonders* by Jamie Oliver*, Master Slave Husband Wife: An Epic Journey from Slavery to Freedom* by Ilyon Woo, and *Message from Ukraine* edited by Volodymyr Zelensky.

Communications, Public Relations, and Outreach

Updated media list created for media inquiries and press releases.
A. Radio One
B. Afro Newspaper
C. Baltimore Sun

    D. Baltimore Banner

    E. Maryland Matters

    F. Bmore News

    G. WMAR

    H. WBFF

    I. WBAL

    J. FOX

    K. WJZ

Media connections for February

    A. Radio One

    B. Afro

Community Meetings and Engagement

Parks and People provided BCCC with information about two of its programs:

1. Super Kids Camp - A free STEM camp for youth in the 1st through the 5th grades has extended an opportunity to BCCC students, faculty, and staff. The camp will operate June 27 – August 5.

2. Branches Internship Program- A job program for high school Baltimore City Youth.

Mt. Lebanon Baptist Church

This faith institution is a neighbor of the BCCC main campus. BCCC has outreached to Mt. Lebanon Baptist church to discover ways to partners that will benefit the community.

WBJC Staff Community Engagement

Opportunities taken by WBJC staff to extend the BCCC brand in the community via WBJC.

- St. David's Music Series: Judith Krummeck interviewed Douglas Buchanan, Director of Music Ministries, and Rahze Cheatham, baritone and 2022-23 Composer-in-Residence, about the recital and events honoring the life of Frederick Douglass.
- John Hopkins Symphony Orchestra: Jonathan Palevsky interviewed Jed Gaylin, Music Director, about the March 4 concert.
- Shriver Hall Concert Series: Judity Krummeck interviewed Double bass player, Joseph Conyers, was interviewed about his performance of Dvorak's String Quintet in G major with the Dover Quartet.
- Johns Hopkins Book Club: Judith Krummeck was invited to participate in a discussion about Cry, the Beloved Country by Alan Paton.
- Pro Musica Rara: Jonathan Palevsky interviewed Paul Leenhouts, Recorder player, about the upcoming Italian Splendor concert on March 5 at the Baltimore Museum of Art.
- Annapolis Symphony Orchestra: Jonathan Palevsky gave pre-concert talks at their February 3-4 concerts at The Maryland Hall for the Creative Arts.
- The Saint Charles Theatre: Jonathan Palevsky hosted the Cinema Sunday series for the month of February.
- John Hopkins Osher Program: Jonathan Palevsky taught classes on Music in Italy.

WBJC Corporate Support Partnerships

Businesses who underwrite programs and content on WBJC:

Returning Clients

- Baltimore Symphony Orchestra
- Shriver Hall in Series
- Elville and Associates
- Annapolis Symphony Orchestra
- Opera Baltimore
- The St. David's Music Series
- Kennedy Center
- Zeke's Coffee
- Culligan Water
- Maryland Lyric Opera
- Bally Theatre of Maryland
- Strathmore, Handel Choir

New Clients

- St. Paul's Church
- Pro Musica Rara

WBJC Program Highlights
WBJC programs and content of note for the month include:

- **Music in Maryland**

  o Live performances from some of Maryland's finest classical ensembles, made possible by a generous grant from the Maryland State Arts Council.

    ▪ 2-11-23 Marin Alsop returns to Baltimore.
    ▪ 2-18-23 Live Candlelight concert with accordion soloist Hanzhi Wang.
    ▪ 2-25-23 Dover Quartet at Shriver Hall and Angela Hewitt at Candlelight.

- **Book Notes**

  Interview series on WBJC hosted by Judith Krummeck and devoted to the world of books from different genres, book awards, and local and national authors.

- Towson University historian and author, Andrew K. Diemer, was interviewed on February 18, 2023 about his biography Vigilance: The Life of William Still, the Father of the Underground Railroad.

BCCC Event Promotion
BCCC campus events and initiatives that were promoted on-air during the month.

- Public Service Announcements: multiple daily reads by WBJC hosts for BCCC Financial Aid Information Night

Communications, Public Relations, and Outreach

Staff Newsletter Outlined

- Message from President
- College awards
- New Staff Announcements
- Cabinet Updates
- Middle States Updates
- Staff Resources
- Community News

Social Media

- Launched LinkedIn campaign, gaining **166** new followers in the last 29 days.
- Highlighted past alumni.
- Highlighted strategic partners.
- A Twitter Follower Growth Plan has been developed, utilizing the 14,000+ followers on LinkedIn to help grow the existing number of followers.

Community Meetings/Engagement

Greater Mondawmin Coordinating Council
Established a network with Ms. Adeline Hutchinson, President, who gave a virtual introduction to the new Executive Director, Eli Lopan. In addition, outreach efforts resulted in a strong networking relationship with Ms. Jackie Caldwell, former President of Greater Mondawmin Coordinating Council and active member of the community at large.

REALIGNMENT TASK # 8
"Develop and market a brand for BCCC."
Mr. Gussener Augustus, Vice President, Advancement

February 2023

The College developed numerous initiatives to support efforts by departments in the following areas:

Enrollment Email
A new enrollment email has been designed to promote Spring registration for stop-out and near-completers. The email is pending approval.

Marketing Brand Platform and Style Guide
The College has completed a draft of the communication pillars and Style Guide for review and approval.

Website Billboards
New website billboards were developed for Enrollment, Career Pathways, Basketball, Martin Luther King, Jr., and several academic programs.

Bard Building Construction Screens
Several creative designs were completed for review for the construction screens that will attach to the fencing that surrounds the Bard Building demolition*.*

Upward Bound Brochure

A newly redesigned Upward Bound brochure has been completed for consideration.

Commencement 2023
The College is working on the updates for summary sheets of all print projects for Commencement 2023, including print and electronic invitations, programs, graduation boxes, promotional items, website updates, signs, etc. These initial designs are pending a larger Commencement meeting when final decisions for print jobs will be determined.

BCCC Newsletter Template
The College developed several BCCC Newsletter templates for consideration.

Welcome Week flyers for Spring 2023
The College developed several Welcome Week flyers and social posts for Welcome Week 2023.

Wellness Workshops
A flyer was designed for Wellness Workshops throughout February, March, and April.

Press Release Template
A new template has been created for press releases.

Rebranding
The College is working to rebrand the following:

- Developing ideas for a Redesigned Viewbook
- Developing ideas for a redesigned brand/enrollment campaign
- A Mission, Vision, Values website, and print campaign has been designed for consideration.
- Trio Student Services flyer and social posts

Brand Building

Spring 2023 Digital Campaign
The College has developed digital advertisements in support of the Spring 2023 advertising campaign supporting enrollment growth. These advertisements will run through March 7 on Facebook, Instagram, and the Google extended network.

January 2023 results:

The **Facebook and Instagram** digital campaign reach during the month of January 2023 was 129,000, up 1.6% over the prior month. Post engagement (the total number of actions that people take involving our ads) was 15,260, up 100% over the prior month, and link clicks equaling 3,127, up 14.8% over the prior month.

The **Google** advertising digital search campaign has been live since July 28, 2022. This campaign continues to be highly effective with 318,000 impressions served between 1/1/2023 0 1/31/2023, yielding 10,019 clicks.

Market Research

- The College researched options for Hispanic advertising, including billboards and other opportunities.
- The College researched an array of advertising opportunities through Vector Media, the authorized agency who places MTA advertising opportunities.

Social Media Analytics

- *Facebook: 1/1/2023 – 1/31/2023*

  Page Reach: 106,780 (Up 12.1% over the prior month)
  Page Visits: 2,710 (Up 18.9% over the prior month)
  New Likes & Follows: 32 (Up 60% over the prior month)

- *YouTube: 1/1/2023 – 1/31/2023*

  Monthly views: 597
  Watch time: 19.8 hours.
  Subscribers: Flat

- *Instagram: 1/1/2023 – 1/31/2023*

  Reach: 28,940 (Down 25.1% over the prior month)
  Profile Visits: 471 (Up 9.5% over the prior month)
  New followers: 37 (Up 19.4% over the prior month)

- *Twitter: As-of 2/3/2023*

  # Tweets: 15 (Up 87.5%)
  Tweet Impressions: 3,228 (Up 110.7%)
  Profile Visits: 230 (Down 42.1%)
  Mentions: 5 (Up 150%)
  Followers: 1725

Web page Content Updates

- Webpages Content Updates (Ongoing) – Ongoing regular and special campaign content updates and page restructuring to improve the user experience. Regular updates include relevant homepage updates including updated billboards, What to Know section, website calendar and other homepage navigation and content features. These routine updates encourage user engagement and ensure content is student centered.

  - Webpages Content Updates (Ongoing)

    o Website Billboards

      ▪ MLK Day
      ▪ Career Pathways
      ▪ Visual Arts Program
      ▪ Career Pathways (version 2)
      ▪ Cheer on the Panthers
      ▪ Registered for Spring classes?
      ▪ Black History Month

    o Information To Know

      ▪ New Student Orientation
      ▪ Senior Citizen and BCPS Waver notification

- ▪ Panthers Basketball Schedule

  o Headlines

- Routine Website Maintenance and Webpage Content Updates

  o Analytics
  o Website Calendar updates
  o Respiratory Care Application update
  o Winter and Spring Adjunct Pay Calendars update.
  o Judicial Affairs webpage update
  o Credit Schedule update
  o Financial Aid webpage update
  o Apply webpage update.
  o Register webpage update.
  o PTA Program webpage updates
  o Old Student portal links discovered and deleted.
  o Dental Hygiene webpage update
  o DSSC webpages updated.
  o Winter Adjunct Pay schedule update #2
  o TRIO SSS webpage update
  o Records and Transcripts webpage updated.
  o Testing webpage update
  o Nursing Information Sessions Info added to website.
  o Spring Credit Schedule updated.
  o Library webpage updated.
  o ELS webpage updated.
  o BCCC Policies and procedures webpage updated.
- Other

  o Infosec IQ training
  o Presidents Forum
  o Branding webpages finalized

- Ongoing

  o Nomenclature project
  o BCCC Style Guide webpages
  o CRM Recruit Meetings
  o Website Refresh project
  o Blackboard Research
  o Marketing team meetings
  o Middle States – Communications group

Website Statistics

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home, Apply and Register web pages. Specifically, the volume of visitors to the Apply web page increased in unique pageviews by 65.12%

Website Homepage Overview: January 1, 2023 – January 31, 2023 vs. same period in 2022

- Pageviews increased by 13.47% (999,466 in 2022 vs. 1,134,100 in 2023)
- Unique (new) pageviews increased by 17.52 (396,814 in 2022 vs. 406,336 in 2023)
- Average time on page increased by 1.87% (00:00:53 in 2022 vs. 00:00:54 in 2023)

Apply Webpage – From /domain/36: January 1, 2023 – January 31, 2023 vs. same period in 2022)

- Pageviews increased by 44.92% (10,752 in 2022 vs. 15,582 in 2023)
- Unique (new) pageviews increased 67.10% (3,930 in 2022 vs. 6,567 in 2023)
- Average time on page decreased 44.28% (00:01:38 in 2022 vs. 00:00:55 in 2023)

Apply Web page – From bccc.edu/apply: January 1, 2023 – January 31, 2023 vs. same period in 2022)

- Pageviews decreased by 13.81% (46,168 in 2022 vs. 39,793 in 2023)
- Unique (new) pageviews decreased by 10.80% (18,744 in 2022 vs. 16,719 in 2023)
- Average time on page decreased 3.35% (00:00:31 in 2022 vs. 00:00:30 in 2023)

Register Webpage – From domain/1108: January 1, 2023 – January 31, 2023 vs. same period in 2023)

- Pageviews decreased 3.30% (13,379 in 2022 vs. 12,938 in 2023)
- Unique (new) pageviews decreased 6.37% (5,305 in 2022 vs. 4,967 in 2023)
- Average time on page increased by 12.94% (00:01:33 in 2022 vs. 00:01:22 in 2023)

Register Webpage – From bccc.edu/register: January 1, 2023 – January 31, 2023 vs. same period in 2023)

- Pageviews increased by 239.25% (1,256 in 2022 vs. 4,261 in 2023)
- Unique (new) pageviews increased by 253.88% (516 in 2022 vs. 1,826 in 2023)
- Average time on page decreased by 13.79% (00:00:47 in 2022 vs. 00:00:41 in 2023)

Future Projects

- Advertising campaign redesign with updated campaign tag line (possible)
- Clear Channel billboards for Hispanic recruitment efforts
- Mission, Vision, Values campaign (website, print, signage)
- Downtown Partnership pole sign contract renewal
- Discuss multiple additional advertising opportunities through Vector Media, including additional subway entrances, bus, subway floor graphics, bus shelters and geofencing.

BCCC Event Promotion

BCCC campus events and initiatives that were promoted on-air during the month include:

1. Public Service Announcements: multiple daily reads by WBJC hosts.
   a. Spring Registration

March 2023

WBJC

BCCC Event Promotion
BCCC campus events and initiatives that were promoted on-air during the month.

- Public Service Announcements: multiple daily reads by WBJC hosts for BCCC Financial Aid Information Night

Marketing

The College developed the following initiatives to support the College in the following areas:

College Board List Research
The College modeled a College Board list for purchase and use to target high school seniors for the MSP Program.

Business Card Order Form
A new order form has been updated and posted to the Faculty/Staff web page.

Marketing Request Form & Website Update Request Form
Completed updates to the forms for use on requesting marketing jobs and website edits.

Viewbook Redesign
We are working on a new viewbook redesign; draft coming shortly for discussion.

Social Platform Proposal
A Social Media Platform proposal was presented to VP Augustus for consideration. This plan would establish a Content Management group and establish the ability to gain video/reels for use on the sites. Additional posts were created for Facebook, Instagram, and Twitter.

Creative & Tag Line Brainstorming – Summer & Fall 2023 Campaign
Designed and refined 10 design directions for the Summer/Fall 2023 Campaign.

ESL Instructor Recruitment
Developed a flyer for use with ESL instructor recruitment.

Middle States Student Image PowerPoint
Developed a slide presentation to run during the "Pizza & Peers" Middle States event.

Middle States "Pizza and Peers" Event
Assisted with event details and worked with co-chair reviews. Arranged and purchased supplies and pizza for the event.

Middle States Communication Meetings
Worked with the Middle States Communication Team to develop communication activities and events. (Weekly and/or as-needed meetings)

Dental Web & Application Refresh (Dental Hygiene Department)
Information was updated on the application and posted to the website.

DSSC Brochure (DSSC Office)
The College developed a new DSSC brochure for Cabinet consideration.

Business Card Orders
Developed multiple business card orders, drafts and obtained quotes.

BCCC Brand Review PowerPoint
Began developing a PowerPoint presentation outlining the BCCC brand, including strategies and tactics employed to-date.

Website Billboards

- Black History Month
- Women's History Month
- International Women's Day
- Spring Break (4/3-4/9/2023
- Good Friday Closing (did we do this last year?)
- Spring Finals God Luck
- Earth Day
- SGA Elections
- Programs
- Basketball
- Commencement "Save the Date"

Social Platform Creative Developed

- Go Red Cardio/Stroke Awareness
- Scholarship Opportunities
- Program posts
- Student Life and Engagement Events

Panther Logo
Discussed the athletic and panther logo design process and review for next steps.
Commencement

- Obtained a Mind in Motion Quote for live feed at Commencement.
- Billboard – A commencement Save the Date billboard has been completed.
- Commencement Meeting – Recap of 2022 Document

Employee E-card for HR
Several e-Cards have been designed for Human Resources use for employee birthdays.

Rawlings Scholarship Flyer
A Rawlings Scholarship flyer has been created for the Scholarships web page.

SLE Love Week flyer update
Updates were made for a Student Life & Engagement flyer Love Week flyer.

Veterans Lounge Sign

A sign has been made for the Veterans Lounge.

SLE Black History flyer update
Design updates were made to create a Student Life & Engagement Black History flyer.

Scholarship Fillable Website Forms
Several scholarship forms were updated/refreshed with the correct BCCC Logo and made into fillable forms.

Updated Zoom Placeholder
A new Zoom background was created for VP Augustus.

Alumni Speaker Event
Attended Alumni Speaker Event to obtain information and photography for social posts.

Welcome Veterans Sign
A Welcome Veterans easel sign was created for the Office of Student Life & Engagement.

Workforce Development English as a Second Language Flyer
Met with Workforce Development to develop a consolidated ESL flyer.

Marketing Creative Meeting
The Marketing Team met to brainstorm advertising campaign tag lines for the Summer/Fall 2023 campaign.

Marketing & Website Request Forms
Fillable forms were updated and placed on the Faculty/Staff web page for use with requesting ongoing projects.

Employee e-newsletter
Design refinements were made for the employee e-newsletter.

Viewbook Brochure
Continuing design and content refinements are being made for a new Viewbook.

Social Platform; Proposal
A Social Media Platform proposal was presented to VP Augustus for consideration. This plan would establish a Content Management group and establish the ability to gain video/reels for use on the sites. Additional posts were created for Facebook, Instagram, and Twitter.

Mondawmin Mall Signs Contract Renewal
The Mondawmin Mall Sign Contract has expired. Details surrounding mall traffic were obtained, along with a quote for renewal consideration.

Vector Media
Plans and dates for a presentation were requested and are pending approval to proceed.

Clear Channel Outdoor Billboards & Geofencing
Details have been received to develop a billboard and geofencing opportunity. Further discussion needed.

CODA Site Visit Prep
Met with Dean Ross and others to discuss CODA (Commission on Dental Accreditation) visit on March 23 & 24, 2023 and marketing support needs.
Middle States Working Group – Standard I Meetings (Weekly)

Met with Middle States Working Group – Standard I group to determine outstanding evidence. Met with several group members to review how to request and document evidence in Teams.

VA Audit Planning
Met with VP Borne and others to discuss the VA Audit Plan and providing marketing materials documentation/examples.

Middle States Communication Meetings
Worked with the middle States Communication Team to develop communication events, tag line, and website proposals.

Complaint Web Page
Met with VP Borne to discuss content for a new Complaint Web Page.

Human Resources Wellness Website Addition
Clarified a way to add DBM Wellness information to the Human Resources web page.

Constant Contact Yearly Contract Renewal
The College has a yearly pre-paid contract with Constant Contact, which has a remaining balance of $288.40. To pay by credit card for 12 months, the amount to renew will be $2,811.20.

Commencement Outdoor Banner Options
Commencement signage has been reviewed for edits and possible reprints.

Commencement Estimates: Invitations, Programs, Diploma Paper, Tickets, Graduation Box, Podium Signs and Entrance Banner
Estimates have been received and proofs have been provided for approval on all Commencement print projects.

Commencement Program
An initial list of 2023 graduates were received from the Registrar's Office and has been formatted into a first draft of the Commencement Program. The draft continues until we begin to receive deletions for students not eligible to graduate.

Commencement Web Page:
A Save the Date header has been designed and placed on the Commencement Web Page. An additional Billboard will also be created for the homepage.

Spring Registration homepage Billboard
An updated registration billboard has been designed and placed on the website homepage.

Elementary Education homepage billboard
An Elementary Education homepage billboard has been designed and placed on the website homepage.

Veterans Lounge Sign
A Veterans Lounge Sign has been developed for the wall outside of the space.

Estimates for Four Registration Pull-up Signs
Following several recent conversations with students, we have learned that they do not always understand when registration is open for the next semester. As a result, we are proposing that several pull-up signs be designed to be placed in the upper and lower atrium, Life Sciences Building, and Nursing Building. This may also be available for the Bard Library. Once received, we will present a proposal for consideration.

Middle States PowerPoint template
A Middle States PowerPoint Template has been designed and branded to the Middle States Self-Study creative.

Middle States Newsletter Template
A Middle States newsletter template has been designed and branded to the Middle States Self-Study creative.

Middle States Creative
Several creative graphics were completed for use with the Middle States web page and PowerPoint template.

Fight for Power Photography
The department obtained photography at this event.

Commencement Web Page Photography
All photography on the Commencement Web Page has been replaced with images from Commencement 2022.

Commencement 2023 Graduation Box
A new graphic was designed for the Commencement 2023 graduation box.

Viewbook Re-design
The College continued design refinements to the viewbook.

Brand PowerPoint
A brand PowerPoint was developed for our continuing strategic discussions.

Constant Contact Renewal
The Constant Contact email has been renewed.

Commencement Procurement
The College submitted the Mind in Motion (videographers for live feed) and Lyric (Commencement venue) contracts for signatures, after which they will be submitted to procurement for processing.

Advocacy Day
Participated in the College's Advocacy activities via Zoom. Photography was placed on all social platforms.

Vision Outdoor Billboards & Geofencing
Continued research on a potential Vision Outdoor and geofencing project for consideration.

Marketing/Communications Meeting
Met with the Communications and P/R department to review the status of all projects to-date for Commencement 2023.

Commencement 2023 Social Plan
Began organizing the social plan for commencement 2023.

Middle States Web Page & Content
Designed a Middle States web page and populated all content areas. Draft #1 was reviewed, and draft #2 is complete and pending review and approval by the Communications Team, Steering Committed, and Cabinet.

IT Email Template
Met with members of the IT department to develop an HTML email template. This project is not complete at present.

Workforce Development Brochure Re-Print
Worked with Workforce to review their brochure for re-print since the current supply is exhausted.

Social Posts
Developed numerous social posts for Facebook, Instagram, and Twitter.

Middle States Evidence Logs
Worked with the Standard I Committee at meetings to train on receipt of Middle States evidence, transfer to the Evidence Log, and populating content.

Quad Flags
One flag was not ordered for the Quad. We are working with Eileen Hawkins to determine what flag should be purchased.

Veterans Affairs Audit Planning
Attended the VA Audit meeting and learned that there are no issues with BCCC marketing. The representative complimented the College on its expansive marketing efforts.

Rebranding

The College is working to rebrand the following:

Entrance Banner
A new Commencement banner has been created for consideration.

Revisions to the ESL flyer
Several ESL flyers have been consolidated into one new flyer for use by ESL and is pending approval by Workforce Development before sharing for final approval.

BCCC Viewbook
We are developing a new draft of the BCCC Viewbook.

DSSC brochure
A newly branded Disability Support Services Center brochure has been designed.

Summer/Fall 2023 Campaign and Creative
Multiple creative directions were developed for consideration for use in the Summer/Fall 2023 Campaign.

Brand Building

Spring 2023 Digital Campaign
The College has developed digital advertisements in support of the Spring 2023 advertising campaign supporting enrollment growth. These advertisements will run through March 7 on Facebook, Instagram, and Google extended network.

Facebook and Instagram Digital Campaign (Last 30 days: January 28, 2023 – February 26, 2023):

- Reach: 205,458 (Up 59.4% over the prior month)

- Post engagement (the total number of actions that people take involving our ads): 27,745 (Up 100% over the prior month)
- Link Clicks: 4,934, up 55.1% over the prior month.

Google Digital Campaign: (Overview measured from 11/16/22 (Registration open date) through February 28, 2023:

- Impressions: 895,782
- Clicks: 30,853
- Average Cost Per Click: $0.34

Market Research

- Vision Outdoor – Research billboard geofencing.

Social Media Analytics

- *Facebook: 2/1/2023 – 2/28/2023*

    Page Reach: 182,482 (Up 77.8% over the prior month)
    Page Visits: 2,837 (Up 15.9% over the prior month)
    New Likes & Follows: 24 (Down 17.2% over the prior month)

- *YouTube: 2/1/2023 – 2/28/2023*

    Monthly views: 448
    Watch time: 9.5 hours.
    Subscribers: -2

- *Instagram: 2/1/2023 – 2/28/2023*

    Reach: 31,296 (Up 26.7% over the prior month)
    Profile Visits: 476 (Up 19% over the prior month)
    New followers: 32 (Down 3% over the prior month)

- *Twitter: As-of 2/28/2023*

    # Tweets: 30
    Tweet Impressions: 2,930 (Down 3.8%)
    Profile Visits: 648 (Up 2,060.0%)
    Mentions: 12
    Followers: 1732 (Up 5)

Web page Content Updates

Webpages Content Updates (Ongoing)
Ongoing regular and special campaign content updates and page restructuring to improve the user experience, which encourages user engagement and ensures content is student centered.

- **Webpages Content Updates (Ongoing)**

  - Website Billboards

    - Are you registered for Spring 2023 Classes?
    - Elementary Education
    - Black History Month (Version 2)

  - Black History Month Version 2
  - Headlines

    - Governor Moore Proclaims Civil Rights Heroes Day

- **Routine Website Maintenance and Webpage Content Updates**

  - Analytics
  - Change of Major form update
  - ADN Nursing application update
  - Nursing Zoom links updates
  - Website calendar updates
  - Marketing web request form update
  - Website web request form update
  - Advising webpage update
  - Analytics
  - Dental Hygiene webpage update
  - 1090 T Webpage update
  - Commencement webpage update
  - Advising webpage update
  - Work Study Job Bank webpage update
  - Financial Aid Disbursement update
  - MSP webpage update
  - Business Card Order Form updated.
  - Phone number correction for faculty
  - Updated scholarship forms (4 forms)
  - Dental Hygiene Information sessions update
  - Surgical Technology webpage update
  - Commencement 2023 webpage update
  - Commencement 2023 images update
  - Middle States webpage (3 drafts)
  - Citizenship Spring 2023 schedule update
  - Public Information Act Requests info update
  - FASFA webpage update

- **Other**

  - Infosec IQ training
  - Pizza and Peers event Marketing@bccc.edu access for Marketing Team (ITS)
  - Developed an IT HTML email template in partnership with Jason Quick
  - Attended a Middle States meeting

- **Ongoing**

  - Nomenclature project
  - BCCC Style Guide webpages
  - Website Refresh project
  - Blackboard Research
  - Middle States – Communications group
  - Complaint webpage
  - HR Health and Wellness webpage
  - Financial Aid Scholarship flyer
  - Complaint webpage
  - Marketing team meetings

Website Statistics

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home and Apply web pages. The Register web page visitor visits have reduced because we are near the end of the registration period for the remaining 8-week period. Specifically, the volume of visitors to the Apply web page increased in unique pageviews by 30.44%.

Website Homepage Overview: February 1, 2023 – February 28, 2023 vs. the same period in 2022.

- Pageviews increased by 21.39% (837,418 in 2022 vs. 1,016,572 in 2023)
- Unique (new) pageviews increased by 23.49% (338,525 in 2022 vs. 418,050 in 2023)
- Average time on page increased by 30.28% (00:00:45 in 2022 vs. 00:00:59 in 2023)

Apply Webpage – From /domain/36: February 1, 2023 – February 28, 2023 vs. the same period in 2022.

- Pageviews increased by 30.91% (7,794 in 2022 vs. 10,203 in 2023)
- Unique (new) pageviews increased 30.44% (3,180 in 2022 vs. 4,148 in 2023)
- Average time on page decreased 44.28% (00:00:34 in 2022 vs. 00:00:48 in 2023)

Register Webpage – From domain/1108: January 1, 2023 – January 31, 2023 vs. same period in 2023).

- Pageviews decreased 7.98% (7,515 in 2022 vs. 6,915 in 2023)
- Unique (new) pageviews decreased 17.87 (2,999 in 2022 vs. 2,463 in 2023)
- Average time on page increased by 52.74% (00:01:15 in 2022 vs. 00:01:54 in 2023)

Future Projects

- Middle States signage requirements
- Motor Vehicle Network Advertising (research for advertising options at MVA locations) AFRAM promotional needs
- Billboards for Summer and Fall 2023 Campaign (web and electronic; electronic for research only at this point; possible geofencing)
- BCCC promotional letters (48" tall) project
- Contractual photographer proposal
- College Board list and drip campaign (tied to list purchase for Mayor's Scholars Program)
- Commencement social timeline

BCCC Event Promotion
BCCC campus events and initiatives that were promoted on-air during the month.
Public Service Announcements: multiple daily reads by WBJC hosts for BCCC Financial Aid Information Night

REALIGNMENT TASK #9

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

Enterprise Resource Planning (ERP) Project
Implementation Engagements

BCCC is using the new time and attendance system in Banner called Web Time Entry which went live on December 2022. This new system enhances the process of time entry and leave balance tracking for employees as well as the approval process for supervisors with the option to enter time and leave on mobile devices.

Staff continue submitting time in both MDTime (the legacy system) and WebTime (payroll processing in Banner) during this transition period. Some key things to note on payroll processing:

- There are gaps in faculty and contractual staff processes that cannot be fully carried out in Banner without the use of legacy system components. BCCC leaders and HR analysts are working with Ellucian to build a solution to transition from old HP legacy system to Banner system.
- HR has been working in the past two months with leaders in all areas updating information as needed so that Banner reflects the current staff to supervisor hierarchy.
- HR/Payroll and ITS staff identified and worked with Ellucian to resolve the issue with the system function that allows an alternate supervisor to approve timesheets when the primary supervisor is unavailable.
- To support staff during the transition HR and Payroll offices provided training leading up to launch of the new Payroll module and continue to schedule additional refresher sessions for staff.

HR and Payroll Web Time Entry January Training Schedule

Dates	Time and Location
Wednesday, January 4th	10 am Main Building: Room 224
Thursday, January 5th	2 pm Main Building: Room 224
Friday, January 6th	10 am Main Building: Room 224
Monday, January 9th	10am & 2pm in Main Building: Room 224
Tuesday, January 10th	10am & 2pm in Main Building: Room 224
Wednesday, January 11th	10am & 2pm in Main Building: Room 224
Thursday, January 12th	10am & 2pm in Main Building: Room 224
Friday, January 13th	10am & 2pm in Main Building: Room 224

Student facing offices continue using Banner for day-to-day operations since July 2022. Work continues with Degree Works and Ellucian Experience. Banner Communication Manager and SparkPost are smaller

components that will be implemented in early 2023 – these tools are email marketing tools that will allow for student facing offices like Admission to perform bulk communication to prospects and students.

Additional student work includes:

- CRM Recruit is fully implemented and is being utilized by students and BCCC staff for Application for admission submissions, email communications, admission decision and prospective student outreach.
- Banner Communication Manager training sessions were held for Student Affairs, HR/Payroll, Student Accounting, Workforce Development and Continuing Education (WDCE), Marketing and Communications. Work is now being done to test and enable these automated notifications to support daily operations that impact students, faculty and staff.
- ETranscripts is a process that automates the processes that support the full lifecycle of transcript requests – from student identification and validation to order collection and fulfillment. Records and Registration worked with ITS, Ellucian and the National Student Clearing House to configure and test the service. ETranscripts is now available and is being used by students to electronically request and receive their transcripts.

The defect in the finance Banner module that was discussed in last month's update to the Board of Trustees has been corrected by Ellucian. The Finance team worked with ITS and Ellucian to complete validation of the corrected interface and data. The finance team has completed processing the backlog of financial applications from the state's FMIS system into Banner and now Finance and ITS are working on finalizing the interfaces that move data from Banner to FMIS.

The Grants Accounting process is being implemented in Banner. A cross-functional team, including members of the Finance, WDCE, and Institutional Research groups, is meeting regularly to document and plan for the implementation of this new process in Banner. This is in the final stage of the configuration.

Student Accounting has been live on Banner since July 2022. Work has continued in these areas:
- Billing for WDCE programs - WDCE staff provided information in February to support the configuration of non-credit related billing in Banner. Meetings have continued in the month of February to finalize the configuration.
- 1098-T processing – The 1098T process was completed in Banner. This required testing, configuring and working with Ellucian and ESCI to ensure that tuition statements were finalized and made available to students ahead of the federally mandated January 31 deadline. This work has surfaced that some of the initial configuration of the Student AR module within Banner was not properly done when the module went live. Ellucian is performing a review of the Student AR module and will be making any additional configuration changes in Banner at no cost to the College.

There is a continued focus on the three areas shared at the last board update:
- **Data cleanup** – Work continues to identify and prioritize data errors and inconsistencies that have surfaced in production. These issues are being addressed with input from functional offices to ensure the data in the system is accurate and up to date.
- **Reporting** - BCCC's ability to deliver institutional and compliance reporting has been challenged by the learning curve of using a new data structure and reporting tool, as well as resource constraints. In the short-term work continues to build out institutional reports. An example of this is work done in February 2023, that involved Finance, Student Accounting and IT working together to produce the state report on tuition and fee revenue. A longer-term solution is the implementation of the Banner reporting platform in 2023, that is a part of the ERP implementation that will provide out-of-the-box analytics and additional reporting accessible by functional areas.

- **Cyclical operational procedures** - Finally, the cyclical nature of college operations has presented challenges in implementing new processes for the next few years, particularly in regard to annual tasks such as year-end reporting for finance.

Managed services consulting which provides ongoing operational support for the year or two post go-live when the project team is complete will be an important resource to support work in the three areas above. Options are being explored that will be presented to the board in early 2023.

Data Center Refresh Project
The setup of the new equipment for the data center refresh project began in January and is ongoing. Production workloads are now running on the new hardware. The completion is anticipated in Q1 of 2023. ITS has been working with DoIT to identify changes to network bandwidth requirements to support the redundant backup server, located at the BioPark campus.

Planning for Phase 2 of this project (Disaster Recovery and Business Continuity) will be started in late spring/summer 2023 and will create additional redundancy and enhance the speed of recovery from a disaster. ITS is exploring modern Disaster Recovery as a Service options (DRaaS) and will present a proposed solution to the President and Board for funding and approval.

REALIGNMENT TASK #10

"Develop or sell all unused or underutilized real estate, including the Inner Harbor Site."
Office of the President

The bid documents regarding the project to demolish the Bard Building and create green space are ready and will go out as soon as a Right of Entry Agreement is executed by all necessary parties. Construction is on schedule to start in June, 2023.

REALIGNMENT TASK #11

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

As an agency of the state, the College is required to submit many reports to the state and to provide impact statements regarding all proposed legislation that could affect the College. In addition, the legislature imposes on BCCC the requirement that it submit Legislative Reports to various committees. As a result, the College spends a great deal of time responding to mandatory reporting requirements, thereby reducing the time and energy available for day-to-day operations. At some point, the College will request that the requirement cease for Realignment Reports to be submitted to the State as the tasks and activities become fully integrated into the operations and structure established for BCCC.

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 11 | Active Search Listing

HR Active Search List As of February 13, 2023

	Div	PIN #	Position	Oversight	Date posted	Status 2/13/2023
1	AA	81697	Assistant Professor of Nursing-Adult Medical/Surgical	Dr. Courtney Ross/ Dorothy Holley	3/12/2021	Resumes forwarded for Review
2	AA	67006	Director of the Academic Success Center	Dr. Debra McCurdy	12/8/2021	Resumes forwarded for Review
3	AA	66902	Dean of Natural and Physical Sciences, Business, Technology, Engineering & Math	Dr. Debra McCurdy	5/16/2022	Resumes forwarded for Review
4	AA	66760	Director of Library & Learning Commons	Dr. Debra McCurdy	8/8/2022	Resumes forwarded for Review
5	AA	66777	Assistant Professor of Fashion Design	Dr. Debra McCurdy	8/10/2022	Resumes forwarded for Review
6	AA	73971	Administrative Assistant to the VP of Academic Affairs	Dr. Debra McCurdy	10/27/2022	Resumes forwarded for Review
7	AA	TBD	Assistant Vice President Curriculum & Instruction	Dr. Debra McCurdy	12/19/2022	Resumes forwarded for Review
8	AA	66761	Admissions Counselor, School of Nursing & Health Professions	Dr. Courtney Ross/ Dorothy Holley	1/11/2023	Resumes forwarded for Review
9	SA	66689	Coordinator of Veteran Services	Dr. Jade Borne	11/1/2021	Resumes forwarded to Vice President
10	SA	74211	Academic Coordinator, TRIO Student Support Services Program	Dr. Jade Borne / Dr. Leslie Jackson	1/19/2022	Resumes forwarded to Vice President
11	SA	66831	Financial Aid Coordinator	Dr. Jade Borne/ Saleem Chaudhry	9/14/2022	Resumes forwarded to Vice President
12	SA	66844	Federal Work Study Specialist	Dr. Jade Borne / Saleem Chaudhry	8/11/2022	Resumes forwarded to Vice President
13	SA	66663	Director of Dual Enrollment	Dr. Jade Borne	8/26/2022	Resumes forwarded to Vice President
14	SA	66991	Dean of Enrollment Management	Dr. Jade Borne	9/7/2022	Resumes forwarded to Vice President
15	SA	66925	Assistant Director of Financial Aid	Dr. Jade Borne / Saleem Chaudhry	9/7/2022	Resumes forwarded to Vice President
16	SA	66828	Director of Student Life & Engagement	Dr. Jade Borne	9/15/2022	Resumes forwarded to Vice President
17	SA	76573	Student Support & Wellness Coordinator/Counselor	Dr. Jade Borne/ Dr. Sherri Brown	9/30/2022	Resumes forwarded to Vice President
18	SA	66733	Admissions & Recruiter Advisor	Dr. Jade Borne	10/17/2022	Resumes forwarded to Vice President
19	SA	82347	Office Specialist- Student Life & Engagement	Dr. Jade Borne/ Valerie Gray	11/9/2022	Resumes forwarded to Vice President
20	SA	76829	Registrar	Dr. Jade Borne	2/13/2023	Search is Open
21	ASP	76586	Content Manager	Gussener Augustus/ Dr. Debra McCurdy/ Michael Berends	2/4/2022	Resumes forwarded to Vice President
22	ASP	66932	Administrative Assistant for the Vice President for Advancement	Gussener Augustus/ Dr. Debra McCurdy	1/10/2023	Resumes forwarded to Vice President

23	ASP	66960	Director of Development	Gussener Augustus/ Dr. Debra McCurdy	1/11/2023	Search is Open
24	WDCE	66861	Maintenance Supervisor	Michael Thomas / Kate Zurlage	4/21/2021	Resumes forwarded to Vice President
25	WDCE	66769	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President
26	WDCE	76566	Director of Division Operations & Services	Michael Thomas	1/26/2022	Resumes forwarded to Vice President
27	WDCE	66967	Assistant Director of Capital Projects	Michael Thomas / Kate Zurlage	3/7/2022	Resumes forwarded to Vice President
28	WDCE	86278	Police Officer III	Michael Thomas	8/24/2022	Resumes forwarded to Vice President
29	WDCE	66853	Property Control Specialist	Michael Thomas	9/15/2022	Resumes forwarded to Vice President
30	WDCE	66672	Administrative Assistant II	Michael Thomas	9/29/2022	Resumes forwarded to Vice President
31	WDCE	76588	Police Supervisor	Michael Thomas	12/9/2022	Resumes forwarded to Vice President
32	WDCE	66617	Environmental Services Technician	Michael Thomas	1/30/2023	Resumes forwarded to Vice President
33	WDCE	73964	Budget Specialist	Michael Thomas	2/7/2023	Resumes forwarded to Vice President
34	F&A	66879	Assistant Vice President of Finance & Administration	Dr. Debra McCurdy	12/5/2022	Resumes forwarded to President
35	F&A	66740	Vice President for Finance & Administration	Dr. Debra McCurdy	12/20/2022	Resumes forwarded to President
36	F&A	66947	Senior Accountant	Eileen Waitsman / Anna Lansaw	1/12/2023	Resumes forwarded for Review
37	F&A	66757	Senior Accountant	Eileen Waitsman / Anna Lansaw	1/12/2023	Resumes forwarded for Review
38	F&A	67013	Senior Accountant - Foundation	Eileen Waitsman / Anna Lansaw	1/12/2023	Resumes forwarded for Review
39	F&A	82345	Human Resources Generalist	Charles Hall	1/27/2023	Resumes forwarded for Review
40	IERP	66640	Director of Grants	Becky Burrell / Nicole Deutsch / Eileen Hawkins	2/1/2022	Resumes forwarded to Vice President
41	IERP	88494	Research Associate	Becky Burrell	7/6/2022	Resumes forwarded to Vice President
42	OP	66855	Director of Government Relations/Special Assistant to the President	Dr. Debra McCurdy	1/18/2022	Resumes forwarded to President
43	OP	66987	Programmer/Analyst	Michael Rading	5/10/2021	Resumes forwarded to CIO
44	OP	TBD	Executive Administrative Assistant to the President	Dr. Debra McCurdy	2/13/2023	Search is Open

HR Active Search List As of March 7th, 2023

Div	PIN #	Position	Oversight	Date posted	Status 3/7/2023
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AA	66902	Dean of Natural and Physical Sciences, Business, Technology, Engineering & Math	Dr. Debra McCurdy	5/16/2022	Resumes forwarded for Review
AA	66760	Director of Library & Learning Commons	Dr. Debra McCurdy	8/8/2022	Resumes forwarded for Review
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WDCE	73964	Budget Specialist	Michael Thomas	2/7/2023	Resumes forwarded to Vice President
WDCE	66921	Associate Director of ELS	Michael Thomas	3/6/2023	Search is Open
F&A	66879	Assistant Vice President of Finance & Administration	Dr. Debra McCurdy	12/5/2022	Resumes forwarded to President
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