

# Baltimore City Community College

**Dr. Debra L. McCurdy**  
President

## **Board of Trustees** **Open Session**

**Mr. Kurt L. Schmoke**  
Chair

WEDNESDAY | SEPTEMBER 15, 2021

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

TAB 1 | Approval of the September 15, 2021 Agenda

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

Open Session Agenda | 4:00pm September 15, 2021 (Virtual Zoom Meeting)

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

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<b>I. Call to Order</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
<b>Adoption of Agenda (Vote)</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
a. Approval of the September 15, 2021 Agenda (Tab 1)	
<b>II. Board Actions / Consent Agenda (Vote)</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
a. Approval of the June 16, 2021 Open Session Minutes (Tab 2)	
b. Closed Session Meeting (Tab 2)	
c. Student Government Association Report (Tab 3)	
d. Faculty Senate Report (Tab 5)	
<b>III. Items Removed from the Agenda (Tab 6)</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
a. AFSCME Local #1870 at BCCC Report (Tab 4)	
<b>IV. New Business (Tab 7)</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
▪ None	
<b>V. College Policies (Tab 8)</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
▪ None	
<b>VI. Presentations (Tab 9)</b>	Mr. Kurt L. Schmoke, <i>Chair</i>
▪ Enrollment Report	Dr. Debra McCurdy, <i>President</i> Ms. Becky Burrell, <i>VP Institutional Effectiveness</i>
▪ Performance Accountability Report (Vote)	Dr. Debra McCurdy, <i>President</i> Ms. Becky Burrell, <i>VP Institutional Effectiveness</i>
▪ Enterprise Resource Planning (ERP) Update	Dr. Debra McCurdy, <i>President</i> Mr. Stephan Byam, <i>Chief Information Officer</i>
▪ Facilities Project Update	Dr. Debra McCurdy, <i>President</i> Mr. Michael Thomas, <i>VP Workforce Development &amp; Continuing Education</i> Ms. Katherine Dixon, <i>Asst. VP of Facilities</i>
<b>VII. President's Report (Tab 10)</b>	Dr. Debra McCurdy, <i>President</i>
a. Operational	
b. Realignment	

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 OF TRUSTEES**

### **BALTIMORE CITY COMMUNITY COLLEGE**

#### **BOARD ACTIONS / CONSENT AGENDA**

TAB 2 | Approval of the June 16, 2021 Minutes

TAB 3 | Student Government Association

TAB 5 | Faculty Senate Report

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

TAB 2 | Approval of the June 16, 2021 Minutes

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

Open Session Minutes | June 16, 2021 (Virtual Zoom Meeting)

**Board Members Present:** Chairman Kurt L. Schmoke, Esq., Mr. Jason Perkins-Cohen, Mr. J.C. Weiss, III, Dr. Rachel Pfeifer, Ms. Leonor Tannhauser Blum, Mr. John D. Lewis, Ms. Lelia F. Parker, Esq., Mr. Oluwafemi S. Toriola, Student Member

**Board Member Absent:** Dr. John Brothers, LPD

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

### **CALL TO ORDER**

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

### **ADOPTION OF THE AGENDA**

#### **A. Adoption of the June 16, 2021 Agenda**

**ACTION:** Chairman Schmoke requested a motion to adopt the June 16, 2021 Meeting Agenda. Trustee J.C. Weiss motioned for the adoption of the June 16, 2021 Agenda and Trustee Leonor Tannhauser Blum seconded the motion. The Board unanimously approved the motion.

### **BOARD ACTIONS / CONSENT AGENDA**

Chairman Schmoke requested a motion to accept the consent agenda.

**ACTION:** Chairman Schmoke requested a motion to approve the Board Actions / Consent Agenda. Trustee Weiss motioned for approval of the Board Actions / Consent Agenda, and it was seconded by Trustee Blum. The Board unanimously approved the motion.

### **PRESENTATIONS**

#### **B. ACCUPLACER and Establishment of New Measures for Student Assessment**

Dr. Liesl Jones, Vice President of Academic Affairs provided an overview of the College's current student placement test, the ACCUPLACER. She discussed the limitations of this test and stated the College is adopting a new process for determining student placement.

Dr. Jones stated the College will partially move away from using ACCUPLACER and will instead use high school transcripts, AP courses and scores, SAT scores, honors Math/English and a 500 word essay on what students perceive as their superpower. These new measures will provide a holistic approach to student assessment versus a one moment in time snapshot that is the ACCUPLACER test. Dr. Jones further stated that other colleges in the area use similar measurements.

Drs. McCurdy and Jones met recently with Bob Embry, President of the Abell Foundation to discuss the College's new direction on placement assessment. Mr. Embry was excited to learn the College is moving away from ACCUPLACER as a singular measure for student assessment and placement.

Chairman Schmoke asked why this discussion was brought to the Board, when it appeared to be an operational change.

Dr. McCurdy stated this is a policy shift in how student assessment is executed, and therefore is included as part of the Board agenda.

Trustee Pfeifer thanked both Drs. McCurdy and Jones for their leadership.

Trustee Jason Perkins-Cohen echoed the sentiments of Trustee Pfeifer. He referenced past discussions with workforce leaders about why the College was using ACCUPLACER. He stated he was glad to see the shift to this holistic approach.

Trustee Toriola asked what happens to those students who have graduated several years ago and how will this new policy help them during matriculation? He also asked how effective will this new policy be for these students?

Trustee Parker asked if the new measures for assessment are looking at prior learning for individuals who may have longer time gaps between high school and enrollment. She stated ACCUPLACER is based on 6th and 7th grade Math, and the goal is student success.

Dr. McCurdy stated that Bob Embry objected to using ACCUPLACER based on this same reasoning.

**ACTION: Chairman Schmoke requested a motion to approve removal of the singular use of the ACCUPLACER test for new student placement measures. Trustee Weiss motioned for approval of the removal of the singular use of the ACCUPLACER test for new student placement measures, and it was seconded by Trustee Pfeifer. The Board unanimously approved the motion.**

### **C. Enrollment Report**

Vice President Becky Burrell reviewed the PowerPoint containing the enrollment data. She stated MSP summer enrollment data is not included. She referenced the report was received 18 days after the start of classes and it shows a consistent increase in students enrolling in classes. Ms. Burrell shared new strategies such as policies and placement measures to show the effectiveness with the enrollment increases. Additionally, Ms. Burrell stated the College is expanding the student demographic by targeting students such as those home from primary colleges, and students in surrounding counties as potential enrollees.

Ms. Burrell stated other contributors to the increase in enrollment trends are courses, course sections and course types being offered.

Chairman Schmoke asked if there are adequate faculty for the increase in courses. Ms. Burrell stated the College is looking at adjunct faculty to fill the gaps.

Dr. McCurdy indicated the College has expanded the summer terms, to include two 5-week and two 8-week terms to meet the needs of city school students after their school year ends. Also, the College is reviewing the summer course offerings to ensure we are meeting the needs of students.

### **D. Cultural Diversity Report**



Ms. Burrell indicated that the Student Affairs division has primary responsibility for preparing the report. She stated the report is due by September 1 and that Board approval is needed to ensure legislative compliance. Ms. Burrell indicated the report requires a diversity definition, which the College is doing, and how the pandemic has affected diversity at the institution. Ms. Burrell stated that the strategic planning process will include the reevaluation of the goals for diversity to ensure alignment with the strategic priorities.

**ACTION: Chairman Schmoke requested a motion to approve the Cultural Diversity Report. Trustee Pfeifer motioned for approval of the Cultural Diversity Report, and it was seconded by Trustee Weiss. The Board unanimously approved the motion.**

#### **E. ERP**

CIO Stephan Byam reported the College maintains a green status from DoIT, which means the College is appropriately resourced and within budget. Mr. Byam indicated this is the last update that will be provided to the Board, as the summer months are approaching.

He stated that the project is doing well from a financial standpoint. The pandemic has cut the cost of travel, room and board for consultants as the work is being done remotely. This cost savings has allowed the College to create a cushion to handle unforeseen issues.

Mr. Byam stated that his focus is organizational readiness in terms of roles, responsibility and terminology with special emphasis on how the institution is prepared psychologically for the shift with the new ERP. He stated training will be a major component of organizational readiness, and that staff and end user training is the primary focus.

Chairman Schmoke asked who is providing the training. Mr. Byam stated Ellucian is the primary trainer and internal staff will be identified under the “train-the-trainer” model. Ellucian will provide the basic knowledge.

Mr. Byam stated infrastructure readiness is also another aspect of organizational readiness. He described that currently, the College is single point connected.

#### **F. President’s Report**

Dr. McCurdy reported she has taken temporary oversight of the Student Affairs division and that Vice President Burrell will share some of the responsibility, primarily regarding the technology transition. Dr. McCurdy indicated that Dr. Reinhart communicated that a critical medical issue with a member of her family arose and she would not be able to continue the pace needed for her role as vice president. Daily meetings are being held with the Student Affairs directors and will continue until a vice president replacement is appointed.

Dr. McCurdy stated the athletics department needed to begin recruitment to allow the program to get back on track and expected that the season would begin with mens and womens basketball.

Dr. McCurdy also stated there will be significant mental health issues with students when full time status on campus returns. She anticipates that by late July, there will be a transition to return to campus, but not to expect a full return to campus until late fall.

Dr. McCurdy stated there is policy work that needs to occur, and the Board will have this on the agenda when meetings resume in September. The President is working with the Faculty Senate and looks to work with a small faculty group over the summer on policy changes that affect the faculty handbook.

Dr. McCurdy stated there is a lot of work in the campus facility side, including physical space enhancements, for example bathrooms, the main campus entrance, the library, and PE Center. She indicated the deferred maintenance budget of \$4 million is in the final planning stage to spend on these enhancements.

Dr. McCurdy asked if there were any questions and there were none.

Chairman Schmoke asked who will be supervising the Student Affairs area.

Dr. McCurdy stated that each line area has direct supervisors who can manage the day-to-day, direct management. And, that she along with Ms. Burrell will be responsible for bringing together the appropriate teams to ensure things are working efficiently.

Trustee Weiss commented what were the other community colleges doing to return for the fall.

Chairman Schmoke stated the chancellor had a call with the USM presidents. He stated the chancellor will leave it up to each USM institution regarding masking, social distancing and vaccinations.

Trustee Toriola asked if students will be returning to campus in the fall.

Dr. McCurdy stated there will be some transitions back to campus at the beginning of the fall. Some offices will start to transition mid-summer and more will occur in the fall. She stated the College will not likely be fully returning in the fall.

Chairman Schmoke stated that his institution, UB will have only 25% classes on campus.

Dr. McCurdy stated that an expanded online status may be a new model that will allow the College to become competitive with the fully online and for-profit schools. The virtual nature of offering classes and services has opened the door to another operational opportunity.

Chairman Schmoke asked if there were any final questions for the open session. Hearing no questions, the Chairman moved to close the meeting.

**ACTION:** Chairman Schmoke requested a motion to adjourn the meeting. Trustee Weiss motioned for adjournment and Trustee Lewis seconded the motion. The Board unanimously approved the motion.

The meeting adjourned at 5:13 pm.

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

TAB 3 | Student Government Association Report

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## **Baltimore City Community College**

### **CABINET UPDATE**

#### **Board of Trustees, September 2021**

##### *Student Affairs*

### **STUDENT GOVERNMENT ASSOCIATION**

#### *SGA Meeting*

The Student Government Association did not meet during the months of June and July. They however supported the two clubs and organizations that participated in the June/July Virtual Study Abroad program to Swansea University. Due to the Covid-19 pandemic and the BCCC student academics and services being fully virtual, the Office of Student Life & Engagement, along with the 2020-2021 SGA, decided to hold off on elections until the Fall 2021 semester. Elections will be taking place in the upcoming month, and information will be added in the next report.

#### *Activities and Events*

June 21 – July 2, 2021 - “Virtual Study Abroad Wales, UK” – During the months of June and July, students from the Anthropology and Sociology Club and the History Club got a fantastic opportunity to participate in a Virtual Study Abroad program to Swansea Land. The program was provided by the Maryland Community College International Education Consortium (MCCIEC) through a US DOS grant. Students participated in synchronous and or asynchronous sessions for two weeks with Swansea University.

Two one-hour synchronous classes were held daily Monday, June 21 – Thursday, June 24 and Monday, June 28 – Thursday, July 1. One one-hour session was held synchronously on Friday, June 25 and Friday, July 2. The sessions were taught by the professors and staff of Swansea University. For those students that were not able to attend the live sessions, recordings were provided for their viewing later, therefore being able to watch a synchronously. There were five students that completed the full two-week program, and two students were able to attend half of the sessions. The Student Government Association will recognize these students during the fall semester.

The BCCC advisors that worked with our students were professors Rebecca Johns-Hackett, Associate Professor of History and Dr. Boyd Servio-Mariano, Associate Professor of Sociology & Anthropology. The virtual sessions that the students participated in were as follows:

- Welcome to Swansea
- Virtual Campus Tour
- Meet our Student Ambassadors
- “Where will you be?”
- Introductory Lecture
- Big Pit National Coal Mining
- Museum Tour
- “The Dragon Awakes: A focus on Wales”
- A Virtual Welsh Castle Tour
- Welsh Language Lesson Part 1
- Centre for Academic Success Session
- Applying to Swansea University
- How to finish your bachelor’s degree at Swansea University
- Why should we care about parents in education?
- Welsh Language Lesson Part 2
- Welsh History Lesson

- Media and Communication in the world of Sports
- Applied Linguistics: Language and Literacy
- Student Ambassador Interviews: Ask me anything about studying at Swansea University

Please note: Originally, the virtual study abroad program included a Trinidad & Tobago component, which represented the African Diaspora focus. However, it was cancelled for summer 2021 due to Covid 19. There are plans for a face-to-face Trinidad & Tobago full study abroad in 2022.



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

**TAB 4 | AFSCME Local #1870 at BCCC Report**

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- None

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

TAB 5 | Faculty Senate Report

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**Reporting Period:**

**May 18, 2021 – September 7, 2021**

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

Note:

As a point of reference, our report is modeled after the summary log method. Additionally, the Faculty Senate President attended each reported meeting and/or event in this document and as such is not listed in the attendance line. Additionally, full-time faculty were officially off contract from May 17 to August 16, 2021.

**Top Four Faculty Thrills:**

1. Improving student access to clinical experiential opportunities so that they can matriculate effectively (Most labs and clinics in Nursing, the Health Professions and Dental Hygiene on campus are available to students )
2. Working with Dr. McCurdy on the Shared Governance Council
3. Academic Affairs Division have 2 out of 3 new Deans in place,
4. A new academic year has commenced!

**Top Five Faculty Concerns:**

1. *Bookstore* -- Students are falling behind in coursework because their books have not arrived after being ordered from the bookstore) at week three of the 16-week semester.
2. *Registration Processes*-- Students are sharing with advisors that they are having great difficulty registering for courses online,
3. *Timeliness of Receiving Faculty Essential Documents/Administrative Follow-up* -- We are concerned that annual contracts, summer contracts, special work contracts, promotion results, and TAU assignments for full-time faculty (or adjunct faculty where applicable), reimbursements, other work payments are still outstanding and/or received later and later each semester for the last four semesters and we want to know when this practice will cease?
4. *Grade Reporting* -- We are also greatly concerned that over 400 students did not receive Summer I and/or Summer II grades in a timely manner because faculty did not submit them. Faculty Leadership is aggressively moving to turn this around by reaching out to colleagues near grade reporting time, sending reminders, and checking in with fulltime and adjunct teaching colleagues to ensure grade portal access for timely reporting.
5. *Promotion Communications/Outcomes* -- Faculty Senate Leadership has articulated to both Dr. McCurdy and Dr. Jones that we vehemently disagree with the reasons/justifications provided by the VPAA, regarding faculty denied promotion based on 1) not having three full years in rank before being eligible for promotion (the BOT approved Promotion Policy does not support that reasoning), or the



interpretation that 2) faculty would not have known evaluation ratings before applying for promotion as noted in 2.3.3 *Criteria for Promotion S1/SS a*. The later interpretation is unsubstantiated conjecture. To the point, we think it unethical to 'stand on' a new interpretation of policy five months after candidates have submitted promotion applications and packets, especially when the precedent has been established by the college for the last eight consecutive years. We should adhere to BOT approved policy as currently written. Although we respect the Vice-President for Academic Affairs' position and do not object to changing the Promotion policy moving forward, to do so in the middle of the current process is wrong. It is our understanding that no one, not faculty or administrators, may change BCCC Board of Trustee approved policies.

### Meetings

#### May 18

##### **Strategic Planning "Information Gathering Interview #2" 4:00–5:00 p.m.**

Meeting with College-wide stakeholders to discuss BCCC's Strategic Planning with Keeling and Associates, LLC team members. We responded to developed questions and related topics.

#### May 19

##### **Senate Executive Committee (SEC) Special Meeting 1:00-3:30 p.m.**

In attendance: Elected SEC representatives (from each department), CIC Chair Paul Long and members of the Faculty Senate. The special meeting was called for the purpose of conducting the business of the Faculty Senate. This special meeting was called to vet Math 112 and HIT Program Revisions and New Courses before sending it to the VPAA's Office for approval. HIT's accrediting body CAHIM has hard reporting deadlines for this program beginning September 1, 2021.

#### June 2

##### **Program Evaluation Planning Group**

In attendance: VPAA Jones, OIR Director Eileen Hawkins, Dr. Denise Holland, Professor Darlene Godwin, and Professor Teri Doty. Reviewed Assessment Day data and outcomes. Discuss developing an assessment periodic calendar, fact sheet/check list for use. Consider scheduling 3-4 days for institutional assessment upkeep at the end of each semester.

#### June 11

##### **Meeting with the Vice President for Academic Affairs 12:00-12:50 p.m.**

In attendance: Dr. Jones, Dr. Rose-Sewell, and Dr Holland. Shared our (academy) research and concerns about operational efficiency. Status CIC and SEC approved courses Mat 112 and HIT Revised and New Courses status (In receipt of them); Alternative Writing Assessment Rubrics/Directions, Delays in receiving Full-time Faculty Annual Contracts (Coming in Alphabetical Order, Look for them in 10 days); Also Errors Noted in Annual Faculty Contract (Working on the Correction noted--June 15); Status of Summer I Contracts, Status of Faculty Promotions (VPAA has meeting with Dr. McCurdy next week and notice to go out thereafter); Tutors (Auto enrolled);

Outstanding Faculty Evaluations for 2019 and 2020 (In progress); Outstanding Distribution status of MHEC Faculty Scholarship Awards ( Resolved by Next week); Institutional Memberships for (Get approval first by providing a justification to Dean and copy VPAA)

**June 15**

**Meeting with the Vice President for Academic Affairs-Verbiage for Faculty Contract Corrections 11:30-12:05 p.m.**

In attendance: Dr. Jones, Dr Rose-Sewell, Dr. Holland. Discussion to correct contract verbiage to reflect all duty dates in appointment terms (Email sent to cover this error to full-time faculty).

**June 23**

**Meeting with the Vice President of Academic Affairs- Multiple Measures 2:00-3:00 pm**

In attendance: Dr. Jones, Dr Rose-Sewell, Dr. Holland, and Professor Leshan. Dr. Jones reviewed the policy and shared that the Deans Student Affairs, Advising, Disability Support Services, the Registrar, etc. were involved in crafting and/or reviewing the policy. Students and faculty were not involved in reviewing the policy prior to its being emailed to faculty two days before it was presented to the BOT. The VPAA explained that the metrics allow students to be placed more accurately in their courses. Dr. Jones also provided updates for the changes coming down the pike in terms of what constitutes college level readiness. The VPAA was alerted that even though there are alternative measure assessment tests in Canvas none of the math faculty have been notified to participate and resultantly there are no math faculty conducting assessments in Canvas.

**June 25, July 2, July 9, July 16, July 21, July 23, July 30, August 4, August 5, August 6**

**Shared Governance Council Meetings**

In attendance: Dr McCurdy, Dr. Jones, VPAA Burrell, Dr Rose-Sewell, Dr. Street-Jones, Dr. Holland, Professor Leshan, Professor Cook-Hayes, and Professor Grell.

The group, a council of the whole, met to begin earnest discussions about shared governance, what it means, what it looks like for us, and whether we were committed to working together to realize this process at BCCC. The faculty welcomed the opportunity. Dr. McCurdy offered the faculty a summer stipend. We commenced with identifying a working shared governance statement as well as the inclusion of sustainable and documented processes. During this period the group met regularly to conduct research, assess best practices from neighboring institutions of higher education, review policies and to discuss areas of inefficiency at the college. One group suggestion was to create an institutional calendar. Another was to identify areas in our existing processes so that we might be establishing a starting place for the group. All agreed that we wanted it to be a fair process. We established our working perimeters and that we would generally meet on Fridays from 4:00 to 6:00 PM. We continued our discussions on shared governance and began assessing what we might reasonably accomplish in the short range. The discussion topic turned to promotions as a continuing sticking point. We also discussed the notion of building the model correctly and providing ample opportunities for collaboration, respect, and understanding to occur amongst all participants in a

transparent and focused manner. We identified the area of promotion as the policy we would look at first.

We further discussed adding the Deans review as a step in the process so that they will have had an opportunity to review, comment, as well as make sure the documents are compliant with the promotion rules and regulations. This step (adding the administrative review to the peer review component) according to Dr. McCurdy forms cohesive assessment arms from different perspectives. This seemed amenable, but the details were not resolved after healthy debate. We briefly assessed the relationship of the appeals process and what it might look like moving forward. We spent a great deal of focus on developing and discussing a working and second draft of the timeline at our last meeting of the summer. We also talked about modifying the calendar to reflect an earlier timeline for submission of packets. Work will continue so that vetting in the fall of 2021 may begin. Faculty also met on certain Wednesdays, as a subset of the council, to begin crafting working drafts of the statement of promotion policy and timeline for review.

### **August 11**

#### **Meeting with the Vice President for Academic Affairs -Update for Institutional Development 11:50-12:00**

In attendance: Dr. Jones, Dr Rose-Sewell, Dr. Holland. The VPAA shared what days faculty could have for the Fall Academy.

### **August 16**

#### **President's Forum**

**10:00 am**

Status of Operations at Baltimore City Community College.

Attendees: All Faculty & Staff

Presenters: Dr. Debra L. McCurdy, President & Cabinet

#### **Maryland Ethics Laws**

**1:00 pm to 2:30 pm**

An attorney from the Maryland Ethics Commission will give a presentation and answer questions regarding ethics laws applicable to BCCC employees. She will address laws pertaining to: conflicts of interest; secondary employment; participation; gift solicitation; confidentiality; and post-employment issues.

Attendees: Faculty and Staff

Presenter: Ms. Katherine Thompson, Staff Counsel, Maryland State Ethics Commission

#### **Academic Resources & Equipment**

**3:45 pm to 4:15 pm** Discussion about the College's resources and the need for equipment and other resources in support of the Academy.

Attendees: Faculty, Deans, Associate Deans, Program Coordinators

Presenters: Dr. Debra L. McCurdy, President, Dr. Liesl Jones, VPAA, Mr. Michael Thomas, VP WDCE & Ms. Channa Williams, Interim

## August 17

### **Institutional Days**

**Assessment Part I - A Review of the Academic Division Action Plans 11:00 am to 11:50 am** The session will open with a summary of Assessment Day and an overview of the goals and expectations for the upcoming academic year. Deans will present in the breakout rooms and provide a review of the Action Plans for their respective School. Assessment Part II will be scheduled on a Friday in September/October.

**New Policies at the College 1:00 pm to 1:50 pm** Two new policies were approved by the Board of Trustees in the Spring of 2021: (1) Academic Standing and (2) Course Placement. The session will inform you about the procedures and implementation of the respective policy.

**Faculty Strategic Planning 3:00 pm to 4:30 pm** Invited faculty will participate in an “Information Gathering Interview” as a part of the strategic planning process facilitated by consultants from Keeling & Associates. The session will capture the voice of the faculty to expand the current strategic goals and objectives to create sustainable change for teaching and learning. The planning process includes the collection of observations, ideas, and suggestions from the College’s critical constituents, including faculty, administrators, staff, students, board members, and community leaders.

## August 18

### **Institutional Days**

#### **Investing in Perkins V 9:00 am to 9:50 am**

Explore how MSDE and Perkins help the students and the College be successful in our Career & Technical Education (CTE) programs. Learn how Perkins came about and how we can leverage the program to provide our students with opportunities and careers

#### **Faculty Reporting 10:00 am to 10:50 am**

Engaging presentation & discussion with Faculty and Registrar about critical activities and deadlines associated with Faculty reporting. Topics will include course certification, never attended reporting, and grades. This is an open dialogue. Come prepared with questions!

#### **Canvas Roll Call and Success Coaches 11:00 am to 11:50 am**

Explore how to use Canvas Roll Call. The College will make this mandatory starting with the Fall 2021 semester. Retention starts with the students coming to class. Canvas Roll Call will help Advisors and the Student Success Coaches better track students and provide the needed support services.

#### **Curriculum Design: Part I of III 1:00 pm to 1:50 pm**

This session is the first of three that will address Programs of Study and the goals and expectations for the upcoming academic year. Deans will present in the breakout rooms to plan curriculum development. Part II will be held on a Friday in September/October when Dr. Emily Dow from MHEC will come to discuss the process and timeline for programs to be reviewed by MHE

***Grants Development Funding Trends and Highlights***

**3:30 pm to 4:20 pm**

An overview of institutional grant performance, processes, and resources from the Office of Grants Development.

**August 19**

**School Meetings (SASS, BSTEM, SNHP)**

**8:30 am to 11:30 am**

**Faculty Academy**

**1:00 pm to 3:00 pm**

Theme: The Health of the Academy

Attendees: Faculty

Welcome Dr. Katana L. Hall, Faculty Senate President

Greetings Dr. Debra L. McCurdy, President & Dr. Liesl Jones, VPAA

State of the Academy Dr. Katana L. Hall, Faculty Senate President

Keynote Address and Workshop....Introduction - Dr, Edna Street-Jones, Faculty Senate VP

Theme: ***The Health of the Academy...Self-Care and Thriving in a Continuing Pandemic***

Ms. Angela Donn, Coordinator Student Support and Wellness Services

**BREAK**

*Customizing Your Canvas Course*....Introduction - Dr, Denise Holland, Faculty Senate Secretary

3:15 pm to 4:30 pm

Theme: ***The Health of the Academy...Making Technology Work for You in the Virtual/Online Classroom.***

Attendees: Faculty

Presenter: Assistant Professor Daniel Izume, Business Administration

*Part One:* Add a Custom Menu to your Canvas Course Navigation Bar Using the Redirect Tool.

This student-centered course navigation tip is a great way to embed external websites and resources into your Canvas courses, so that they appear right inside your course navigation bar.

*Learning Outcome:* At the end of the session participants will be able to build a customized course navigation bar.

*Part Two:* *How to Create Hyperlinks to Course Content in the Rich Content Editor as an Instructor.*

*When using the Rich Content Editor,* you can insert links to previously created course content and external URLs. You may be able to link to content in Announcement, Assignments, Pages, Quizzes, Discussions, and Modules.

*Learning Outcome:* At the end of the session participants will be able to make use of the Rich Content Editor to create links to course contents.

**September 3**

**Senate Executive Committee (SEC) Meeting**

**1:00-3:00 p.m.**

In attendance: Senator Charmine Bell and Senator Edna Street-Jones – Nursing and Dental Hygiene; Senator Kathryn Singleton Senator – Health Professions; Senator Laura Pope and Senator Carole Quine – English, Humanities, Visual & Performing Arts; Senator Angela Ramirez Jones and Senator Lorraine Brown –

Education, Social and Behavioral Sciences; Senator Fred Paraskevodakis and Senator Emmanuel Okereke – Natural and Physical Science; Senator Neal Helton, Jr., and Senator Jasmine Chandler – Business and Technology; Senator Jeff Grell and Senator William Shipley – Mathematics and Engineering

Senate Officers (Dr. Street Jones and Dr. Holland), members of the Faculty Senate and (our special guest) the Vice President for Academic Affairs, Dr. Liesl Jones.

Topics: Shared Governance Council Report, Status of Math 112 and HIT Program Revised and New Courses (Spring 2021), 21 Questions in need of follow-up were forwarded to Dr. Jones prior to the meeting. Dr. Jones responded to 19 out of 21. Some examples of the questions posed by the Academy follow:

### **Student Success**

#### ***Bookstore***

3. Why is the bookstore not delivering ordered materials, responding to student emails, and not answering calls and when will this be resolved? This is especially disheartening when the last day for free access to the course was 9/1/2021. Students ordered materials 8/23/2021.

#### ***Curriculum***

4. What is the status of HIT Program Revisions and the official College Educational Plan for HIT (May 27, 2021)

#### ***Course Schedules***

7. Why can't we post our academic schedules for students a year in advance so that we can recruit, fill, and retain students properly?

8. Why, since the of Fall 2019, are program faculty or, at the very least, program coordinators not included in the process/ discussions had about student course scheduling needs but expected to identify problems that arise after the fact as we review the BCCC Course Look Up.

#### ***Class Size***

10. Based on the needs of most of our students the class size for English writing and reading courses should be lowered to 15, but no more than 20.

Institutions can provide reasonable and equitable working conditions by establishing teaching loads and class sizes that are consistent with disciplinary norms. No more than 20 students should be permitted in any writing class. Ideally, classes should be limited to 15. Remedial or developmental sections should be limited to a maximum of 15 students. No English faculty members should teach more than 60 writing students a term (Conference on College Composition and Communication/National Council of Teachers of English).

#### **Grade Portal**

12. Why can't the Grade Portal simply work or be open when it should be open and do any of the managers involved talk to one another?

#### **Marketing**

13. Where is the marketing for our programs/college?

14. Why don't we consider rebranding ourselves, or make a niche as an urban Community College offering a smaller student to teacher ratio?

**Organizational Communication/Non responsiveness/Lack of Timeliness In Meeting Articulated Deadlines**

16. Why is there such a tremendous lag time in response (from over a year, 5 months, 2 months, 3 weeks, etc.) to faculty following a direct communication to the VPAA via email (the signing of documents, initiating contracts, etc.) that adversely impact student success?

17. Why are annual contracts, summer contracts, special work contracts, promotion results, and TAU assignments for full-time faculty (or adjunct faculty where applicable) received later and later each semester for the last five semesters and when will this practice stop?

***Formal Release Policy for Program Coordinators***

19. When will there be a formal policy or document on release time for Program Directors/ Coordinators that satisfies the accrediting body's requirements? Faculty have been waiting for almost two-years now.

***Academic Affairs Vision/Priorities***

21. To create relevant instructional goals, faculty would benefit from learning what the VP considers to be the top Division priorities. What is your Vision for Academic Affairs and what are your top priorities?

**Faculty Acknowledgements**

The Academy celebrates the life, educational contributions, artistic vision, and service rendered through the years of our beloved Professor Emeritus, Carlton Leverette, Sr.

We remain #BCCC Strong,

*Katana L. Hall*

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

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

TAB 6 | Items Removed from the Agenda

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- AFSCME Local #1870 at BCCC Report



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

TAB 7 | New Business

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- None

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

TAB 8 | College Policies

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- None



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

**TAB 9 | Presentations**

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- Enrollment Update
- Performance Accountability Report **(VOTE)**
- Enterprise Resource Planning (ERP) Update
- Facilities Project Update



## **Board of Trustees Meeting**

Wednesday, September 15, 2021

### **Enrollment Report**

Becky L. Burrell, Vice President of Institutional Effectiveness, Research & Planning



Baltimore City Community College

## Fall Credit Unduplicated Enrollment Update for September 10, 2021 9AM

Fall 2020 began on August 24, 2020 and Fall 2021 began on August 23, 2021.

Registration for Fall 2020 began on May 25, 2020.

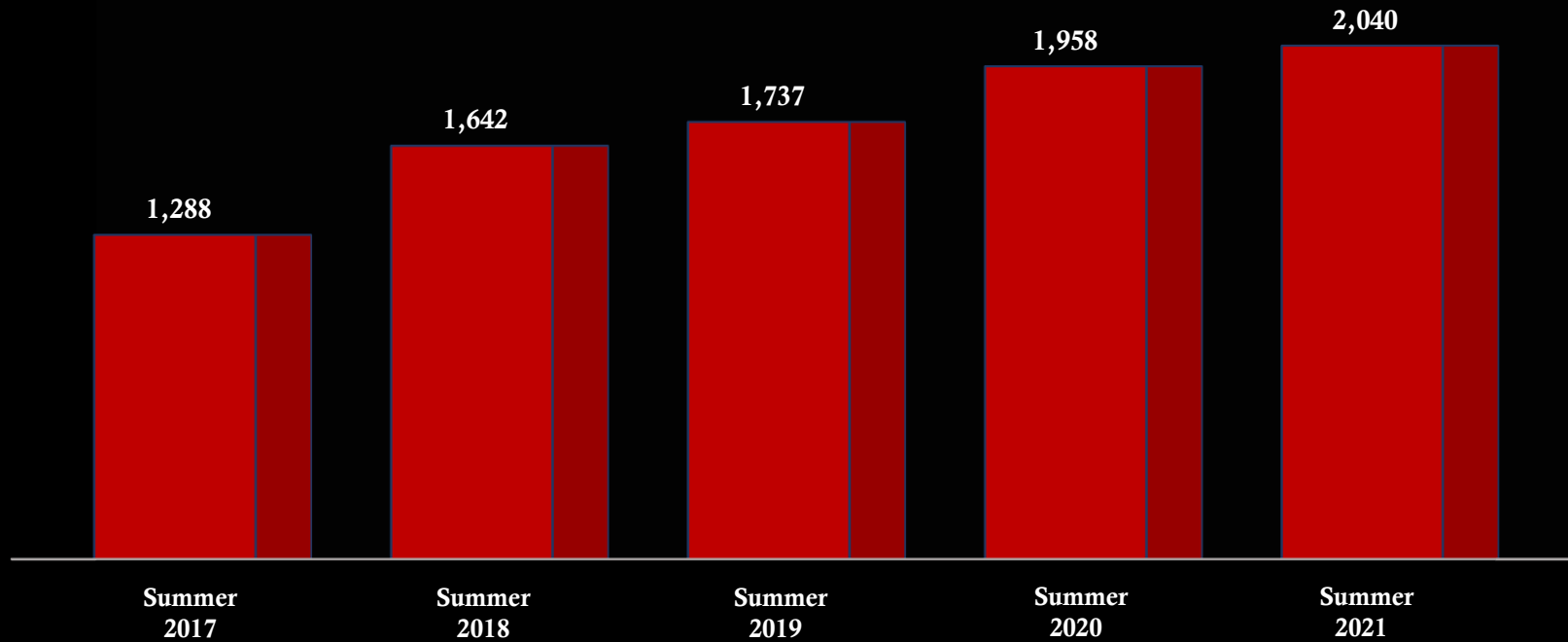
Registration for Fall 2021 began on May 27, 2021.

**Total Headcount Change from Prior Year -10.8%** **18 days after the start of classes**

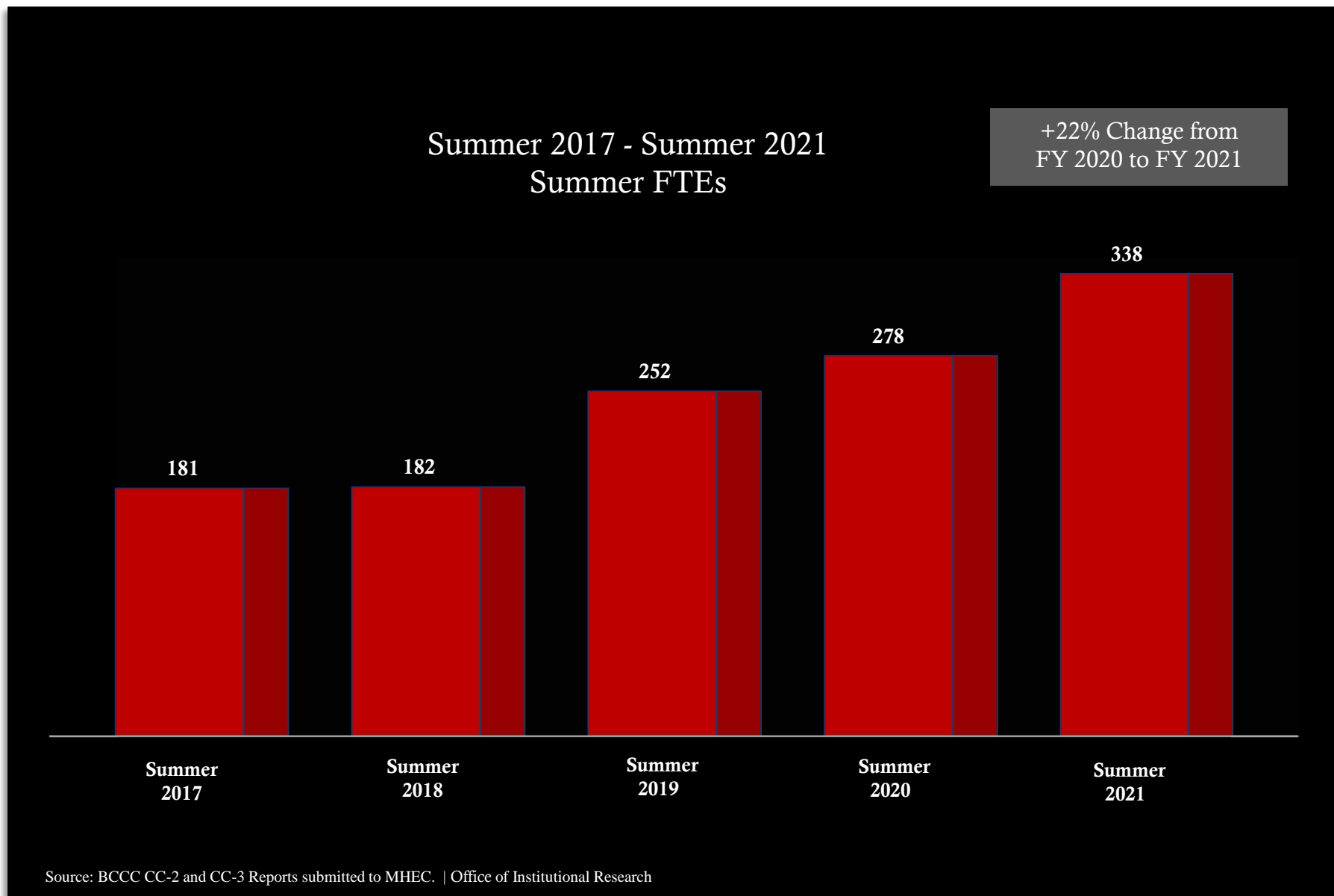
	Fall 2020 as of 9/11/2020	Fall 2021 as of 9/10/2021	% Change
<b>Total Headcount</b>	<b>3864</b>	<b>3446</b>	<b>-10.8%</b>
Eligible FTEs	983.5	852.1	-13.4%
Ineligible FTEs	112.9	78.2	-30.8%
<b>Total FTEs</b>	<b>1096.4</b>	<b>930.3</b>	<b>-15.1%</b>

## Summer 2017 – Summer 2021 Headcount

+4% Change from  
Summer 2020 to  
Summer 2021

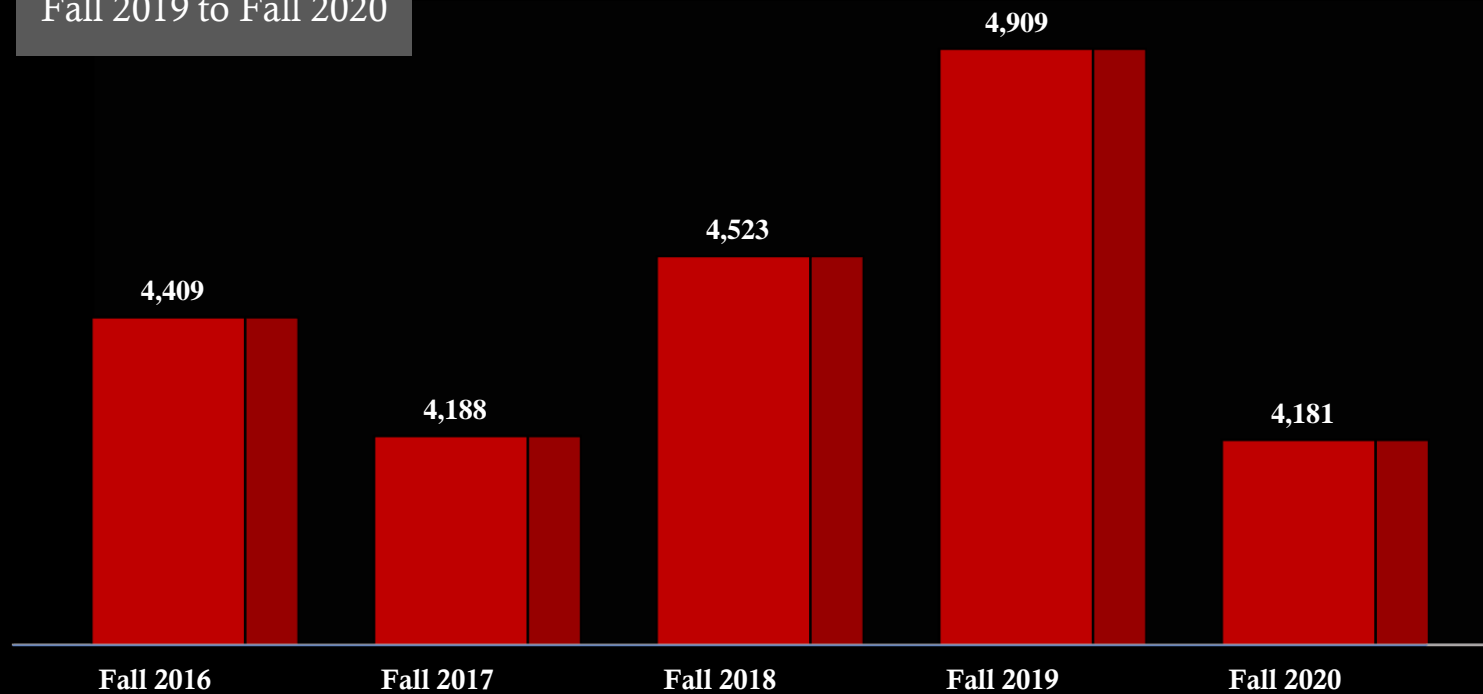


Source: BCCC Enrollment Information System files and Student Information System. | Office of Institutional Research



## Fall 2016 - Fall 2020 Headcount

-15% Change from  
Fall 2019 to Fall 2020

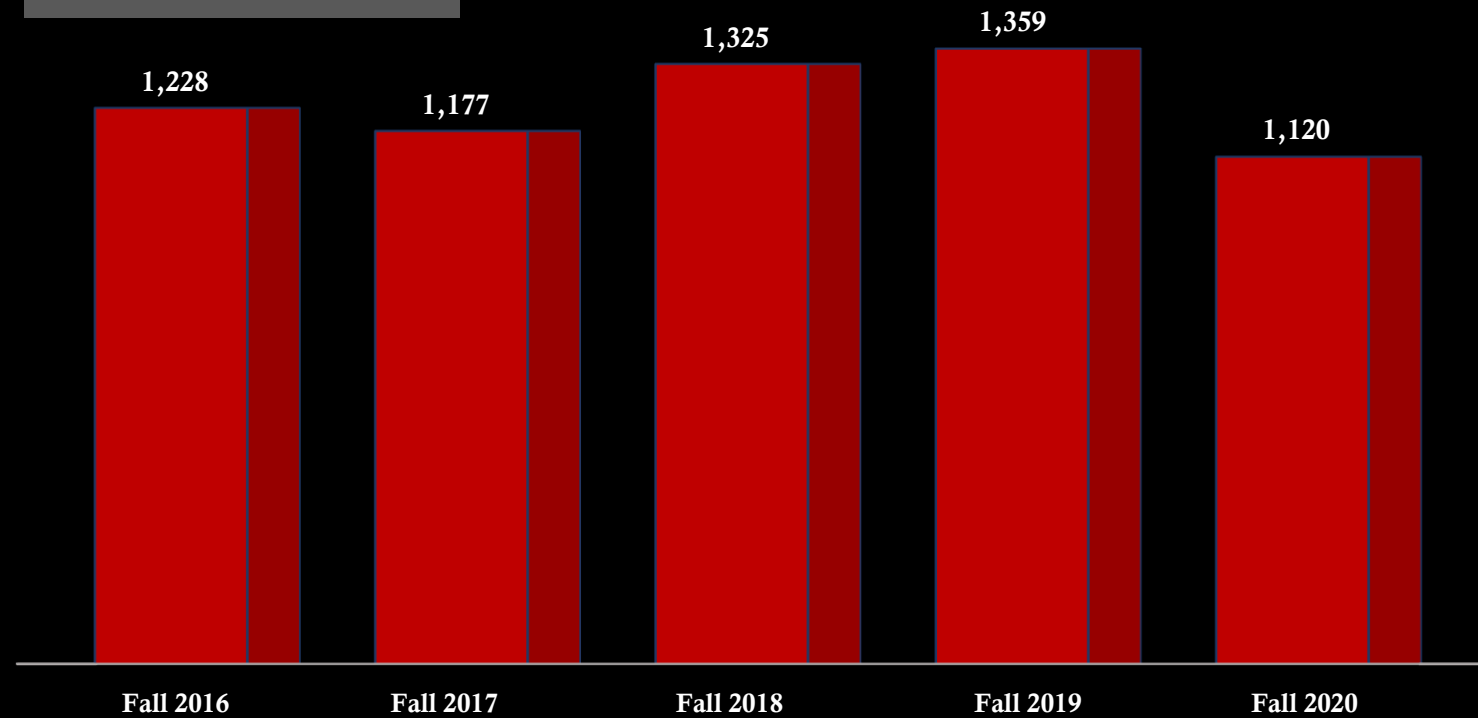


Source: BCCC Enrollment Information System (EIS) files. | Office of Institutional Research



### Fall 2016 - Fall 2020 Full-Time Equivalents (FTEs)

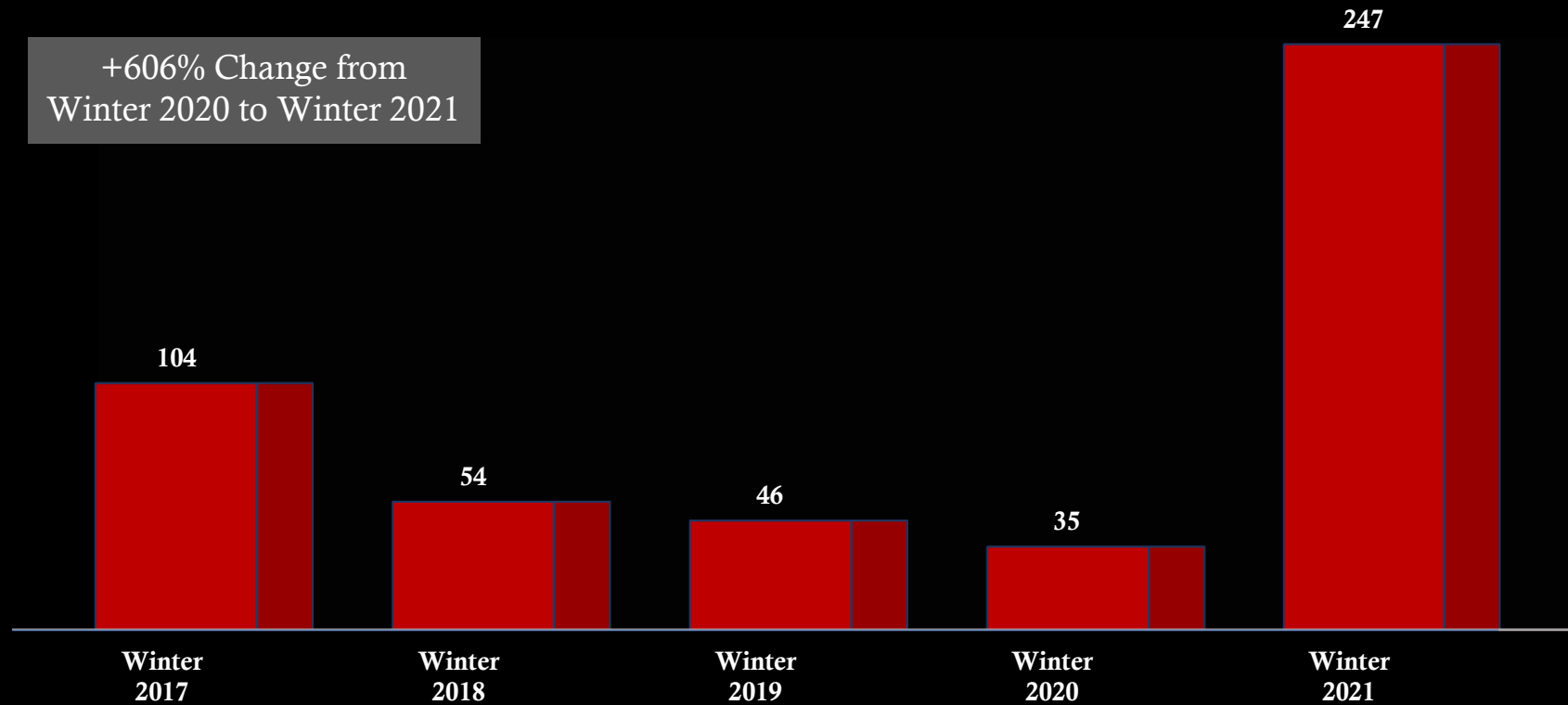
-18% Change from Fall 2019  
to Fall 2020



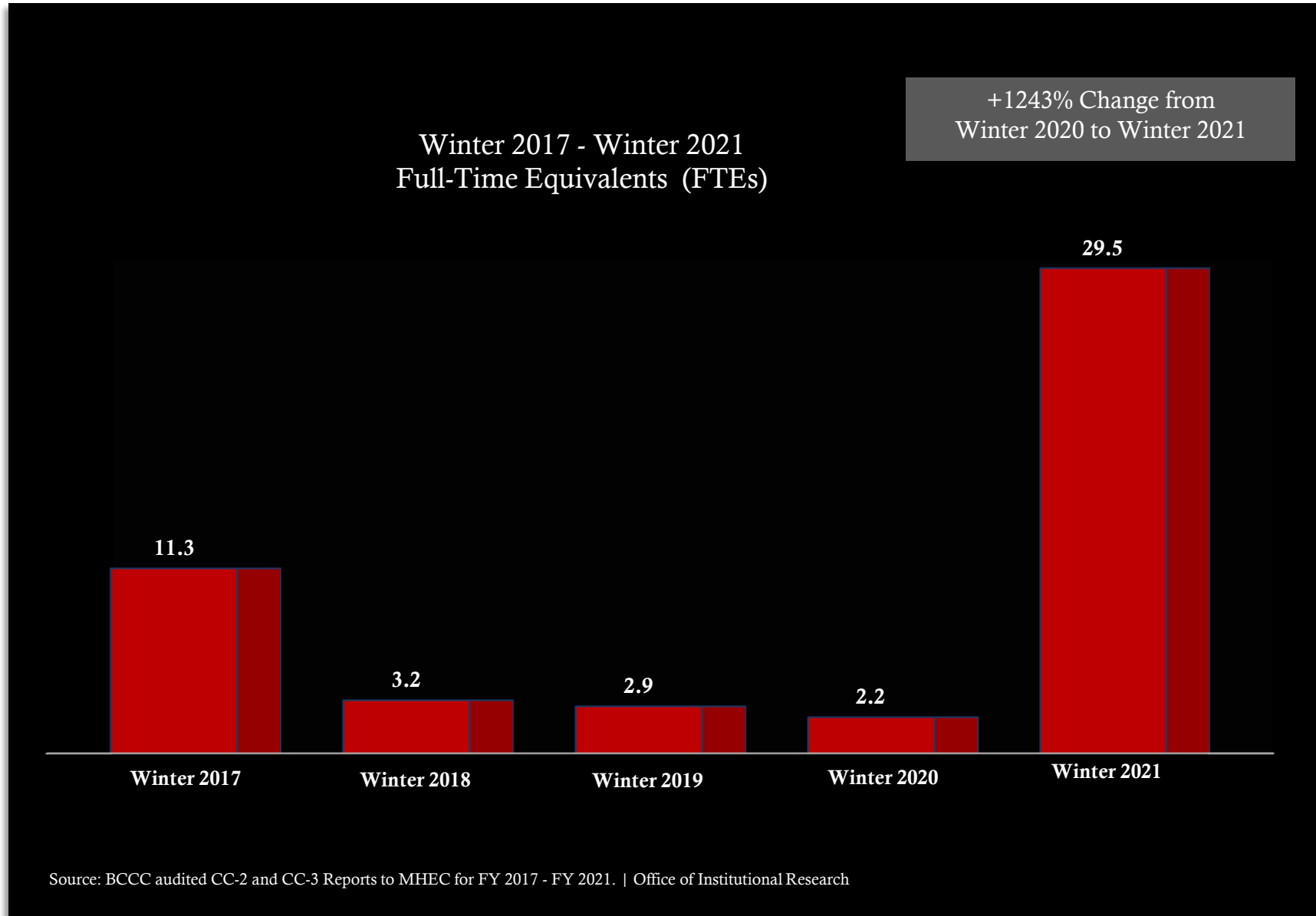
Source: BCCC audited CC-2 and CC-3 Reports to MHEC for FY 2017 - FY 2021. | Office of Institutional Research

## Winter 2017 - Winter 2021 Headcount

+606% Change from  
Winter 2020 to Winter 2021

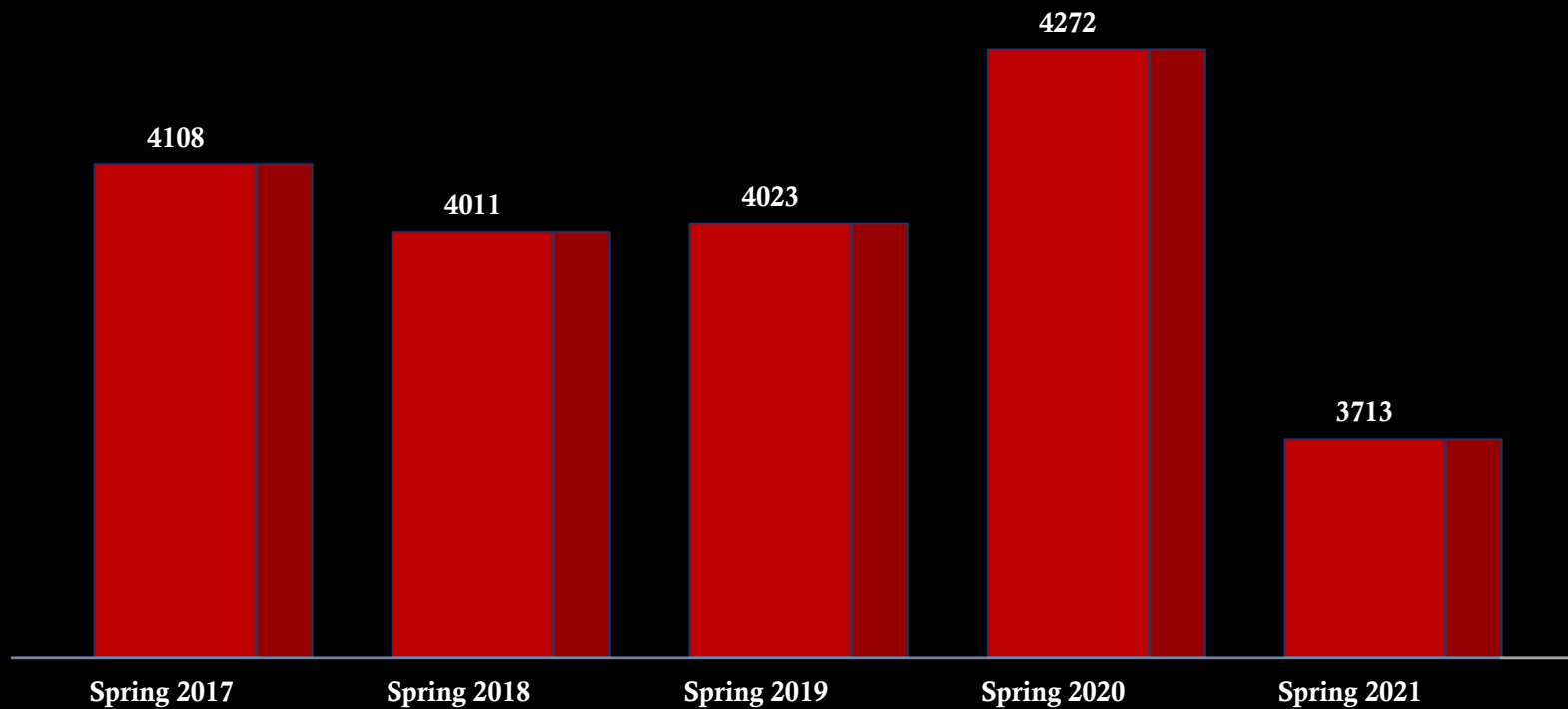


Source: BCCC Enrollment Information System files and Student Information System. | Office of Institutional Research



## Spring 2017 - Spring 2021 Headcount

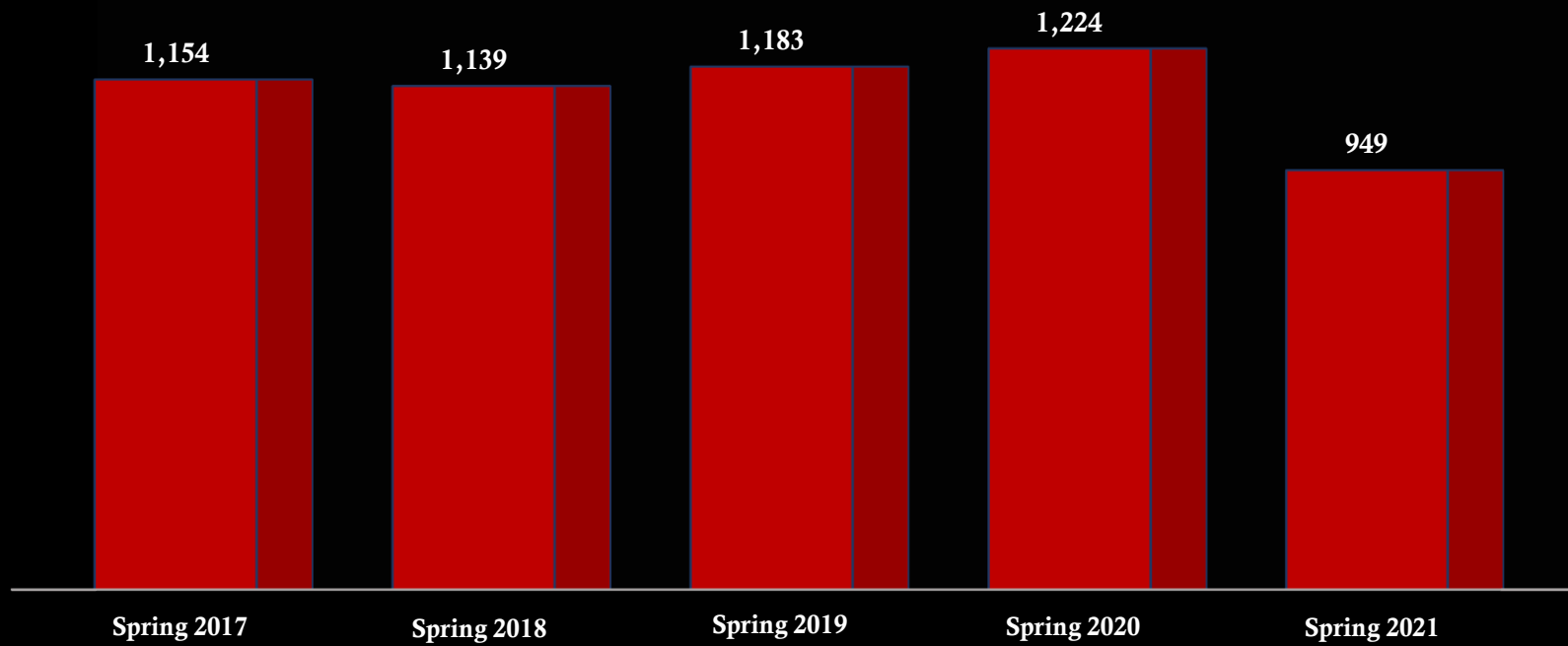
-13% Change from  
Spring 2020 to Spring 2021



Source: BCCC Enrollment Information System files and Student Information System. | Office of Institutional Research

Spring 2017 - Spring 2021  
Full-Time Equivalents (FTEs)

-22.5% Change from  
Spring 2020 to Spring 2021



Source: BCCC audited CC-2 and CC-3 Reports to MHEC for FY 2017 - FY 2021. | Office of Institutional Research

# Dual-Enrollment

Fall Credit Enrollment	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
Dual Enrolled High School Students (Including PTECH)	102	139	172	245	442
Total Fall Credit Headcount	4,409	4,188	4,523	4,909	4,181

Source: BCCC fall Enrollment Information System files prepared for the Maryland Higher Education Commission. Office of Institutional Research - June 2021

-16.5%  
(431 students)  
from fall 2020 to  
fall 2021  
(7 days before start)

- **Enhanced partnership with Baltimore City Public Schools, and expanded opportunities to charter, private and home schools.**
- **Conducted orientation sessions for dual-enrollment students, faculty, and school administrators.**
- **Updated dual enrollment webpage to outline the application process and highlight high-interest courses for dual enrollment participants.**
- **Expanded the advertising of the dual enrollment program through direct contact with school points of contact, emails, social media, and school newsletters.**

+80%  
(195 students)  
from fall 2019  
to fall 2020  
End of Term

# Mayor's Scholars Program

- **Summer enrollment target is 250 students each year.**

Summer	Applications	Enrollment	Yield
2018	1,050	335	32%
2019	810	381	47%
2020	858	258	30%
2021	625	318	51%

- **Participants must attend the Summer.**
- **Students choose academic, workforce or English language learning pathways.**
- **Last dollar scholarship funds up to 150% of a student's selected program.**
- **Scholarship does not fund books, transportation, technology, or other education-related costs. Federal financial aid can be applied to these education-related expenses.**

## 2021 Performance Accountability Report Summary

The Performance Accountability Report (PAR) is an annual requirement of the Maryland Higher Education Commission (MHEC) for all Maryland public colleges and universities. The PAR operates on a five-year cycle and 2021 marks the beginning of a new cycle. At the beginning of each cycle, institutions must establish five-year benchmarks for a series of indicators established by MHEC. The benchmarks are based on four years of trend data (that each institution must provide) which are presented and developed at work sessions conducted by the Director of Institutional Research with teams from each of the College's Cabinet areas. There are 28 performance indicators, and many are broken down further into sub-groups. The indicators are organized by the three goals of the *2017-2021 State Plan for Postsecondary Education: Student Success with Less Debt* which are Access, Success, and Innovation. Additionally, 11 required student characteristics are included to clarify institutional missions and provide context when reviewing the indicators. Each year of the cycle, colleges must update the trend data for the characteristics and indicators with the most recent year's information.

In addition to the indicators and benchmarks, narrative sections are required related to Institutional Assessment and Community Outreach and Impact. The Institutional Assessment section is the key to explaining what the College is doing to address its performance in the areas measured by the indicators in keeping with the goals of the State Plan. New, current, and planned initiatives are discussed as well as external and internal factors. The activities and initiatives Baltimore City Community College (BCCC) has underway are equally, if not more, important as whatever progress is shown via the indicators. The Community Outreach and Impact section provides a valuable opportunity for the College to discuss the various activities, particularly in consideration of the COVID-19 pandemic, has conducted to serve its community. Page limits are set forth by the MHEC guidelines and are adhered to in the Report.

The indicators and benchmarks make up the heart of the PAR, which has important internal and external uses. Internally it helps drive our strategic planning assessment processes and Managing for Results (MFR) submission. Externally, it is a significant MHEC requirement that is compiled into a statewide submission to the Governor's office and, ultimately, can be included in the information utilized in the budget process at the State level.

The College's progress in meeting our benchmarks is monitored carefully. If BCCC does not make satisfactory progress at any point in the cycle, the Secretary of Higher Education may require a response detailing specific activities designed to improve BCCC's progress in meeting its goals. Thus, a proactive and comprehensive Institutional Assessment section is critical. This year, MHEC has posed questions related to the College's responses to the COVID-19 pandemic; BCCC's responses are included at the end of our Institutional Assessment section, as per MHEC's guidelines. BCCC's PAR submissions have been received well in prior years and the same is expected this year.

MHEC requires that each institution's governing board approve their PAR. The 2021 PAR must be submitted to MHEC by October 1, 2021.



## **BALTIMORE CITY COMMUNITY COLLEGE 2021 PERFORMANCE ACCOUNTABILITY REPORT**

### **I. 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.

### **II. INSTITUTIONAL ASSESSMENT**

#### **State Plan Goal 1. Access: Ensure equitable access to affordable and quality postsecondary education for all Maryland residents.**

Baltimore City Community College's (BCCC) annual unduplicated credit headcount increased by 4.9% to 7,025 in FY 2020 (Indicator 1b); this measure was not impacted by the COVID-19 pandemic as the timing occurred after the spring 2020 semester was already underway for two months. However, as experienced by 15 of the 16 Maryland community colleges, BCCC fall 2020 credit enrollment decreased (Characteristic A) which is reflected in the College's fall 2020 market shares of first-time, full-time freshmen and part-time undergraduates (Indicators 2 and 3). While the number declined, the proportion of part-time students increased slightly to 71.8% in fall 2020 (Characteristic A). The characteristics and personal responsibilities of the majority of BCCC's students make full-time enrollment challenging: 52.5% of credit students are 25 years of age or older and 44.4% are employed at least 20 hours per week (Characteristics F and G). The College continued to expand its course offerings and modalities which included more sessions within the fall and spring semesters. In fall 2020, BCCC introduced 14-week and 10-week sessions and continued its 12-week and two 8-week accelerated sessions. As reflected in the credit student enrollment in distance education, BCCC had a stable proportion of students enrolled in distance education prior to the pandemic (Characteristic I). When the College transitioned to the remote learning environment, thoughtful consideration was given to creating a balance of asynchronous and synchronous sections.

The market share of recent, college-bound high school graduates decreased slightly, by 23 students, to 36.6%, but remained well above the fall 2016 and fall 2017 market shares (Indicator 4) largely due to the continuation of the Mayor's Scholars Program (MSP), a partnership between BCCC, Baltimore City Mayor's Office, and Baltimore City Public Schools (BCPS) (Indicator 4). Through this last-dollar scholarship program, recent high school graduates who are City residents may complete an Associate Degree, Certificate, or workforce development program with tuition and fees covered. Over 300 MSP students participated in the 2018 summer bridge program and over 400 participated in the 2019 summer bridge program. In summer 2020, BCCC developed a virtual summer bridge program to welcome the third cohort of over 200 MSP participants which was continued and enhanced to welcome the fourth cohort of over 200 participants. A new Director of MSP/Associate Director of Admissions was appointed in summer 2021. Moving forward, recruitment efforts will include increased high school visits,

college fairs, subject- and program-specific classroom visits, information sessions, counselor activities, and peer recruitment. The focus on MSP participants' retention will refresh initiatives including greater faculty engagement, study hall, academic warning campaign, end-of-year celebration initiatives, and greater participant engagement in student organizations. The number of dual enrolled high school students increased to 442 for fall 2020 (Indicator 5), despite the decline in overall enrollment. In partnership with the Baltimore City Public School System (BCPSS), the College has taken several steps to support student success and increase enrollment in P-TECH at each school (Carver Vocational Technical, Paul Laurence Dunbar High Schools, and New Era Academy). In the past year, three new career pathway options were added so participants have a choice of nine degree programs. The College hosts three P-TECH orientation sessions each summer with additional sessions for parents to ensure that all students and parents understand program expectations. A BCCC P-TECH liaison works with all students to facilitate College processes and scheduling in addition to monitoring students' progress. The liaison coordinates the following to meet the academic, social, and emotional needs of these young students: career pathway program information sessions, Student Support & Wellness Services Center support, and tutoring services. In 2021, three P-TECH students graduated from BCCC and high school at the same time. Two students graduated with an associate degree in Cyber Security and Assurance, including the BCCC Valedictorian, who had a summer internship with IBM and is transferred to Bowie State University.

Due to the transition to a remote learning environment, enrollments in credit online courses increased to 9,152 in FY 2020 (Indicator 6a) enrollment in hybrid sections remained stable at 1,211 enrollments. Continuing education online course enrollments fell sharply in FY2020 due to the end of a partnership with a vendor for online classes for Veteran spouses (MyCAA) (Indicator 6b). Prior to COVID-19, the focus was on further developing computing access and skills with the intent to grow enrollment in online courses.

Low incomes and extensive personal and job responsibilities are characteristic of most BCCC students, making affordability a key issue; the proportion of credit students receiving financial aid increased to 49.7% in part due to CARES Act funding (Characteristic E). Spring 2020 CCSSE respondents reported that 46.9% use their own income/savings as a major or minor source for paying their tuition and 46.6% reported that the lack of finances is likely to be what would cause them to withdraw from class or college. As noted in the College's mission, BCCC is committed to providing quality, affordable, and accessible education to its diverse population. BCCC strives to keep tuition and fees at a fraction of those for Maryland public four-year institutions, at 36.8% in FY 2020 (Indicator 7). The elimination of the application fee and the flat rate tuition and fee schedule for students enrolled in 12 to 18 credits remained in place. Easing students' financial burdens is the primary reason BCCC continues to expand its use of OERs. Students enrolled in summer 2020 and 2021 sessions were provided textbooks at no expense to them and in fall 2020 and spring 2021, textbooks were shipped at no charge to the students.

BCCC's unduplicated headcount in continuing education decreased to 4,193 in FY 2020 (Indicator 1c.) largely due to the effects of the pandemic. The Workforce Development and Continuing Education (WDCE) Division remains committed to responding to the needs of the City's citizens and business community. Annual unduplicated headcount and annual course enrollments in continuing education community service and lifelong learning courses decreased

sharply in FY 2020 (Indicator 8). Community service offerings were primarily focused on senior citizens in recent years. With COVID-19 restrictions, enrollment of seniors and engagement with Senior Centers was quite limited. When BCCC returns to an in-person learning environment, outreach and partnerships with City's senior centers will return.

The unduplicated annual headcount and annual course enrollments in continuing education basic skills and literacy courses fell in FY 2020 to 2,981 and 5,572, respectively (Indicator 9). As in-person classes resume on campus and in the community, BCCC anticipates a return to pre-pandemic enrollments. Ongoing grant funding will allow for increases of 10% per year in Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) classes at no charge to the students. WDCE offers five levels of instruction for ABE and ESOL (Literacy to Pre-GED) and classes are offered year-round starting each month. With the transition to remote learning, a laptop-loaner program was implemented; expanded online tools and instructional resources were made available at no cost to students including GED Academy, Khan Academy and NewsELA; and one-on-one testing and student support was provided to ensure access to classes and transition onto advanced level classes and workforce training programs. Graduates of the ABE program (GED recipients) are encouraged to continue their academic careers at BCCC through an annual GED Scholarship program. The annual unduplicated headcount in ESOL courses decreased to 1,547 (Characteristic D) which reflects the continued refugee resettlement declines in the City, State, and nation. The proportion of BCCC's ABE and ESOL students achieving at least one educational functional level declined in FY 2019 and FY 2020. BCCC received MORA grants to support the Refugee Assistance Program and Service to Older Refugees program which support refugees' and asylees' access to English Language and Citizenship classes. Support to ABE students has increased via expanded hours, coaching prospective students, and more preparation for initial test-taking (i.e., digital literacy courses).

The percentage of minority student enrollment at BCCC has always exceeded the corresponding percentage in its service area; 92.7% of fall 2020 credit students and 97.4% of FY 2020 continuing education students were minorities compared to 70.5% of the City's population age 15 or over (Indicator 11). In fall 2020, 77.1% of full-time faculty and 75.3% of full-time administrative/professional staff were minorities (Indicators 12 and 13). The Human Resources Office continues to leverage a variety of methods to attract diverse and qualified candidates. Positions are routinely posted on the BCCC website, Indeed.com, HigherEdJobs.com, LinkedIn, InsideHigherEd.com, AcademicCareers.com, DiversityJobs.com, MarylandDiversity.com, Chronicle Vitae, Higher Education Recruitment Consortium, Glassdoor.com, and The Chronicle of Higher Education. Positions requiring specialized skills may solicit a more focused recruiting approach with niche websites including the Society for Human Resource Management, College & University Professional Association for Human Resources, Dice, Idealist Careers, Chesapeake Human Resources Association, CareerBuilder, American Association of Community Colleges, and International Facility Management Association. The remote environment facilitated the College's move toward virtual recruiting processes and job fairs. The virtual environment coupled with the high unemployment rate afforded the College a larger pool of applicants.

**State Plan Goal 2. Success: Promote and implement practices and policies that will ensure student success.**

BCCC is currently in the process of revising the College’s “Strategic Plan.” The Board of Trustees approved the current goals and objectives in April 2018 and the College has been legislatively mandated to “review, and if necessary, revise the BCCC Strategic Plan”. The current Plan is actually a broad “Framework” and requires more work to transform it into a comprehensive Plan for 2021 - 2024. The Framework is serving as a foundation from which the comprehensive plan will be created to include measurable outcomes. In April 2021, the College conducted its Strategic Planning Kick-Off with 210 faculty and staff in attendance. Keeling & Associates, a higher education consulting firm, has been facilitating the Plan development activities. Throughout the spring and summer 2021, Keeling & Associates have conducted information gathering interviews with various stakeholder groups. The initial sessions were held with the executive, senior and mid-level leadership teams to ensure the necessary infrastructure; additional sessions for Cabinet members were held to develop a stronger culture of accountability. Sessions were conducted with faculty, staff from all College divisions, the Board of Trustees, students, and business community representatives.

The context for the Plan discussions included a review of observations and emerging themes from the planning process; internal and external factors that have strategic and practical significance in shaping the College’s priorities for the planning period; and articulation of areas in which aspirational growth is possible as well as those in which excellence may not be sustainable. Keeling & Associates facilitated conversations to explore how BCCC might reimagine credit and non-credit programs to be more responsive to the needs of the workforce, the city of Baltimore, and the interests and intentions of prospective students and their communities; become more student-centered through its programs and services, and in the ways in which students navigate from enrollment and matriculation to completion and career; and become the employer of choice, transform institutional culture, and reward and celebrate areas of excellence. The following primary themes emerged from the interview sessions.

- Modernize programs; build links between credit and workforce development, enhance faculty and industry partnerships; develop in areas of growth and innovation, and shape the curriculum to respond to student interests and workforce needs.
- Put students first; enhance the student experience through seamless customer service and improved technology, build affinity and pride; reach a sustainable enrollment and improve retention; stay affordable while becoming more efficient.
- Build and invest in partnerships, relationships with industry and City schools; strengthen connections with the City of Baltimore; get external perspectives and bolster brand, identity, and reputation
- Become the employer of choice; recruit, develop, retain, and celebrate employees who are student-centered and committed.
- Restore and steward facilities and infrastructure.

The “Strategic Planning Sessions” will continue in September and October 2021 where an expanded group of faculty and staff will help to reach consensus about the College’s strategic priorities, goals, and objectives for the Plan period. A final Plan is scheduled to be presented to the BCCC Board of Trustees for approval in November 2021.

BCCC’s fall-to-fall retention rate increased slightly for Pell grant recipients and college-ready students but fell for the fall 2019 cohorts of developmental students leading to a decline in the overall rate (Indicator 14). The four-year developmental completer rate increased for the fall 2016 cohort to 36.4% (Indicator 15). In summer 2020, BCCC began utilizing multiple measures to a greater extent to assess and place students into developmental or college-level math and English/reading coursework and changed its academic standing policy to add an additional level of “probation” to allow students extra time to return to good academic standing after being placed on “warning.” The Math department focused on providing support to instructors for the remote learning environment which continued in fall 2021. Every weekly department meeting includes “Each One, Teach One” sessions where faculty share best practices for successful techniques and technologies; sessions are recorded to share with all faculty. One-on-one Zoom training sessions are offered for any faculty needing assistance. The use of Open Educational Resources (OERs) continued in MAT 92 (Intermediate Algebra), MAT 128 (Pre-Calculus I) and MAT 129 (Trigonometry Pre-Calculus II), including sections designated for dual-enrolled students. MAT 92 and MAT 128 saw improvements in course pass rates in spring 2021.

While the proportion of credit students receiving Pell grants in FY 2020 decreased slightly to 37.2%, the number of students increased by 40 (Characteristic E), the fall-to-fall retention rate for the 2019 cohort of Pell grant recipients increased slightly to 35.0%. The proportion of credit students receiving any form of financial assistance increased to 49.7%, representing an increase of 245 students, largely due to Coronavirus Aid, Relief, and Economic Security (CARES) Act Higher Education Emergency Relief Fund disbursements. BCCC is committed to student success by allocating as much of its resources as possible to instruction, academic support, and student services (Characteristic K). The percentages of expenditures spent for instruction, academic support and student services all increased in FY 2020. The dollars spent for instruction, academic and student services continue to emphasize the commitment by the College to its students.

The Student Support and Wellness Services Center (SSWSC) recognized the students’ needs for extra support and implemented new virtual workshops to help them manage the challenges of school and life through electronic devices during the last year. Such workshops included Social Media Diet, Video Games and the Brain, and Living in a Virtual Environment. In partnership with the House of Ruth, the “Dynamics of Intermate Partner Violence” was held in fall 2020 and in spring 2021 the One Love organization helped to support a workshop on health relationships.

BCCC’s overall successful-persister rate for all students in the fall 2016 cohort increased slightly to 57.7% and the developmental completers’ rate increased to 77.6%, remaining nearly triple that of the developmental non-completers (Indicator 16). The successful-persister rate for African American students remained stable at 54.3% for the fall 2016 cohort (Indicator 17a). The overall four-year graduation-transfer rate increased for the fall 2016 cohort to 46.5% and to 51.7% for the developmental completers (Indicator 18). The graduation-transfer rate for African American students increased to 43.6% for the fall 2016 cohort at 39.3% (Indicator 19b). Increases in the

developmental completion rate impact nearly all other outcome measures. The need for remediation has decreased but increasing completion of developmental coursework remains a priority. The streamlined levels of developmental courses in math and reading/English have made a positive impact. BCCC continues its work to expand support services, offer creative scheduling options, increase financial aid literacy and access, and increase staff training. Student success remains BCCC's number one strategic goal.

The College's federally funded Student Support Services/Students Taking Action in Reaching Success (TRIO/SSS-STAIRS) program is designed to increase the retention, graduation, and transfer rates of up to 230 participants who meet low-income, first-generation, and disability federal guidelines. For over 30 years, the program has provided services to enhance participants' academic, personal, social, financial literacy, and career skills. BCCC's TRIO/SSS-STAIRS grant was renewed by the U.S. Department of Education in September 2020 for the 2020 – 2025 grant cycle. The program utilizes a variety of holistic services to enhance the development of non-cognitive and academic skills. Strength-based and proactive academic advising serves as a framework for the program design and increases participants' awareness of their strengths, fosters supportive relationships, expands engagement opportunities, and boosts motivation. In AY 2020-21, the program enrolled 63 new participants and served 201 students. The program hosted year-round virtual activities to create a sense of belonging despite the remote learning environment. Activities included a welcome back event and workshops that covered topics including overcoming math anxiety, test-taking skills, and 'Chit Chat' sessions. To increase participants' knowledge of financial aid, the 'Cash for College' workshop reviewed the various types of financial aid and empowered participants to create a plan of action to seek additional funding to cover the rising costs of college. The TRIO/SSS Canvas course was redesigned to engage participants via eight self-paced modules that contain interactive learning activities and resources. The new Peer Mentoring and Leadership Development program involves connecting participants with peer mentors who will serve as role models to encourage student engagement and assist with navigating College resources. Participants are eligible to apply for the program's book award scholarships in the fall and spring semesters on a first-come, first-served basis. In AY 2020-21, 36 participants received book awards. The program works with BCCC campus partners to offer a wide range of services to support academic success and completion. In May 2021, 37 participants graduated with associate degrees, nine graduated with certificates, and seven reported plans to transfer to senior institutions in fall 2021. The annual Recognition Day was held virtually in May 2021 to honor graduates and students' academic achievements.

Due to the transition to remote learning in the middle of the spring 2020 semester, more grades of "Incomplete" were issued. This was of particular concern for students in the Nursing and Health Professions programs as many clinical and lab sections and experiences were cancelled for safety reasons. Because of these factors, the total number of degrees and certificates awarded fell to 544 in FY 2020 and the number of graduates fell to 484 (Indicator 20). However, in FY 2021, the number of degrees and certificates awarded increased to 581 and the number of graduates increased to 520. The performance of BCCC transfer students at senior institutions increased in AY 2109-20. The percentage of students with a cumulative GPA of 2.0 or above after the first year increased from 81.6% to 87.8% (Indicator 21).

**State Plan Goal 3. Innovation: Foster innovation in all aspects of Maryland higher education to improve access and student success.**

As noted, in spring 2020 students who were in their final semester of Nursing and Health Professions (NHP) programs were not able to complete all their clinical and lab instruction; this led to declines in the number of graduates eligible to take the respective licensing exams. Overall, licensure examination pass rates remained high with both Physical Therapy Assistant and Respiratory Care graduates' rates increasing to 100% in FY 2020 (Indicator 23). The Dental Hygiene graduates' pass rate increased to 93.8%. The Nursing pass rate fell slightly to 77.1% and the Licensed Practical Nursing graduates' rate decreased to 80.0%. To facilitate the acquisition of knowledge, theories, principles, and practices of each discipline, program faculty provided tutoring sessions as well as examination review sessions in every course. To promote acceptable course pass rates, Nursing and Practical Nursing programs have instituted a mandatory tutoring policy. To better prepare graduates for the licensing examination pass rates, BCCC provides a review course, at no cost to the graduates, in each NHP program to reinforce critical concepts and principles. The Natural and Physical Sciences department serves a number of students who enroll in NHP programs; the faculty are committed to preparing students to be successful in these and other science programs. In spring 2020, full-time and adjunct faculty were required to complete a 20-hour online course on virtual/online teaching pedagogy provided by the E-Learning department. Key faculty served as resources to assist other faculty needing help with virtual teaching. Biology and Chemistry faculty curated and adapted lab experiments from the existing lab manual and OER sites to have students perform some lab experiments using materials found at home. Students recorded short videos of themselves conducting these home experiments which they uploaded to their Canvas courses as part of lab reports. Students' performance and feedback showed that they benefited from these home-adapted experiments. Science faculty were added to tutor shells with Zoom links for one-on-one sessions with students in their respective course areas to ensure more available times. High-enrolled General Biology courses, with over 900 seats in 2020 (494 in BIO 101 and 435 in BIO 102) had course content completely sourced and curated from OER sites with assistance from the Maryland Open-Source Textbook grant, saving students an average of \$120. Course facilitators in General Biology, Anatomy and Physiology, and Microbiology assisted in creating blueprint shells in Canvas to standardize courses' general instruction guides, content, and assessment tools.

The proportion of graduates employed within one of year of graduation increased to 80.8% for the FY 2019 graduates and the median annualized income of career program graduates three years after graduation increased from \$37,944 for the FY 2014 graduates to \$46,804 for the FY 2016 graduates (Indicators 24 and 25). The slight decline to \$45,420 for the FY 2017 graduates may be due to the increases in layoffs and reductions in hours for many due to the pandemic. The annual unduplicated headcount and annual course enrollments in workforce development decreased in FY 2020 (Indicator 26). The annual unduplicated headcount and annual course enrollments in Continuing Professional Education leading to government or industry-required certification or licensure decreased (Indicator 27). The unduplicated headcount and annual course enrollments in contract training decreased (Indicator 28). While COVID-19 presented challenges in FY 2020, BCCC plans to increase access to workforce training programs. The College has expanded funding options for eligible students through a series of new grants and scholarships. In the past year, COVID-related relief funding has been utilized to support those

negatively impacted by the pandemic to retrain and find new employment. Further enhancements include developing new programs and courses for in-demand occupations such as Certified Community Health Worker (CHW). The Maryland Department of Health (MDH) gave approval for the BCCC Certified CHW. As a result, students completing the program will be eligible for certification from MDH. This is only one of seven accredited programs in Maryland and the only program in the Baltimore region. The College has contracted with the Department of Homeland Services, Baltimore City Department of Social Services, and Mayor's Office of Economic Development to provide workforce training thereby expanding access to education and training for Baltimore residents placing them on a career pathway. Non-credit to credit courses and programs are being aligned for credit articulations in specific career pathways. For example, graduates of the Baltimore Police Academy earn up to 39 credits toward their associate degree in Criminal Justice. Similarly, completers of the workforce Emergency Medical Technicians (EMT-B) training program earn nine credits toward their associate degree.

### **COVID Institutional Response**

**What are three COVID-related initiatives/programs your institution implemented that your institution will be adopting permanently?**

**1) Changes in Distance Education** - Prior to the pandemic, all distance education sections were conducted asynchronously. When the transition to a remote learning environment occurred, the E-Learning department coordinated a massive training effort for faculty which continued throughout the last year. Best practices for online instruction via Canvas were shared utilizing the Kaleidoscope: Online Learning and Teaching course. E-Learning certified over 100 faculty members. E-Learning's technical support to students and faculty expanded. Over 2,000 students each semester received assistance and over 180 faculty received training throughout the year on low- or no-cost technologies to enhance remote instruction. Expanded orientations for faculty and students for Canvas and Zoom use were included in virtual new student orientations, faculty academy sessions, and special sessions for students and faculty who are part of the dual-enrollment, P-TECH, and Mayor's Scholars Program populations. Virtual tutoring was implemented and expanded; in fall 2020, four tutors were added to support writing, math, and chemistry. Greater utilization of Canvas tutoring course shells for synchronous and asynchronous engagement generated more student traffic to tutoring sessions and other tutoring resources hosted in Canvas. Embedded tutors became more broadly utilized in courses where they hadn't been before such as sociology, history, and psychology. These efforts are expected to continue even as the College transitions to a return to a more campus-based environment.

**2) Support Services Options** - Prior to the pandemic, many support services were offered only in person or via telephone. With the transition to remote learning, providing remote support services became a necessity. The Virtual Help Desk was implemented to serve as a high touchpoint platform offering new and returning students an opportunity to engage directly with advisors for immediate support services. The collaboration of student services areas (Admission, Financial Aid, Advising, Student Accounting and Registrar) in supporting the Virtual Help Desk (VHD) enables students to receive a continuum of services that support enrollment, academic, and financial needs. To enhance support for all advisors and for students who may be self-registering, the Student Success Center (SSC) collaborated with the Enrollment Management



team to create customized course schedule templates based on students' major, schedule preferences, and previous courses or placement assessments. The SSC implemented virtual advising services through the VHD, emails, and phone calls; students can receive virtual individualized and/or group advising sessions. The Student Support and Wellness Services Center held virtual weekly mental health events during AY 2020-21 which had better attendance than the bi-monthly events which were previously held on campus. Students have been seeking counseling appointments via Zoom or phone to a great extent. The Disability Support Services Center implemented virtual processes including intake sessions and documentation submission, drop-in office hours, and an interactive PowerPoint presentation about seeking accommodative services in the virtual environment. In addition to the existing 24-hour access to online resources, the library implemented LibAnswers/LibChats in summer 2020 to enable students to ask librarians for help with finding resources needed for assignments. Many of these initiatives are expected to continue as the College transitions to a return to a more campus-based environment.

**3) Student and Staff Activities Venues** - Through programming with Student Government Association and student organizations, staff have been able to program activities for students virtually to enhance the student experience. A selection of virtual programming will remain in place. One such event that the office will host in both in person and virtual formats is the Clubs and Organizations, and Campus Departments Resource Fair. It is important for students to know how they can get involved and what resources are available to them. This event had high attendance during "Welcome Weeks" in 2020 and 2021. "Welcome Weeks" for faculty and staff were conducted virtually for fall 2020, spring 2020, and fall 2021. The use of Zoom permitted more break-out sessions and greater capacities for various presentations without the worry of physical space. It is anticipated that these virtual sessions will continue to some extent as the College transitions to a return to a more campus-based environment.

## COMMUNITY OUTREACH AND IMPACT

BCCC's Strategic Plan calls for growing and strengthening partnerships and community engagement. The College is committed to engaging and improving communities in the greater Baltimore area. Dedicated faculty, staff, and students provide their time and expertise to serve the City's citizens, neighborhood and community organizations, public schools, and employers. The COVID-19 pandemic brought unprecedented challenges for the College community to which BCCC joined with partners to spring into action to support its neighbors. BCCC's Liberty Campus resides in Baltimore City in zip code 21215; the City has remained in the top five Maryland jurisdictions in terms of reported cases of COVID-19 and 21215 has remained one of the highest zip codes in the State and among the lowest in terms of vaccinations. In partnership with CVS, the College served as a host site for community COVID-19 testing. BCCC expanded the partnership with CVS and the Baltimore City Department of Health to serve as a host site for COVID-19 vaccinations. Food insecurity became more of a concern for the City during the pandemic. Therefore, the College joined forces with federal and local community kitchens and World Central Kitchen to provide free meals to local residents. In summer 2021, BCCC staff helped distribute 150 meals per day, five days a week to City youth and families.

BCCC's main campus served as a site for voter registration and as an early and General Election voting center. From October 26 – November 3, the Physical Education Center at the Liberty Campus served as a polling location for City residents. In spring and summer 2021, the West Pavilion served as a training location for the Baltimore City Police Department's SWAT Team. The Student Support and Wellness Services Center (SSWSC) continued its partnership with the National Alliance on Mental Illness (NAMI) Baltimore to support the "I Will Listen Week" focused on increasing awareness of mental illness and reducing stigma. NAMI supported BCCC's daily activities to serve the community which included a virtual version of "I Will Listen Week" that was shared on BCCC's social media. In fall 2020, SSWSC held a virtual City-wide "Holiday Blues" event focused on developing coping skills for the negative effect that winter and the holidays can have on one's mood.

# **B**CCC

## Enterprise Resource Planning (ERP)

### Project Update

September 15, 2021

Stephan A. Byam (Chief Information Officer)

## Project Status

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

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

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

## Project Status

**Financial Aid:** Round 1 data was successfully loaded into Banner. This load will be used for testing and data validation.

**Finance:** Vendor round 2 data was successfully loaded into Banner

**General Student:** Round 1 data was loaded into Banner

**Academic History:** Round 1 data was loaded into Banner.

**Overall (Holds and Testing data):** Round 1 data was loaded into Banner.

### Human Resources:

- Position control round 1 data was loaded into Banner.
- Leave Balances round 1 data was loaded into Banner.

# Go-Live Challenges- Finance

## State Interfaces (FMIS, Workday etc.)

Due to the nature of the College's designation as a state agency, the College's Financial and Human Resources data must be integrated with the State's own Financial and Human Resources systems. As such, it is the imperative that these integrations exist prior to "go-live" to avoid additional double entry by the College's teams. The following is the status of the integrations:

- Vendor Integration
- Transaction Integration
- Payroll Integration

# Go-Live Challenges- HR

## Reciprocal Days

While the Human Resources team continues to make progress in many of the areas of configuration, the team has encountered a unique challenge where the State's requirements and the functionality of the Banner system *do not* align. The Banner system relies upon workdays in a year whereas the State of Maryland uses calendar days. This, in turn, exposes a limitation in the Banner system whereby the system cannot account for more than one decimal place in a salary calculation. The HR, Finance, Ellucian and IT Teams are working to determine a resolution.

## Organizational Readiness

The BCCC Finance team is still working on commanding their knowledge and readiness for using Banner Finance. Due to resource constraints, the team has not been able to begin any work in the Banner Test environment.

Additionally, IT is coordinating Finance Security Testing which needs to be completed by September 30<sup>th</sup>.

The Chief Financial Officer is working with the Finance team to address the outstanding items in the Finance go-live checklist.



# Questions

# Facilities Project Update



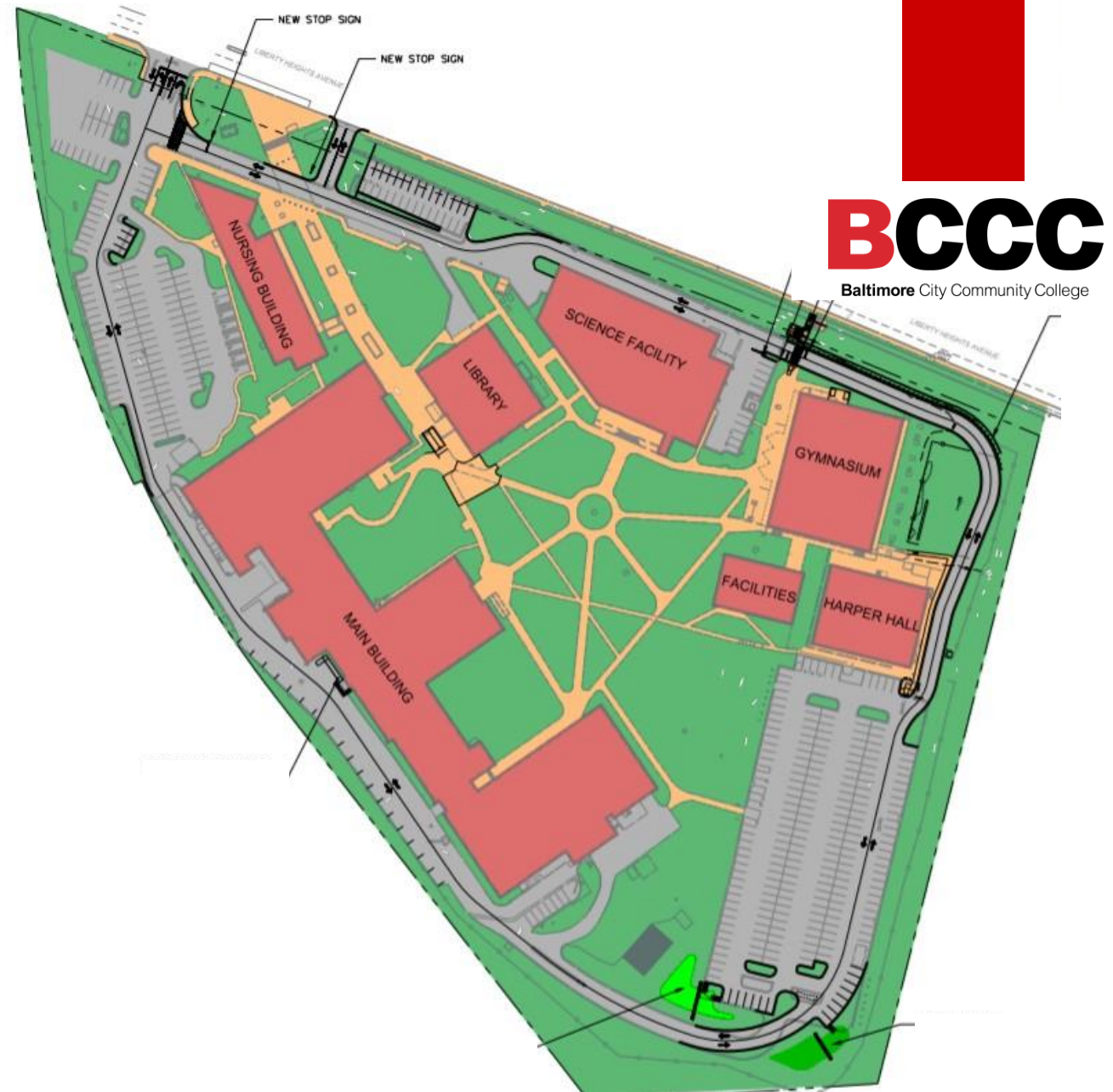
Facilities Planning and Operations

09.09.2021 (DRAFT)

## BCCC Perimeter Loop Road Project

- Construction Award approved at BPW: September 1, 2021
- Notice to Proceed: October 1, 2021
- 18 months for construction
- Substantial Completion: March 1, 2023

Loop Road extends existing vehicular access to the entire Liberty Campus, connecting all parking lots and easing circulation. This project will improve safety, security, emergency access, accessibility, and enhance the overall appearance and user experience of the campus.



## Liberty Campus - Entrance

In conjunction with Perimeter Loop Road Project, update primary signage and security pavilion at main entrance.

- Sign:
  - Oriented to improve visibility from Liberty Heights Ave.
  - Includes digital message board on each side



WORTHINGTON

**BCCC**

Baltimore City Community College

BALTIMORE CITY  
COMMUNITY COLLEGE

BALTIMORE CITY  
COMMUNITY COLLEGE

NURSING



Existing Gameroom

## Student Rec Center Renovations

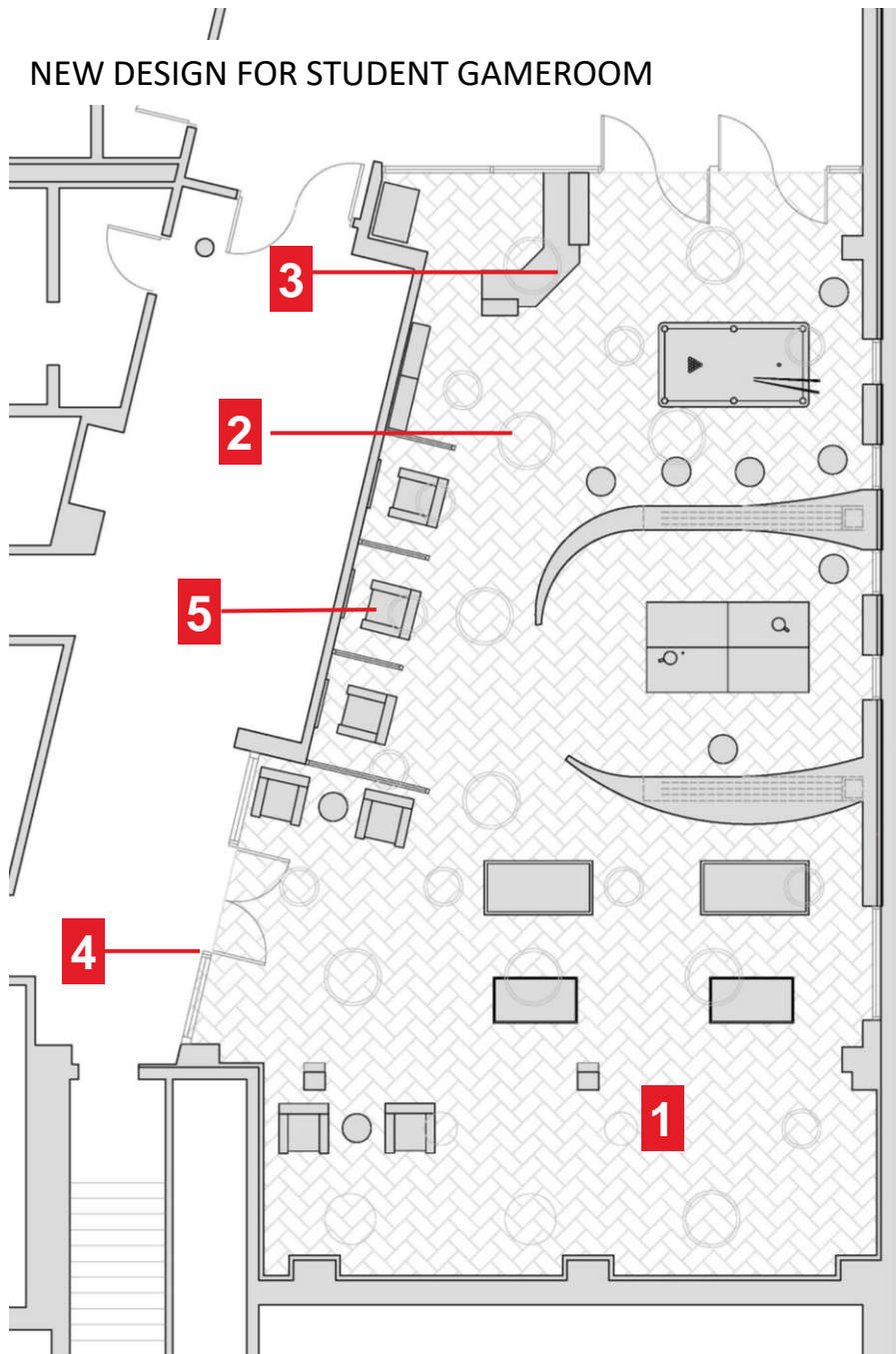
- Bids being awarded by Sept. 3, 2021

Update existing game room and expand into former tranquility lounge to open-up the space.

### Improvements include:

- New storefront at secondary entrance
- Exposed Ring lights and ductwork
- New paint and luxury vinyl tile flooring through-out
- Modern furniture
- Check-in desk

//  
NEW DESIGN FOR STUDENT GAMEROOM



**1** Flooring: Shaw Hard Surface Terrain II (LVT) – Herringbone Pattern



**2** Lighting: Barbican Architectural - Halo



**3** Cabinetry:



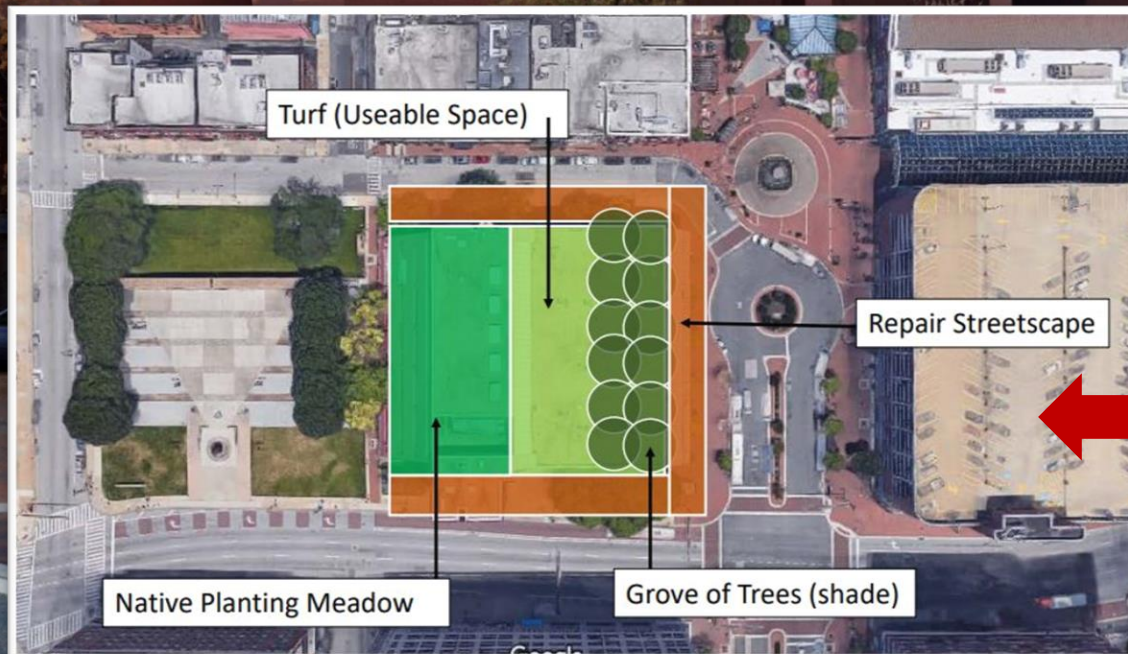
**4** Storefront: Aluminum and Glass door and partitions



**5** Furniture: Sway Chair

## Bard Building Demolition

- FY22 Capital Budget - Governor included \$7.4m for demolition of the Bard Building
- July 20<sup>th</sup>, the Part I-II Program was submitted to the Department of General Services and the Department of Budget Management for review
- Short-term plan to return site to green space
- Long-term plan to redevelop the site for Harbor Campus when market conditions permit.





**Baltimore City Community College  
Division of Facilities Operations  
Project List**

**\$4M FY22 DEFERRED MAINTENANCE**

FACILITY	PROJECT TITLE	ESTIMATE	Status
Campus wide	Security Cameras/Access Control Upgrades	\$ 950,000	To be completed by January '22
Life Science Building	Replace Domestic HW Boiler*	\$ 200,000	DGS negotiating A/E fee
Life Science Building	BAS System Upgrade w/ Controls and Dampers*	\$ 200,000	
Life Science Building	Replace Two (2) Heating Boilers*	\$ 250,000	
Life Science Building	Replace Exterior Doors	\$ 150,000	To be completed by December '21
Life Science Building	Glass Sealing: Pavilions and LSB Skylight Repair	\$ 175,000	To be completed by March '22
Fine Arts Building	HVAC: Replace Chiller - Centrifugal for Fine Arts Wing*	\$ 850,000	DGS negotiating A/E fee
Fine Arts Building	HVAC: Install Split System in Two (2) IT rooms*	\$ 75,000	
Fine Arts Building	Replace HVAC system in mini conference cafeteria*	\$ 100,000	
Nursing Building	Replace exterior doors	\$ 50,000	To be completed by December '21
Physical Education	HVAC: Replace Package Unit Chillers	\$ 95,000	Included in Loop Rd. Approved Sept. 1
South Pavilion	Shell: Replace entire roof	\$ 250,000	complete in Spring 2022
Life Science Building	Replace two (2) Elevators*	\$ 250,000	DGS negotiating A/E fee
Nursing Building	Replace (1) elevator*	\$ 150,000	
West Pavilion	Replace (1) elevator*	\$ 150,000	
West Pavilion	Life Safety: Replace Fire Alarm Panel	\$ 100,000	To be completed by January '22
West Pavilion	46 ton Chiller and Pump Replacement	\$ 145,000	To be completed by February '22
<b>Subtotal</b>		<b>\$ 4,140,000</b>	

**\$500,000 FACILITY RENEWAL GRANT**

Fine Arts Building	Restroom Renovation for ADA	\$ 112,000	A/E selected
Physical Education	Restroom Renovation for ADA	\$ 50,000	A/E selected
Life Science Building	Fire Alarm Panel Replacement	\$ 150,000	To be completed by January '22
Physical Education	Replace Hot Water Heater	\$ 125,000	To be completed by January '22
Campus Wide	ADA Water Fountains	\$ 63,000	To be completed by January '22
<b>Subtotal</b>		<b>\$ 500,000</b>	

\* DGS Assisting with Procurement



Facilities Project  
Schedule Update



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

TAB 10 | President's Report

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## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

**Board of Trustees, September 15, 2021**

*Dr. Liesl Jones, Vice President, Academic Affairs*

### **ACADEMIC AFFAIRS**

#### *Summer Update*

For summer 2021, courses were offered over two sessions however an additional 8-week session was offered that coincided with the ending of the high school academic year to try to capture dual enrollment for the summer and move P-Tech courses to an 8-week schedule from a 5-week schedule. With the change we offered an art course for dual enrollment over the summer further expanding the schools that participate in dual enrollment. Mayor Scholars Program (MSP) was offered in a 5-week term in the second summer session. What was new for this summer was the addition of mandatory tutoring that was scheduled into the student's day. The MSP program uses an accelerated term for the classes and to increase student success in the program, tutoring was added. The College remained remote, and teaching occurred in a virtual face to face platform. Similar to last summer more classes were moved to face to face that had previously been taught in an online/web format. Working with the Deans the number of online courses was reduced to and made up less than 20% of the summer schedule. These efforts are in line with the College's mission to increase student success metrics as outlined in last year's Mid-Point Peer Review for Middle States.

#### *College Catalog 2021-2022*

For the new catalog a complete review of the course descriptions, credits and prerequisites was completed. The Deans working together as a team and with the help of the Associate Deans and in consultation with faculty and program coordinators reviewed all course descriptions in the catalog. Many of the courses had not been updated and had old prerequisites that the College no longer teaches. The language regarding prerequisites was made consistent throughout the catalog to help students better understand what is needed to take the class. With the changes the prerequisites in the catalog the Educational Plan Handbook had to be updated as well. Following a review by the registrar, HPLAN has been updated so that all three areas match in their information which allows advisors to better help students and makes it easier for students to register. The catalog was updated to include the new Multiple Measures policy and changes to the language regarding veterans. Work will begin this fall to develop a new catalog for 2022-2023.

#### *Banner Training/Curriculum*

Work continues to prepare for the transition to the new ERP. With the completion of the catalog and review of the courses descriptions and prerequisites, the catalog was able to begin to be loaded into Banner. The work to scribe the prerequisites in Banner has also begun. Weekly updates for both the catalog and the prerequisite scribing allow for issues to be dealt with in a timely manner to keep the work moving forward. Currently the Deans are being trained on Banner to help in the review of files to confirm accuracy following data imports.

#### *Multiple Measures*

The new policy was passed in June and was implemented over the summer.

#### *Program Coordinators/Chairs*

The Program Coordinators and the Vice President for Academic Affairs will resume meeting monthly beginning in August to discuss and better define the role of the coordinators and program needs. The first meeting was held with the President during the opening week as part of the Institutional Days.

#### *Institutional Days*

Academic Affairs held a number of professional development workshops during opening week Institutional Days. Most notably were the workshops on curriculum development, assessment and Perkins; all are at the core

of Academic Affairs. Last year's review of programs and of assessment practices showed that the faculty needed more training in these key areas. The workshop on curriculum and assessment were the first meeting of a series that will occur in the fall for faculty and administrators. The workshops were linked to the Division meetings that were held during the opening week such that they began the work in the institutional day and then carried it over to the Division meetings where faculty worked with Deans to produce an action plan for curriculum changes and assessment. The outcome for the year is a minimum of one new program in each school, revision of outdated programs to bring them in alignment with workforce and transfer and program assessment.

## **SCHOOL OF BUSINESS SCIENCE TECHNOLOGY ENGINEERING & MATHEMATICS**

The new Dean joined the college in mid-August. Becoming familiar with the organizational structure and personnel within the School, one immediate action was to adjust the fall 2021 schedule to meet student demand and work to ensure that all remote employees are fully engaged in supporting our students and programs. In addition to working to streamline customary and routine operations such as semester-by-semester scheduling and issuing contracts, the Dean has already identified several short-term action items for the upcoming year. These include aligning multiple-year schedules to the academic plans for each major, working with program coordinators and associate deans on enrollment campaigns to keep students on track towards graduation, streamlining the schedule to efficiently match the number of courses offered to student demand, and developing a short term action plan for under-enrolled-programs. Under-enrolled programs which require an influx of majors to remain vibrant include, but are not limited to, Construction Supervision, Transportation & Supply Chain Management, and Fashion Design. Also, in the short-term, the Dean will be working closely with the Associate Dean of Business & Technology to champion the ACBSP Quality Assurance reporting process and supporting the development of a new major in Cybersecurity & Digital Forensics.

Some external partners have already reached out to the Dean, notably colleagues that he already has working relationships with. These include the Director of Admissions at Coppin State University and the Vice President of Academic Affairs at the Maine Maritime Academy (who is formerly of Coppin State University). The latter colleague has expressed interest in seeking federal grant funding to grow the population of underrepresented minority students who seek four-year degrees that serve the maritime industry, including the potential of them seeking US Coast Guard licensure. This would offer these graduates the opportunity to seek employment in the marine logistics or shipping industries, as well as shipboard maritime operations, along the MD and VA seaboard and beyond.

### *Business & Technology*

Over the summer session, Dr. Charise Hayes completed both the Assurance of Learning and Quality Matters (QM) peer reviewer course and is now a certified QM peer reviewer. Related to the Cybersecurity Education Diversity Initiative (CEDI), Dr. Holland attended a variety of workshops to gather information regarding course materials, lab options, and more in support of this growing program. The Business & Technology department, began developing a framework and timeline for completing the Accreditation Council for Business Schools and Programs (ACBSP) Quality Assurance report which is due in February. Associate Dean Quintin Davis was nominated to serve as the 2022-2023 secretary for Region 2 of the Eastern Council of Business Schools and Programs, a unit of ACBSP.

### *Mathematics & Engineering*

Multiple measures for mathematics placement were implemented for students who were unable to take the ACCUPLACER exam. Multiple measures use an array of student performance indicators in place of solely standardized testing, to ensure that the maximum number of students are placed in credit-bearing mathematics courses as their first college mathematics course. As a result, the percentage of students enrolling in non-credit-bearing, developmental mathematics courses has been reduced substantially.

### *Natural & Physical Sciences*

The Bridges to Baccalaureate program Summer STEM Internship program was in full swing during summer 2021. The goal of the program is to support underrepresented minority students so that after completing their A.S. degree they are more likely to transition to a four-year institution to earn their B.S. degree. Six Biotechnology program students participated in the Summer Research Symposium at our partner institution Towson University.

## **SCHOOL OF ARTS & SOCIAL SCIENCES**

Earlier in the summer, Juli Murray was hired as full-time faculty; she is finishing her Ph.D at Capella University and has been an adjunct instructor at Anne Arundel Community College since 2019. As part of her responsibilities, Professor Murray has taken on the position of Program Coordinator for Psychology. In August, Dr. Evelyn Garcia joined as a full-time faculty in Criminal Justice and as the Program Coordinator of both Criminal Justice and Paralegal Studies. Dr. Garcia earned her Ph.D. in Education Leadership, Management, and Policy from Seton Hall University, and she earned her Master of Public Administration degree from John Jay College of Criminal Justice. Dr. Garcia was previously at Farleigh Dickinson University, where she was a Senior Lecturer from 2007 until 2020. Before becoming an academic, Dr. Garcia was an officer in the NYPD from 1984 until 2004. In her tenure at the NYPD, Dr. Garcia served in a number of administrative positions, including Administrative Supervisor, Patrol Supervisor, and Commanding Officer of the Education Support Section.

### *Curriculum and Catalog*

One important divisional focus for the upcoming year will be curriculum development. Some of the most substantial ideas for curriculum development, that are being discussed with the faculty, include: an English major program of study, a Communications program, areas in the arts such as Animation and Web Design, Paraeducation, a Pre-Social Work program, an African-American Studies program, and a Women's Studies program. In addition, a proposal for a course in American Sign Language, has been developed and will lead to the creation of a program in ASL and Deaf Studies.

The College's PRE 100 college orientation class has been moved under SASS and is currently undergoing revision in collaboration with areas in Student Affairs. By all accounts, there are aspects of the class that are useful to students, but the course could be reimagined in a way that could be more beneficial to the students.

### *Assessment Activities*

The other, focus for the division in the upcoming year is assessment. In the past, and for the most part, assessment activities have been piecemeal and inconsistent. There are some important exceptions, such as the work done by the English Department in creating rubrics and measuring student learning outcomes (SLOs) for several of the most important courses. However, beginning this fall semester faculty will begin concerted efforts to make assessment work consistent, uniform, and rigorous. This process began at the first divisional orientation in August, where individuals were identified as the point persons responsible for overseeing assessment activities in the various programs within the division. In the next phase, the division will begin to take stock of programmatic SLOs; identify the SLOs for individual classes within those programs and for important courses (such as SP 101) that are required for other programs at the College; create or revise the assessment measures for those courses, to determine whether students are meeting the SLOs; and assess whether the individual course SLOs are helping students to achieve the program SLOs.

### *Enrollment Management*

The division has begun a strategic enrollment management measures. For example, there were a great many web-only (asynchronous) courses in the fall divisional schedule. While it's important to offer courses on a variety of different days, at a variety of different times, and in different modalities, much of the time asynchronous courses are not ideal pedagogically. Most students, and particularly our population of students, need the face-to-face (if virtual, over Zoom) interaction with their instructors and their peers in order to be

successful. Further, many students need improvement in time management and thus need to have a set schedule. For example, all of our Paralegal classes were web-only courses, with the exception of one evening course. That seemed designed to fit the needs of the instructor rather than those of the students, so the courses were scheduled synchronously and on various days and times. Collaborative work with the Program Coordinator in Education allowed for rearranging the Education and Special Education offerings to better meet the needs of the students in that program.

#### *Baltimore Police Academy Articulation Agreement*

One of the most exciting projects has been the development of an Articulation Agreement with the Baltimore Police Department Academy to allow their graduates to transfer in a number of credits from their Academy training and complete their degrees in Criminal Justice at BCCC. The Academic and Workforce team have developed over several months, working with Gary Cordner, the contact person at the Baltimore Police Department, to develop the agreement. The agreement is currently under final review. Academy graduates have begun to enroll this fall semester, and we anticipate seeing those numbers steadily grow as we move forward.

#### *Phi Theta Kappa*

Phi Theta Kappa, the national honor society for community colleges is now under the leadership of the Dean for SASS. The society provides scholarship opportunities, and it allows students another avenue for making connections and building relationships with their fellow students.

## **SCHOOL OF NURSING & HEALTH PROFESSIONS**

#### *Curriculum*

All SNHP programs are reviewing their accreditation standards to determine if there is a need to revise their current courses and/or curriculum plan.

The Emergency Medical Services program (EMS) conducted a successful site visit from the MIEMMS on August 6, 2021. The site visitors met with Dr. McCurdy, Dr. Jones, VP Burrell, Interim Dean Dorothy Holley, as well as current and former students and program faculty. Their verbal and written comments indicated that they were satisfied with the progress that has been made with the program thus far and expected the progress to continue in order to move the EMS program forward with the goal of producing graduates that are successful on the licensure exam for paramedics and the certification exams for EMT.

The Health Information Technology program faculty have completed their program revisions, based on new standards published by their accrediting agency. The program revisions were approved by the CIC and SEC in May 2021. The faculty will implement the revised curriculum plan and new courses beginning with the fall 2021 semester.

The nursing and dental hygiene faculty will be reviewing their program courses during the fall 2021 semester to determine the changes, if any, that need to be made to their curriculum/courses. Both programs are beginning to look toward their next self-study and site visit that will be coming up in 2023 and 2024.

The Surgical Technology program (SGT) is now fully accredited, as their accrediting agency has removed the Administrative Probation status in August 2021.

#### *Programs that Returned to Campus*

The following health sciences programs have returned to campus to conduct technical skills instruction appropriate for their particular program; or to provide a skill refresher sessions. These programs are: Dental Hygiene, Emergency Medical Services, Physical Therapist Assistant, Respiratory Care and Surgical Technology and both the Associate Degree and Practical Nursing certificate programs.

*Assessment Matters*

All SNHP programs are reviewing their data to determine next steps on terms of course/curriculum revision. All programs will be discussing their data and plans during the monthly Programs Coordinators’ Meeting beginning in September, 2021. SNHP goals will continue to focus on student success, improving graduation rates, maintaining program accreditation, and insuring acceptable licensure and/certification pass rates as determined by the program’s accreditation organization the program’s legal regulatory agency

*Enrollment Matters*

All SNHP programs accepted entering cohorts for fall 2021. Due to the Covid-19 pandemic, clinical facilities for surgical technology off-site operation suites are limited.

**OFFICE OF THE ASSISTANT VICE PRESIDENT FOR ACADEMIC AFFAIRS**

The Assistant VP for Academic Affairs supported the submission of the Student Learning Outcomes Assessment Report (SLOAR). Currently the AVPAA is working on a proposal for the Submitted the Academic Success Center Proposal reflecting a Dual Advisement Model to ensure student support and academic success.

The College will be participating in the Consortium Teaching Fellows Program (CTFP). The program provides mentoring and teaching experience for postdoctoral fellows in differnt STEM disciplines at the surrounding Colleges and Universities. One fellow will be teaching in microbiology this fall.

A summer professional development series was developed and implemented for the Deans and Associate Deans. The schedule of workshops is below.

**Schedule of Trainings**

<b>Date</b>	<b>Topic</b>	<b>Facilitator</b>
Thursday, July 1	Canvas Administration Training	Brian Terrill, E-Learning Director
Thursday, July 8	BCCC Laptop Resources and Databases	<i>Rescheduled to Thursday, September 2</i>
Thursday, July 15	Adobe Basics	Saverio Coletta, MA, PHR
Thursday, July 22	TAU’s, Data Forms, Codes and Contracts	VP Jones
Thursday, July 29	Library Databases and Services	Glenn Peterson, Library Department
Thursday, August 5	Navigating through the BCCC website	Brian Terrill, E-Learning Director
Thursday, August 12	Excel 101	Brian Terrill, E-Learning Director
Thursday, August 19	Dual Enrollment	VP Jones
Thursday, August 26	Understanding the Procurement Process	VP Jones
Thursday, September 2	BCCC Laptop Resources and Databases  COMAR, COLA P-TECH, BCCC Acronyms and Meanings	Jamie Cofield, IT

**E-LEARNING DEPARTMENT**

The department conducted two days of training for returning faculty during the institutional week events. The sessions were well attended with over 80 faculty attending each session. The department will be conducting continued training for faculty offered through September into October.

Date	Time	Topic
9/8/2021	4 PM	Roll Call
9/13/2021	3 PM	Canvas Assignments & Quizzes
9/24/2021	3 PM	Canvas Conferences (Big Blue Button)
10/1/2021	4 PM	Respondus Lockdown Browser & Monitor

### ***Success Coach & Tutoring***

The Americorp Grant funded VISTA Success Coach has begun on-boarding and developing plans, communication, presentations, and data instruments for measuring the success of the project as we help Elementary Statistics (MAT 107) students navigate and develop successful habits that will increase performance and persistence of students. Project goals include increasing pass rates from the mid 50 percent range to over 60 percent in the 2021/2022 academic year as well similarly aiding retention from Fall to Fall as students find success is possible.

Tutoring saw 17,856 page views over the two summer sessions. This translated into 136 actions within Canvas by students interacting with the tutoring shells. The heaviest participation was recorded in the English tutoring shells (ENG 101, RENG 91, and RENG 92) where students can submit their papers for review by a tutor who then provides feedback. MAT 107 had the highest page view count by students who sought out the helpful resources posted by tutors. It is the consensus between the tutors and the Success Coach that more direct intervention enabled by the presence of the Success Coach will result in more students accessing math tutoring.

## **LIBRARY & MEDIA SERVICES**

### ***Database & Resource Usage***

#### ***LibGuides***

LibGuides is an easy-to-use content management system deployed at thousands of libraries worldwide. As of today, librarians have created and maintained a total of 103 subject LibGuides. The most popular guides are APA Papers (526 views), MLA 8<sup>th</sup> Edition (254 views), Library Handouts (91 Views), OD (84 views), and so on. They were heavily used especially during online teaching.

#### ***Library Electronic Resources***

The library databases were heavily used by students. During July, there were 4,406 database searches, 2,108 article retrieves, and 125 eBook downloads by BCCC students and faculty. In August, there were 120 database searches, 170 article retrieves, and 6 eBook downloads.

The librarians and Library staff have been recruited to the phone bank and virtual help desk to ease the workload for the Student Call Center. The librarians also support faculty by providing needed contacts of college personnel, proofreading, answering questions, billing concerns, and college policies/practices/procedures.

#### ***Workshops Scheduled During the Year***

The Instructional Librarian in August taught 4 information Literacy sessions with 60 students in attendance. In comparison last year in August, there were 3 sessions with 12 students attending, .

#### ***Social Media Outreach***

As the summer semester continues with virtual teaching, library social media service, Instagram and Facebook, got fewer BCCC students' visits and likes but was still active.



Below are the numbers from June to August:

	Jun-21	Jul-21	Aug-21
Instagram Followers	73	73	74
Instagram Posts	0	0	2
Instagram Likes	0	0	2
Instagram Engagement	0	0%	3%
Facebook Likes	503	504	503
Facebook Views	22	16	21
Facebook Reach	75	62	82
Facebook Engagements	0	0	2

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

**Board of Trustees, September 15, 2021**

*Student Affairs*

#### **ADMISSIONS**

During July and August, the Admissions office explored internal and external opportunities to increase new student recruitment. Internally, the Admissions staff met with the Upward Bound and TRIO/SSS-STAIRS program staff to identify areas for collaboration. Through future partnerships, the Admissions can leverage resources available through these programs and create a pathway for Baltimore City students beginning as early as 9<sup>th</sup> grade. Externally, Admissions conducted a presentation for Baltimore City College Bound staff to provide an overview of the BCCC Admissions process, provide updates on recent policy changes, and discuss potential areas for collaboration during the upcoming academic school year. In addition, the Admissions department implemented bi-weekly information sessions to guide new students through the application process.

During July and August, Admissions reviewed and redesigned internal processes related to student documents to ensure timely processing and electronic storage. This process included official and unofficial high school and college transcripts used by Admissions to establish Math and English placement and documents used by the office of the Registrar, Student Advising, and Financial Aid. Each department was granted access to the database of student documents once adequately recorded and processed by Admissions staff.

#### ***Dual Enrollment Program***

During July and August, the Admissions staff continued outreach to BCPSS high schools, charter schools, private schools, and home school associations to promote dual enrollment course offerings available through the Summer 2021 and Fall 2021 academic sessions. Outreach efforts included individual, and group information sessions for prospective students and orientations for students enrolled in dual enrollment courses over the Summer 2021 session.

#### ***International Students***

During July and August, the International Students Services staff continued to phone, email, and text outreach to international students with outstanding tuition balances in danger of being dropped from courses due to non-payment. As a result of this outreach and coordination with the Student Accounting department, the College collected a significant amount of past-due tuition charges. In addition, in collaboration with academic affairs, the International Students Services staff coordinated the necessary updates related to offering in-person classes for select Pre-Health Profession courses during the Fall 2021 academic session. As a result of this coordination, international students who had left the country due to the pandemic can return to complete their educational program.

#### ***Mayor's Scholars Program***

During the months of July, and August Admissions focused on engaging enrolled MSP students through weekly workshops during their 6-week summer bridge program. During the summer bridge program, various departments within the Student Affairs Leadership Team conducted several student services workshops i.e., How to Limit Procrastination, Stress Management, Tutoring Services, How to Access Panther Portal and Register for Classes. The new MSP director was hired at the conclusion of the summer bridge program and is expected to assume leadership for the MSP starting in September.

#### **ATHLETICS**

The Athletics Department started searches to fill coaching positions for Men's and Women's Basketball.

- Once coaches are hired there will be a tryout announced and held on campus for students who are

already enrolled,

- Practice begins October 1<sup>st</sup>, and competition November 1, 2021.,
- The coaches will look to add to the rosters with new recruits for the spring semester.

In addition, searches for the Sports Information Specialist and Athletic Trainer have also begun. The Sports Information Specialist position is vital to promotion and marketing of the student athletes and the institution through the Athletic Department Website. Some of their responsibilities include:

- Up to date reporting of team and individual statistics,
- Feature stories,
- Photographs and video throughout the season,
- Supervision of the scoring table (including clocks, timer and score boards) during games.

The Athletic Trainer position will provide required onsite medical assistance for the teams. The Athletic Trainer will also be the point person for the Covid 19 protocols necessary to ensure the safety of the student athletes and coaches throughout the conduct of the season. Some of the protocols the ATC will supervise include:

- Daily temperature checks of student athletes and coaches,
- Collection and review of daily symptoms checklist,
- Coordination of annual physicals of student athletes,
- Coordination of medical response to potential Covid 19 cases,
- Authority (in consultation with Team Physician) to determine return to practice and or competition.

## **DISABILITY SERVICES**

During the months of June, July and August 2021, the Disability Support Services registered approximately 60 students from Summer I/ Summer II and fall, 21 for accommodations and conducted 25 new intakes, and orientations in preparation for fall, 2021. Enrollment activities included the following: weekly phone banking, texting and social media publishing for existing and new students; weekly virtual drop-in office hours for existing and new students, bi-monthly program presentations conducted for students, faculty and staff focusing on the challenges, diversities, stigma and developments of Students with Disability, created a quarterly DSSC newsletter to update students relating to upcoming events, important college dates and registration alerts, etc.; published resource materials, academic scholarships/employment opportunities to the program; and created in-group and out of group partnerships to strengthen the disability awareness agenda in and around the college community. DSSC director attended several webinars, podcasts, and listening sessions sponsored mostly by the Maryland AHEAD (Association on Higher Education and Disability) affinity group to remain current with accommodative service trends, recommendations, and best practice models.

Additionally, the director conducted several video conferences with prospective fall students and their parents, along with faculty, Associates Deans/Deans to address concerns relating to accommodative services. The director continues to collaborate with staff from the Mayor's Scholarship Program, Testing Center, Student Success, Student Life and Engagement, Student Wellness, Admission, Public Safety, Biotechnology, Workforce Development, and IT team to discuss the essential needs of students with disabilities at Baltimore City Community College.

## **FINANCIAL AID**

Students are most likely to be successful in college when they can focus on their studies. Financial aid made that possible by limiting distractions such as excessive work and by increasing accessibility and flexibility in the virtual environment.

*Below are some of the achievements for financial aid offices for the months of June, July, and August:*

- Created more virtual rooms based on alphabetic case workload, so students can have easy and direct access to their financial aid specialists.
- Hired a full-time contractual person as an Office Specialist to provide flexibility and availability for a “One Stop Shop” for all general questions regarding financial aid.
- Provided monthly virtual workshops in May June and July with the Admission collaboration to encourage and support students’ completion of the FAFSA.
- Hired a part-time contractual person to streamline the financial aid IT tickets process that caused delays in awarding funding thus causing compliance and customer service issues. An FA Solution contractor has been hired to assist working through complicated issues caused by the limitations of our legacy systems and limited resources.
- Updated the financial aid webpage to reflect the 21-22 award year information.
- Simplified all the FA forms and converted them into a fillable format for easy access.
- Evaluated and refined the awarding process, including removing supplemental requirements, reducing manual adjustments, and automating the summer process by configuring the Regent system. A number of challenges continue to exist with the limitations of the Regent system and migration of enrollment data from HPLAN to Regent.
- In the month of August, Financial Aid actively participated and presented PowerPoints on funding options.
- Financial aid completed all action items for the Banner Project and is expected to be the first department to go live.

### **JUDICIAL AFFAIRS, TITLE IX, TESTING CENTER**

During this period, the focus was on support for instructors needing help with behavioral concerns during Zoom class sessions. Faculty members essentially reported two categories of behaviors they found inappropriate. These behaviors were classroom disruptions that included unsolicited outbursts during class and plagiarism. One-on-one sessions were conducted with faculty members regarding the BCCC Code of Conduct. The goal was to equip them with the tools to handle similar situations going forward. In addition, classroom presentations were also conducted to educate students about proper behavior, civility, and adherence to the Code.

Preparation for the upcoming Maryland Higher Education Commission (MHEC) Campus Climate Survey and report has begun. The mandatory report is due to MHEC by June 1, 2022. The survey will be available to students starting the third week of classes during the Spring 2022 semester to meet this deadline and accomplish all required steps in this process. Currently survey questions are being reviewed and critical due dates established to complete the submission deadline. Before submission to MHEC, this item must be Board of Trustees approved.

### **The Testing Center**

Members of the Testing Center continued to support both the Virtual Helpdesk and the in-bound/out-bound calls to students. As part of the new multiple measures options to assist new student placement, the Alternative

Assessment has facilitated placement for 354 new students. Monthly totals for the Alternative Assessment are as follows:

- June – 46;
- July – 57; and
- August – 251.

Plans are currently in development to recertify the Testing Center and all proctors before returning to campus in October 2021. Planned services will include:

1. CLEP (Must be certified)
2. Accuplacer (Must be certified)
3. BIO Exempt
4. CLT
5. Other Course Exams
6. ParaPro
7. TEAS (Must be certified)
8. External Institution Exams
9. DSS Exams (Reduced distractions room)

## **STUDENT LIFE & ENGAGEMENT**

During the month of August 2021, the Office of Student Life & Engagement oversaw Welcome Week. Information about the Student Government Association will be listed in their report. We are working with Institutional Effectiveness, Research, and Planning in order to create a standard post event survey to use for future events.

### Welcome Week Events

The goal of welcome week was to welcome every student to BCCC. Students were encouraged to take part in a variety of fun, relaxing, and educational programs so their semester can start on a positive note. The events were marketed to students in their Canvas portals as well as on the home page via a direct link to the marketing advertisement. Students registered for each event in order to receive the zoom login information, and to receive all information regarding the event via email. Overall, there were 18 events with a total of 167 attendees.

Student Support and Wellness Services collaborated with Student Life & Engagement on several sessions including Virtual Yoga and Making the Most of the On-Line BCCC Experience. The Academic Affairs and Student Affairs offices that attended the Clubs, Orgs, and Campus Resources Fair include Bard Library, Student Support, TRIO SSS/Stairs Program, Student Support and Wellness Services, Tutoring Services, Financial Aid, Disability Support Services, and Judicial Affairs & Title IX. The clubs and organizations that participated were LatinX Uni2, International Students Club, the History Club, and the Anthropology and Sociology Club.

- Monday, August 23
  - Morning Meet & Greet, 8 – 9am
  - Welcome Week Fun and Give-a-ways, 11am – 12pm
  - Virtual Scavenger Hunt, 2 – 3pm
  - Virtual Yoga, 3 – 4pm
- Tuesday, August 24
  - Morning Meet & Greet, 8 – 9am
  - Morning Meditation, 10 – 10:30am
  - Kahoot Trivia (Learning BCCC History)
- Wednesday, August 25
  - Morning Meet & Greet, 8 – 9am

- First Semester Success Tips, 12 – 1pm
- Clubs and Orgs and Campus Resource Fair, 5 – 6pm
- Thursday, August 26
  - Morning Meet & Greet, 8 – 9am
  - Morning Mediation, 10 – 10:30am
  - Voter Registration Info Session, 11 – 11:30am
  - Virtual Bingo, 3 – 4pm
- Friday, August 27
  - Morning Meet & Greet, 8 – 9am
  - Making the Most of the On-Line BCCC Experience, 10 – 11:30am
  - Clubs and Orgs and Campus Resource Fair, 12 – 1pm
  - BCCC Karaoke and Music Hour, 4 – 5pm

A follow-up assessment will be sent to all attendees regarding their experiences with Welcome Week and what they would like to see in future welcome weeks and general programming.

### **STUDENT SUCCESS CENTER**

During the months of June through August 2021, 3759 students checked in for virtual services at the Student Success Center (SSC) via the Virtual Help Desk, emails, and in/outbound phones. The Student Success Center continues to be a critical office supporting students with enrollment and retention activities. The team has been actively engaging new and returning students for Summer and Fall semester enrollment and offering success strategies to support them during the semester. The office has been involved in the planning and offered several success workshops for the Mayor's Scholars Summer Bridge program. The Director continues to serve as a part of the Banner ERP implementation team. Tanya Deshields, a Student Success Advisor retired on August 31st after 20 plus years of service to College.

### **TRIO/SSS-STAIRS PROGRAM**

TRIO/SSS-STAIRS program offered a variety of opportunities to engage participants one-on-one and in groups. SSS staff met routinely with students to provide services, such as coaching, advising, assistance with course selection, and career and decision making. In addition to providing individualized services, students regularly attended virtual Chit Chats designed to encourage open dialogue and community cohesiveness.

Additionally, open drop-in times were established during the first week of classes to answer questions and refer to other campus resources. Also, to increase retention, staff regularly contacted students who are not registered via email, Canvas announcements, and phone.

As an institutional commitment from the College, TRIO/SSS received \$13,500 to provide book award scholarships to qualifying applicants. A new online book award application replaced the PDF version, and collaborations with Financial Aid and the Bookstore helped streamline the process. To date, sixteen (16) program students have received funding to purchase textbooks. Recruitment efforts included presentations at 'Welcome Back Week' events sponsored by Student Life and Engagement and Student Support and Wellness Services and engaging students on the Virtual Help Desk and Call Center. Also, collaborations with the Office of Admissions are underway to improve the identification of eligible students, increase program visibility, and simplify the onboarding process for new participants. Lastly, staff participated in the Connect, Discuss, and Learn professional development series sponsored by Council for Educational Opportunity.

### **TRIO UPWARD BOUND MATH & SCIENCE PROGRAM**

During the months of June, July and August the Upward Bound Math & Science program provided supplemental instruction to 25 Baltimore City Public high school students. This intensive 6-week academic program included classes in **English, Math, College and Career planning, and Engineering/Robotics** in addition to a **Historically Black Colleges and Universities Seminar**, the program allowed students to participate in the mayor's office of Youth Development (**Youth Works**) which provided participants with a stipend of two hundred and twenty dollars each week.

In September, the Upward Bound Math & Science program began preparing for its fall 2021 supplemental instruction program. The program will provide academic support to 25-30 Baltimore City Public High School students.

Eight Saturday sessions will consist of instruction in Math, English, Computer Science, Career and College Awareness classes and Social Emotional Learning Activities. The program is offered through the BCCC/CANVAS virtual platform. Academic enrichment is provided through the infusion of **STEM Standards of Practice** to learn and apply rigorous content to answer complex questions, investigate global issues and develop solutions to real world problems. New student recruitment presentations will be scheduled at area high schools to outline the benefits of the UBMS program for students who may be interested in careers in STEM. The high schools targeted will be those that emphasize **engineering, medical arts, and computer studies**. The goal of the presentations will be help students recognize and develop their potential to excel in Math and Science and to encourage them to pursue postsecondary degrees in math and science, and ultimately careers in the math and science profession.

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, September 15, 2021**

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

#### **WORKFORCE DEVELOPMENT & CONTINUING EDUCATION (WDCE) DIVISION**

WDCE classes are delivered fully on-line, with additional resources for academic support and remote testing.

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

- In July and August, the ABE/ESL Department launched the FY21 Consolidated Adult Education and Family Literacy Grant funded program. This MD Labor grant supports a total of 180 Adult Basic Education (ABE) classes and 84 English as a Second Language (ESL) classes each year. Free ABE and ESL classes start each month.
- In the Summer Term, the ABE/ESL Department, in partnership with Workforce Development, initiated two (2) new Integrated Education and Training (IET) programs for Certified Community Health Worker (CHW). This program pairs academic instruction with the workforce training program so students have additional support specific to their training program.
- The BCCC Refugee Youth Project (RYP), in partnership with Baltimore City Public Schools and the Mayor's Office of Employment Development (MOED) is hosted 25 English as a Second Language (ESOL) students in the International Summer Academy. This provided high school students college and career readiness activities as part of the Summer Youth Works Employment.
- Eight (8) Citizenship classes and one (1) Participating in American Life classes were held in the Summer Term, serving 103 New Americans. The college is also partnering with the Baltimore International Rescue Committee and other refugee and asylee serving organizations to support the increase in new arrivals, especially those from Afghanistan.
- On June 28<sup>th</sup>, the Mayors Scholars Program (MSP) Summer Bridge opened with some 32 English Language Learners transitioning to college. These students are enrolled in English Language Instruction (ELI) courses with additional partnership support from Maryland CASA.

***Workforce Development Program Development and Expansion*** – The Workforce Development (WD) Department enrolled more some 125 students in July and August and worked closely with the Career Services Office to support graduates transitioning to employment. Additional activities include:

- On June 28<sup>th</sup>, the Mayors Scholars Program (MSP) Summer Bridge opened with 34 Workforce Training Program (Continuing Education) students. These students are enrolled in Workforce Development programs with additional support for transition to employment.
- In July and August, more than 83 students benefitted from GEER 1, GEER 2, and Community College Relief Now funding scholarships. Students may select one of 15 training programs to complete as part of their career preparation and advancement.
- New cohorts for several training programs were initiated under current Contract Training Agreements. Goodwill supported a new cohort for Pharmacy Technician, University of Maryland Hospital sponsored



a cohort in Patient Care Technician (PCT), Johns Hopkins Hospital initiated two cohorts for CNA, and Concerted Care sponsored 17 students across several program areas (based on student interest).

- In partnership with Greater Baltimore Urban League, the college will provide a series of classes, including academic preparation and/or GED preparation, and Computer Literacy training for returning citizens to support their transition into employment.
- The Career Services team continues to work with hiring partners to place current students and graduates in employment. During the Summer Term, this office also conducted specific Job Readiness classes for cohorts of students preparing for Careers in Healthcare, including those from the UMMC Patient Care Technician (PCT) program, the Community Health Worker (CHW) Integrated Education and Training (IET) program, and BACH interns.

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

- In the Summer Term, more than 120 P-TECH students completed coursework in the chosen Career Pathway. These students also participated in Youth Works Summer Employment and related internships. Students at Carver High School are working with IBM and students from Dunbar are working with Johns Hopkins Hospital.
- Orientation for new P-TECH students and families includes print, social media, texting apps, and email. Incoming high school Freshman are provided information on course requirements for their Career Pathway as well as information about expectations and resources for college courses.
- In July, the P-TECH faculty participated in professional development sessions designed to increase support for Dual Enrollment students, enhance communication strategies, and update procedures for student performance reports.
- In partnership with City Schools and the Mayor’s Office of Employment Development (MOED), the college supported a total of 145 Youth Works students. Several BCCC programs serving Baltimore City youth, such the MSP Summer Bridge and Refugee Youth Project, include this option for students.
- From June 28<sup>th</sup> through August 6<sup>th</sup>, the college hosted the Summer Food Program on the main campus. Prepared, boxed meals (breakfast, lunch and snacks) were available for pickup at the main entrance. The college distributed more than 300 meals per day to Summer Bridge students, families and community members.
- Under contract with Baltimore City Schools, students from Renaissance Academy High School will enroll in the BCCC Venipuncture/Phlebotomy Workforce Training program. Upon completion/graduation, students will be assisted with employment placement.

## **ENVIRONMENT SERVICES AND FACILITIES**

***Environmental Services and Facilities*** – This department provides ongoing cleaning, maintenance, and repairs for all campus facilities. This team also supports set-up and break-down for campus special events, coordination of the mailroom, and property control. In addition, the department plans and manages capital and operating budget campus improvements projects in correlation with the 10-Year Facilities Master Plan.

- Over the summer, the Facilities and Environmental Services staff prepared for staff returning to campus and performing preventative maintenance, planting flowers, and another round of “deep cleaning.”

- As part of the on-going preparation for the Return-to-Campus, the indoor air quality testing results were completed and reviewed and mitigation strategies on improving the air quality on campus continued. Additional repairs have been completed.
- In June, the capital budget request for FY23 was submitted to the Maryland Department of Budget and Management (DBM) including 5 projects: Deferred Maintenance, the Learning Commons Renovation and Addition, the Nursing Renovation and Addition, the Facilities Building replacement, and a new Wellness Center, totaling \$116 million in total request over five (5) years.
- In July, the facilities planning team submitted the Part I-II programs for the Bard Demolition and for Deferred Maintenance to the DBM and the Department of General Services (DGS).
- In August, the facilities leadership team welcomed Geoffrey Boyd, Assistant Director for Capital Projects and Russell Watkins, Logistics Manager.
- September 1, the Board of Public Works approved the construction contract award for the Loop Road Improvements project, which is slated to begin in October.

## **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).

- In July, Public Safety supported the conclusion of Baltimore City Health Department COVAX site operations on campus. Support continues for the CVS COVID Testing and Vaccine site in South Pavilion, with Public Safety coordinating access and providing assistance to clinic staff and patients.
- In July, BCCC Police Officers completed yearly (re)certification training as mandated by the Maryland Police Training and Standards Commission. All eligible officers have completed the 32-hour annual in-service portion of training. Additional professional development sessions will include a virtual Police Communication Operator's in-service training program focused on post-pandemic dispatching, Next-Gen 911, and evolving communications technology.
- In July, BCCC sworn police officers attended and completed their annual firearms classroom instruction, training, and qualification requirements as mandated by the Maryland Police Training and Standards Commission. Instruction topics included fundamentals of marksmanship, legal aspects in the use of firearms such as criminal, civil, and administrative liability for misuse of deadly force, as well as care, safe handling and storage of firearms.
- In July and August, Public Safety continued support for the safe return-to-campus activities including several on-campus clinical programs such as nursing, dental and physical therapy. Public Safety members continue to enforce safety measures including mask-wearing and COVID screening procedures.

**Baltimore City Community College**

**CABINET UPDATE**

**Board of Trustees, September 15, 2021**

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

**BUDGET OFFICE**

1. **Launched Phase I of the Internal Budget Development Process:** Phase I of the internal budget development process was designed to pull cabinet together to have strategic conversation around 85% of the overall budgeted expenditures. PIN positions, Contractual Support, and Contractual Services account for the largest portion of the budget. Historically, the college hasn't had this level of transparency to plan internally and align resources with strategic priorities.
  - a. Created PIN template displaying all filled and vacant PIN positions for each functional area. This provides full transparency and enables cabinet level conversation around strategic planning and hiring.
  - b. Created Contractual Employee template displaying 5 years of contractual support (by employee) for each functional area. This provides full transparency and enables cabinet to strategically plan temporary resources and overlay the conversation with operational need.
  - c. Created the Contractual Services template displaying 5 years of contractual (outside) services for each functional area. This enables cabinet level discussions around consulting services and contractual services to better focus resources and initiatives to support students, offices and that support the College's strategic plan.

**2. Revenue Summary as of 7/31/2021**

Revenue Fund	Revenue Amount	Notes
General (Unrestricted)	\$12,342,677	(Includes Bookstore of \$43,461)
Restricted	\$ 79,872	(Includes WBJC of \$203,456)
<b>Total Revenue</b>	<b>\$12,422,549</b>	

**Unrestricted Revenue:** Total Unrestricted Revenue through July FY22 is \$12.3 M (9%) less than revenue through the same period FY20.

- Tuition & Fees (\$0.9M)\*: Despite increases in Summer I/II and Winter Session tuition revenue (\$510k), total tuition revenue through May FY21 lags FY20 due to decreased Fall revenue (\$1.1M) and Spring revenue by \$634k. Non-Credit Tuition through May FY21 is greater than FY20 by \$189k. Total other tuition/fee revenue is greater than FY20 by \$130k.
- Sales, Service, Aux & Leasing (\$1.6M): The rental revenue from the Lockwood property lease has not been received by BCCC resulting in a \$1.6M reduction in leasing revenue when comparing FY20 to FY21. Negotiations are in the final stage.
- Bookstore Revenues (\$242k): Overall reduction in all Bookstore Revenue categories in FY21 as a result both of reduced foot traffic in the store and the overall reduction in credit instruction.

\*Note: Prior to year-end accrual adjustments that could defer ~\$600k in tuition/fees for Summer II to FY22.

**Restricted Revenue:** Total Restricted Revenue through May FY21 is \$2.7M higher than the same period FY20. The receipt of CARES Act grant funding from DOE and State sources (\$3.7M) drives this increase. These funds have been used to offset specific COVID-related expenses and to support students via direct payments, tuition/fee remediation, computer connectivity assistance and increased delivery of

career training, et al. Net increases in revenue from WBJC (\$129k) due largely to a net increase in donations, memberships and underwriting revenues along with other third-party grant support for public radio through CARES Act.

**3. Expense Summary as of 7/31/2021**

Expense Fund	Expense Amount	Notes
General	\$ 511,437	(Includes Bookstore of \$-71,229)
Restricted	\$ (1,377,434)	(Includes WBJC of \$70,845)
<b>Total Expenditures</b>	<b>\$ (865,997)</b>	

**4. Unrestricted Expenditures:** FY21 Unrestricted expense savings (\$3.9M) from FY20 chiefly by PIN employee vacancies (\$3.2M). Other savings in contractual employees (including both adjunct and contract staff) total \$1.9M. Significant payments to Ellucian, the Banner ERP software and consulting services provider, were anticipated in the FY21 budget, but result in an increase of \$520k in Contractual Services expense compared to FY20.

**5. Restricted Expenditures:** FY21 restricted expenditures are being expended according to the restricted allowable expenses defined by their fund sources.

**6. State/Federal Reports Submitted:**

- Requisite bi-weekly reporting of program and spending State of Maryland (\$1.2M) Recovery Now funds provided to Department of Budget and Management (DBM).
- Revised spending plan for timing/use of ARP (HEERF 3) submitted to DBM.
- BCCC draft response to State JCR related to Mayors Scholars Program submitted to DBM.

**7. State/Federal Reporting Upcoming:**

- Reporting requirement to DBM for CARES Act funds appropriated by the State in FY21 to support Covid-19 related expenses (\$1,062,560) has not yet been defined but will be due prior to close of FY21.
- BCCC response to State JCR related to ERP project (Banner implementation) due to General Assembly by 7/16.
- Budget amendment to account for receipt of ARP (HEERF 3) award is prepared and will be submitted upon request from DBM.

**8. Operational Process Improvement:**

- The Budget team has created templates to gather PIN salary and operating expense assumptions from BCCC Cabinet as an integral part of a in-process budget development/resource allocation methodology for FY22/FY23. Workshops to review these templates with senior leadership are to be scheduled.
- The team has created a data validation process to support PIN budget reporting including key reports that summarize filled/vacancy, salary, job title categories.
- As part of the College’s ERP implementation, the Budget Director is actively contributing to both the Banner Chart of Accounts and the Banner HR Position Control modules. An evaluation of the Banner Budget Development module will be forthcoming.
- The team is focusing on documenting processes in the following areas: College insurance/risk management, FMIS user access/support, FMIS data validation, PIN reconciliation and reporting.

- The team is developing processes to regularly update intra-year (FY21) operating forecast.
- Budget team to create Current Year +1 forecast process.
- Ongoing efforts are underway to supplement monthly YTD College-level financial variance analysis. Monthly YTD budget reports to departments will be prioritized in FY22.
- Processes to prepare monthly expense projections by division will also follow Banner implementation.
- A deliverables calendar, outlining ongoing internal and external project work schedules for department is in development.

**OFFICE OF STUDENT ACCOUNTING**

**1. Highlights**

- Collaborated with Ellucian regarding process improvements as it relates to:
  - Tuition & Fee Assessment Rules
  - Financial Aid
  - Finance: System Education & Configuration of External Interfaces
  - Banner Configuration (e.g., fee assessment, holds, mapping)
- Collaborated with the Office of Financial Aid and Finance, an additional 2,980 students were recipients under the CARES ACT (**Institutional portion**) totaling **\$1.36M** as an incentive to pay off past due balances.

**CARES Act Analysis Breakdown**

System	Award Code	Total	Total Per System
SOAR	CI	\$ 650,583.57	
SOAR	CJ	\$ 612,625.37	
SOAR	PI	\$ 1,812.01	\$ 1,265,020.95
CERTS	CI	\$ 77,770.00	
CERTS	CJ	\$ 19,955.00	\$ 97,725.00
Total		\$ 1,362,745.95	\$ 1,362,745.95
Total Per Spreadsheet		\$ 1,362,745.95	\$ 1,362,745.95
Variance		\$ 0.00	\$ 0.00

**\*Award Code Definitions**

CI: CARES Act (HEERF I), CJ: CARES Act (HEERF II), PI: PBI Funds (Predominate Black Institutions)

**2. Student Accounting Communication Updates**

- Payment reminder communications were sent to students regarding “Method of Payment” (Fall 2021 Semester).
- Communications were sent to students notifying them of their outstanding refund statuses (e.g., uncashed, undeliverable, etc.).
- Collaborated with the Office of Admissions regarding students under international students under VISA 2 & 3 statuses associated with outstanding receivables for Fall ‘21 semester.
- Notified students of their eligibility of the CARES Act Award (Institutional portion).

**3. Operational Process Improvements**

- Established a “Student Financial Services” group between the Offices of Financial Aid Office to streamline the disbursement process and setting up a disbursement schedule.
- Collaborating with the Admissions Office streamlined the process for identifying specialty population students.

- Coordinating with Senior Leadership and the Directors of Student Affairs to generate an Operational Calendar for the Fall 2021, Winter 2022, and Spring 2022 semesters, respectively.
- Reviewing and updating the “Policies & Procedures” Manual for the Office of Student Accounts.
- Analyzing credit balances for submission to the State under “Unclaimed Property”.

**4. Banner Office of Student Accounts Implementation Schedule**

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

Summary of Upcoming Events		
Transition Schedule Summary	Target Timeframe	Status
Advisory Support for AR Data Conversion Load	Summer '21	August 2021
Train to Fee Assessment & Student AR - Preparation	Summer '21	August 2021
Fee Assessment & Student AR – Follow Up	Summer '21	August 2021
Student AR Management – Security Roles	Fall '21	September 2021
Student AR – Fee Assessment	Fall '21	September 2021
Banner – Financial Aid – R2T4 Overview	Fall '21	September 2021

**PROCUREMENT**

**1. Bookstore**

- Textbooks and shipping was free to all students registered for summer 2021 session classes.
- Between May 10, 2021 and August 12, 2021, the bookstore sent 3116 Summer 2021 textbooks/access codes to students, which totaled \$269,147.85.
- Shipping for textbooks is free to all students for fall 2021.

**2. Operational Process Improvements**

- Procurement has started drafting the procurement manual to include board approval updates as well as the \$500K procurement authority passed in the 2021 Legislative Session. Upon completion of the draft, the procurement director and Vice President of Finance will review for approval.
- Procurement continues to maintain a system to better track all requisitions from assignment to award. This will keep all awards on track. It will also enable better tracking of expiring contracts that need renewal. This will allow the college to begin the process of contract renewal or procuring successor contractors in a timely manner to ensure fewer lapses of essential services and/or retroactive contract approvals.
- Procurement continues to identify areas in which departments need to be trained on their roles and responsibilities in the procurement process. Training will be developed to educate departments in the areas identified.

**3. Other Business**

- Banner training for Procurement has continued. Training sessions conducted by the vendor were completed, and self-training continues. Procurement will be training all departments on how to submit requisitions in the new system.
- The processing of requests from the bookstore for summer session is ongoing and will be prioritized to ensure timely arrival of books.

**CONTROLLER'S OFFICE/GENERAL ACCOUNTING/GRANTS/FOUNDATION**

**1. Single Audit**

- The Single audit for the State of Maryland began in April 2021 by Clifton Larson Allen. The audit work has been completed. BCCC is waiting for the combined State of Maryland audit report to be issued.

**2. Howard P Rawlings Audit**

- The Controller's Office and General Accounting are working with Student Affairs Division to facilitate providing the information to Clifton Larson Allen. The Office of Financial Aid provided the paper documents, and that information was uploaded to the SharePoint site.
- The auditors recently provided another listing of open items and the various departments in Student Affairs and the Bursar's Office are working to obtain the items requested.

**3. Ellucian Banner Update**

- The Controller's Office has been working with IT Services regarding the information transfer between FMIS and Banner.
- The Controller's Office has been working with IT Services on the vendor information on the mapping from FMIS to Banner.

**4. Middle States**

- The Controller's Office worked with the Office of Institutional Research to provide the Financial results of the Annual Institutional update for the most recent year and prior year.

**5. BCCC Year-End Closing**

- The Controller's Office and General Accounting have completed the closing in the State system, FMIS. The State of Maryland closing package was submitted to the General Accounting Division (GAD). The trial balances and supporting schedules are being prepared and the Controller's Office is working with the auditors to provide the requested information.

**6. BCCC Foundation Year-End Closing**

- The General Accounting department is working to close-out the BCCC Foundation and has begun to prepare the necessary information for the auditors.

**7. CARES ACT Spending (HEERF I & II)**

- The Controller's Office continues to work closely with the Bookstore to track the bookstore purchases and shipping charges. Summer Books that were provided to students at no-charge and the CARES ACT – Institutional Funds covered these expenses.
- The Controller's Office is working with the Bursar's Office to distribute approximately 1.4 million dollars of COVID Relief funds to students to assist in paying off the student balances.
- The Controller's Office and Budget Office are tracking the expenditures related to the Student Spending (HEERF I), the Institutional Spending (HEERF I & II), the GEER Spending (I & II), the PBI Spending (HEERF I), and the Recovery Now funds. The Controller's Office continues to work with WDCED to track the balance of the Recovery Now funds.
- The Institutional CARES ACT funds, Student CARES ACT funds, and PBI CARES ACT funds have been exhausted.

**8. Grant Reporting**

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

**ACCOUNTS PAYABLE**

1. The Controller’s Office and Accounts Payable worked closely with Procurement to assist in proving information to potentially convert to Purchase orders prior to June 30.
2. Accounts Payable closed the purchase orders required to be closed by the State of Maryland.
3. The Accounts Payable staff continues to provide support and information to departments that need to enter requisitions to clear up old invoices.

**4. Total Payables**

Summary	Totals
<31	219,845.45
31-60	34,248.34
61-90	89,030.95
>90	15,143.44
<b>Grand Total</b>	<b>358,268.18</b>

**1. A/P Overall.**

- Overall balances are lower than year-end and majority of balance (approximately 61.3 percent) relate to current invoices received.
- Invoices greater than 90 days significantly.

**2. A/P Over 90 Days**

- Contributing Factors - For vendors who mail their invoices, getting these invoices timely is an issue. In some cases, contract renewals are needed.
- This category is significantly lower than last month.

**3. A/P Corrective Action Plan (CAP)**

- To address outstanding payables, the A/P staff has continued to implement the following processes:
  - Continue to communicate with vendors to convert the invoice delivery via email rather than US Mail. An additional effort is being made to communicate with the vendors that continue to send invoices through the US Mail to send them through the Accounts Payable email address.
  - Continue to work with the various departments to clear up any outstanding invoices including getting requisitions entered and purchase orders created.
  - Accounts Payable is requesting the assistance of the Procurement Office to assist departments in getting requisitions entered.



## **Baltimore City Community College**

### **CABINET UPDATE**

**Board of Trustees, September 15, 2021**

*Mr. Stephan Byam, Chief Information Officer*

### **TECHNOLOGY**

#### ***Enterprise Resource Planning (ERP) Project***

##### **Joint Chairmen's Report (JCR)**

The College has successfully submitted its report on the ERP in the Joint Chairmen's Report which was due to the State on July 5<sup>th</sup> 2021. This report detailed the progress of the ERP since the last report which was submitted in July of 2020.

The report described the College's procurement activities leading up to the acquisition of the Banner ERP, including, the pre-bidding conference; financial proposals; contract negotiations; implementation teams and implementation roadmap.

##### **Information Technology Project Request (ITPR)**

The College has successfully submitted its Fiscal Year 2023 (FY23) Information Technology Project Request to the State's Department of Information Technology (DoIT).

ITPRs are required when an agency has a Major IT Development Project, which the College is undertaking with the ERP Project. "Major Information Technology Development Project" means any information technology development project that meets one or more of the following criteria:

1. the estimated total cost of development equals or exceeds \$1 million [BCCC's ERP Project is approximately \$16M];
2. the project is undertaken to support a critical business function associated with the public health, education, safety, or financial well-being of the citizens of Maryland; or
3. the Secretary determines that the project requires the special attention and consideration given to a major information technology development project due to:
  - (i) the significance of the project's potential benefits or risks;
  - (ii) the impact of the project on the public or local governments;
  - (iii) the public visibility of the project; or
  - (iv) other reasons as determined by the Secretary.

The College believes it has sufficient funding for the ERP project and has not requested any additional funding for FY23 except for \$50,000.00 for Project Oversight, which is the cost the College is required to pay to the State.

##### **Implementation Engagements**

The Ellucian/Banner implementation engagements have continued throughout the months of July and August with efforts focused on Finance (including Finance integrations), Human Resources, Financial Aid and Student.

At this point in the project, the team is working to re-baseline the schedule for the project as it is becoming a challenge with the pace of work. Re-baselining will mean that the targeted dates for the implementations will have to be rescheduled as a new schedule is forecasted.

## **Data Migration**

A decision was made to reload the round 1 General Person (students, employees and vendors) data extraction due to the large number of errors in the first load.

The plan for the second round General Person data extraction was subsequently changed to include separate data migrations for vendors, students and employees. This change in plan occurred in order to minimize the number of manual updates in Banner that would be needed for functional areas including student and employee data prior to student and HR Go-live dates. The vendor data extraction was successfully completed on 6/24/2021.

Financial Aid round 1 data was successfully loaded into Banner on 5/24/2021. This load will be used for testing and data validation in the coming weeks.

Finance Vendor round 2 data was successfully loaded into Banner on 5/31/2021. This load will be used for data validation and data mapping in Banner in the coming weeks.

General Student round 1 data was loaded into Banner on 7/26/2021.

Academic History round 1 data was loaded into Banner on 8/2/2021.

Overall (Holds and Testing data) round 1 data was loaded into Banner on 7/26/2021.

Human Resources Position control round 1 data was loaded into Banner on 8/30/2021.

Human Resources Leave Balances round 1 data was loaded into Banner on 8/30/2021.

## **State Interfaces – Financial Management Information System (FMIS)**

The testing of the integrations are still underway.

Integration of Banner to FMIS vendor data updates has been completed and tested as of 9/1/2021.

## **IT OPERATIONS**

### *Enterprise Applications Services (EAS)*

#### **Enterprise Resource Planning Operations**

### *Infrastructure, Systems and Telecommunications*

#### **Phone Deployment**

The Infrastructure team deployed new phones to the radio station and is beginning the process of deploying phones on the main campus. These new phones leverage the College's Microsoft Teams software and replaces the dated Cisco phone system. These phones will be deployed in phases where the individuals whose telephone numbers have already been migrated to Microsoft will get priority.

*Information Security*

**Office of Legislative Affairs (OLA) Audit**

The Office of Information Technology Services (ITS) has received just one request from the OLA Auditors over the course of the last 60 days to which the College has responded. The Chief Information Officer requested a status of the audit from the Auditors on August 27<sup>th</sup>, and received a response indicating that the Audit would be complete two weeks from that date.

*Client Services*

The Client Services team has continued to support the deployment of laptops to both students and staff . To date, the Client services team has been able to distribute laptops to faculty and staff and laptops to students, through the Student Affairs Office.

Additionally, the College extended its agreement with Comcast in order to continue to support students that have indicated they need internet access for their studies in the virtual environment. Students have been able to submit their request to the Office of the Registrar, which in turn provides the students with an access code that they use to establish an account for service at their homes. The cost to the College is a nominal \$9.99 per month, per student.

## **Baltimore City Community College**

### **CABINET UPDATE**

#### **Board of Trustees, September 15, 2021**

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

### **GRANT ADMINISTRATION**

June tasks encompassed grant reporting deadlines and closeouts, identification of grant research tools, new grant opportunities and submissions. The activities were conducted in collaboration with the Finance Office, Workforce Development and Continuing Education, Academic Affairs, Student Affairs, and the Office of the President. During this period, the Grants Development team continued to enhance the effectiveness of its Grants Office SharePoint system in the area of grants administration and management for ready usage college-wide.

- **BCCC-Campus Compact Mid-Atlantic AmeriCorps VISTA Project**

In June, as part of its effort to bring a mathematics tutor to the College beginning in Summer 2021, the BCCC-Campus Compact Mid-Atlantic-AmeriCorps VISTA working group entered the final stages of recruiting and vetting a tutor candidate.

- **CareFirst BlueCross BlueShield Nursing Equipment Grant Closeout**

BCCC spent out the remaining \$45,000 of its CareFirst BlueCross BlueShield Nursing Equipment Grant after verifying receipt of hospital beds from vendor Med-Mart and resolving the delay in an invoice required to process payment.

- **Maryland Higher Education Commission (MHEC) GEER I Funds**

The fourth quarter of the BCCC GEER Scholarship Program continued to provide valuable workforce training and employment placement for those impacted by the pandemic. In Quarter 4, GEER students completing their workforce training were provided job placement services and support for attainment of industry certifications and licensure.

The College continued to provide outreach, recruitment and intake activities during the spring and summer terms (April-June), especially for its newest program, Certified Community Health Worker (CHW). As a result, two student cohorts began training in July 2021. The program stems from a partnership with Johns Hopkins Hospital and the University of Maryland Medical System to deploy much-needed professionals in response to the COVID-19 pandemic.

a. Number of students served: Total = 166 to date (30 Q1 + 100 Q2 + 25 Q3 + 11 Q4)

b. Activities to date:

- Outreach and Recruitment: ongoing recruitment of students impacted by the COVID-19 pandemic

- Intake, Orientation and Registration: ongoing student orientations between October and December

- Training Enrollment, with Career Services: Total of 166 students across five programs

c. Date of Activities: Quarter 1-4 summary, as follows:

- Outreach: Ongoing through social media, website postings, and partner-agency referrals

- Intake/Orientation: Weekly information sessions for Healthcare programs

- TABE Testing and Registration: Placement requirements and referral for academic support
- Workforce Training Program Classes: Schedules vary by program (generally three days per week)

Work progressed in July 2021 to archive closed grants, articulate future sustainability needs, update the Office SharePoint system for FY22 grant reporting dates and missing content, and establish the FY22 meeting schedule with grant Principal Investigators (PIs). To prepare for the 2022 FY and Professional Development Week Aug. 16-20, Office of Grant Development staff participated in a Retreat to refine Grants Administration Tools inclusive of work- and spend plans for all new and continuing grants to assist campus colleagues to oversee funded programs under their purview.

***Grants Awarded:***

- **Maryland Department of Human Services (DHS) and Baltimore City Community College (BCCC) Supplemental Nutrition Assistance (SNAP) Employment & Training (E&T) Program**

The SNAP E&T program helps SNAP participants gain skills and secure work that moves them forward to self-sufficiency. Through SNAP E&T, SNAP participants have access to training and support services to help them enter or excel in the workforce. The programs also help to reduce barriers to work by providing support services – inclusive of but not limited to transportation and childcare – as participants prepare for and obtain employment. Under federal mandate, the State of Maryland is required to operate SNAP E&T programs, receiving federal funding annually to operate and administer the program. The proposed SNAP E&T at BCCC program will cover tuition, fees, and associated costs for approximately 100 participants in workforce training and GED coursework. Each participant will have access to workforce training programs with job readiness and job placement services. **Total Grant Award \$636,783 + 50% Match FY22-23**

- **Maryland Department of Human Services (DHS) and Baltimore City Department of Social Services (DHS/BCDSS)**

Baltimore City Community College (BCCC) will provide occupational skills training and instruction for up to 3,000 unique BCDSS customers over a three-year period. BCCC has five campus locations with training labs for each Workforce Development program. Each student will be trained on state-of-the-art equipment by subject matter expert instructors who will provide hands-on training. Regardless of the student's education level, workforce experience, or background, BCCC will work closely with each student to help them develop technical and job-readiness skills as well as success in employment. Each student participating in the program will also complete with an industry recognized credential allowing them to obtain employment at a living wage. **Total Grant Award \$4,827,276 FY22-25**

The Grants Development Office used the majority of the month of August to align the Grants Management System for use college-wide. This consisted of updating the SharePoint central repository and providing college-wide staff development for all Deans, Directors and Project/Principal

Investigators (PI). Follow-up meetings occurred on August 20 and 27, allowing appropriate grant owners to confirm external reporting deadlines and assist with proper placement of related grants to the appropriate locations. The Grants Administration files are comprised of the following information: RFP/RFA Solicitation; Proposal Narrative/Application; Budget Forms/Amendments; Award/Denial Notification; Performance/Financial Reports; Supplemental/Miscellaneous Documents; and, Close-out/Sustainability Plan.

- PIs and respective Deans/Directors assumed responsibility for providing and updating identified missing files. The outcome resulted in updating the FY22 Grants Development External Reporting Schedule with confirmation of grant range; pending and reporting dates chronologically; and, insertion of missing grant documents.
- Grants Development with direction from the Office of the President, secured a six-month no-cost extension for three months for the College's One Step Away grant for Near-Completer students, with the Maryland Higher Education Commission (MHEC).
- The Office requested Pre-Approval to apply for the State's new Law Enforcement Training Scholarship grant which will provide up to \$5,000 in any fiscal year to fund Professional Development training for BCCC Police officers and personnel.
- The Office facilitated eRA Commons permission and access during August for key PIs who will oversee College grants with the National Institutes of Health: Harriet Kamendi, PhD who was recently hired to direct the BCCC Biotechnology Program and courses; and John Schaumloffel, PhD, Dean of the School of Business and STEM.
- The Office finalized a Work Plan template for all grants under its purview and is currently customizing the Work Plan to each grant in its inventory. This will guide performance and track spending.

## **Baltimore City Community College**

### **PRESIDENT'S UPDATE**

#### **Board of Trustees, September 15, 2021**

*Ms. Lyllis M. Green, Chief Internal Auditor*

### **INTERNAL AUDITS, REVIEWS, and INVESTGATIONS**

The Office of Internal Audits continues to collaborate with various offices and divisions in mitigating or resolving issues related to:

- Internal investigation
- Assisting and responding to prior audit findings and requests from the legislative auditors (OLA).
- International Students' Process Review.
- Enterprise Resource Planning (ERP) system.
- Strategic Planning process.
- Return to campus plan and the Office of Internal Audits' move from Harper Hall.
- Affirmative Action Plan\
- Annual Equal Employment Opportunity Commission Plan

Offices and divisions include but are not limited to Human Resources, General Counsel, Assistant Attorney General, Finance and Administration, Information Technology Services (ITS), Student Affairs, Cabinet, Workforce Development and Continuing Education (WD CED).

### **EXTERNAL AUDITS**

#### *Legislative Auditors (OLA)*

The IT (Information Technologies) portion of the Legislative which began on April 5, 2021, is still underway. The auditors have completed their fieldwork and are in the process of performing follow-up tasks based on their supervisor's review of fieldwork documents. Internal Audit and Information Technology staff are working together to assist and provide documentation for the IT audit.

The Fiscal/Compliance portion of the OLA audit began in December 2020 with an anticipated field work completion during April 2021. The Fiscal Compliance portion of the Legislative Audit continues with requests and follow-up questions from the auditors. A meeting to review Discussion Note Items with the auditors is scheduled for September 14, 2021. The Discussion Notes meeting will provide information on the likelihood of findings that will be included in the final report.

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

<i>Finding</i>	<i>Recommendation (Excerpts from November 2017 OLA Report)</i>	<i>Observations</i>	<i>Status @ 08/31/2021</i>
1. facilities planning and operations	<p>We recommend that BCCC:</p> <p>a. use existing Statewide contracts for the procurement of goods and services, when available;</p> <p>b. discontinue the practice of artificially dividing purchases to circumvent State procurement regulations and lessen its purchasing power;</p> <p>c. comply with State procurement regulations for competitive procurement, including the use of written contracts and the publication of solicitations and awards on <i>eMaryland Marketplace</i> and (repeat);</p> <p>d. ensure that vendor invoices contain sufficient details to determine the propriety and reasonableness of the services performed and amounts billed;</p> <p>e. conduct thorough reviews of vendor invoices, including those related to the aforementioned payments, investigate and resolve any discrepancies, and recover any amounts that are determined to be improperly billed; and</p> <p>f. consult with the Office of the Attorney General – Criminal Division before taking any actions related to the questionable payments noted, and refer any other questionable activity to the Office of the Attorney General – Criminal Division and advise the Governor’s Chief Legal Counsel.</p>	<p>a. Existing statewide contracts are being used when available or practicable.</p> <p>b. It is expected that processes will improve upon the hiring of a Facilities Director including the complete implementation of procurement recommendations and consistent reviews of vendor invoices.</p> <p>c. One of the procurement office vacancies was filled to ensure compliance with procurement regulations.</p> <p>d. Reviews are being performed to determine the propriety and reasonableness of the services performed and discrepancies are investigated for resolution.</p> <p>e. Recovery attempts are made for improperly billed invoices.</p> <p>f. Both the College’s General Counsel and the Office of the Attorney General are consulted regarding questionable activities.</p>	<p>a. Implemented</p> <p>b. Implemented</p> <p>c. Implemented</p> <p>d. Implemented</p> <p>e. Implemented</p> <p>f. Implemented</p>
2. corporate purchase cards,	<p>We recommend that BCCC</p> <p>a. prohibit cardholders from sharing their cards with other employees; and</p> <p>b. ensure that proper documentation, such as itemized vendor invoices, is obtained to support all CPC transactions (repeat).</p>	<p>a. The College implemented additional controls over corporate purchase cards including a reduction in the number of cards issued.</p> <p>b. Monthly receipts/invoices of CPC transactions are obtained and compared to the monthly statement of CPC activity. All discrepancies are investigated.</p>	<p>a. Implemented (includes repeat finding)</p> <p>b. Implemented</p>
3. Payroll	<p>We recommend that BCCC ensure that salary increases and incentives are</p>	<p>Salary increases and incentives are supported by Payroll Action Requests (PARs) that are signed and approved by the employee’s supervisor, vice president, and the budget officer. Periods of non-compliance occurred</p>	<p>Implemented</p>



<i>Finding</i>	<i>Recommendation (Excerpts from November 2017 OLA Report)</i>	<i>Observations</i>	<i>Status @ 08/31/2021</i>
	appropriately justified, in accordance with the terms of employment contracts, and approved by the Board of Trustees, as required.	during 2017 – 2020 when executive vacancies were experienced in the President’s Office, Human Resources, VP Administration & Finance, Facilities, and Budget Offices.	
4. affiliated foundation,	We recommend that BCCC establish a comprehensive agreement with its foundation that establishes formal goals and outcomes for the foundation and identifies the related BCCC funding to be provided. In addition, the foundation agreement should identify any planned steps or actions to enhance fundraising and/or reduce non-scholarship costs.	Compensating controls included a supplement to the agreement with goals, plans and the related BCCC funding. The agreement between the Foundation and BCCC expired in June 2020. During 2020, the Foundation experienced a change in leadership and a new agreement needs to be executed.	Implemented with compensating controls through June 2020. Pending evidence of an executed current agreement.
<b>Information systems (2),</b> 5. <b>Sensitive Personally identifiable information (PII)</b>	We recommend that BCCC: a. perform a complete inventory of its systems and identify all sensitive PII,  b. determines if it is necessary to retain this PII and delete all unnecessary PII, c. determines if all necessary PII is properly protected by encryption or other substantial mitigating controls, and  d. updates its databases and systems with encryption capability and then	a. The college’s ITS is in the process of resolving this finding with security software that can identify PII information on all servers in the network, and delete all unnecessary information stored on these servers. The college’s ITS Lead Administrator confirmed that Proofpoint configuration shows that the software captured the entire PII or sensitive data on all active workstations, servers and laptops linked to the network. ITS staff have been fine tuning the search categories to determine the functional areas that should have access. The Internal Audit review was performed on the Proofpoint agent dashboard on 08/31/21, for the last 7 days and confirmed that the process is in place.  b. All necessary PII will be properly protected.  c. This exercise will not be completely performed or resolved until all the workstations are up and running. As of 8/16/21, internal audit test results show that the PII email encryption system is working as intended. The email encryption process in place blocks and alerts all email transmissions containing Social Security Number (SSN) to email addresses that are external to the network without adequate encryption. However, it does not prevent or protect transmission within the network. d. The College is planning to develop a unique student identifier to eradicate the use of social security number for identification. This is a feature of the new Banner system that was	a. Partially implemented.  b. Not implemented.  c. Partially implemented.  d. Partially implemented.

<i>Finding</i>	<i>Recommendation (Excerpts from November 2017 OLA Report)</i>	<i>Observations</i>	<i>Status @ 08/31/2021</i>
	encrypt all sensitive PII not otherwise properly protected or employ other substantial mitigating controls to protect this data (repeat).	observed during the training sessions. The College has implemented some information security measures such as truncating social security numbers on the network and encrypting email attachments with PII.	
<b>6. Malware protection for BCCC computers was not sufficient</b>	<p>a. ensure, on an ongoing basis, that all active computers have current signature files, and up-to-date malware protection software installed, and operational;</p> <p>b. limit the assignment of administrative rights on workstations to specific system/network administrators and those users specifically allowed such rights, with any such assignments to non-information technology administrators being justified, approved, documented, and regularly reviewed to determine whether they are still needed (repeat); and</p> <p>c. ensure that all workstations are kept up-to-date for critical security related updates for commonly vulnerable applications (repeat).</p>	<p>a. ITS implemented a process for all active computers to have up-to-date malware protection software, current signature files, and are operational. Consistent reviews are performed by ITS and the IT Auditor. Unapproved users identified in the Local Admin group were in the process of review and/or resolution.</p> <p>b. The process was initiated in June 2020 with full implementation during August 2020. Procedures are being developed with cooperation from the Office of Human Resources to ensure timely notification of assignment and removal of administrative rights. The last test was performed on 3/11/21.</p> <p>c. The malware protection reporting is up to date for all workstations that are powered up on campus. The plan to update workstations that are not powered up will be completed as ITS staff return to campus and gain access to offices where the workstations reside. The malware protection software provides reports as evidence that workstations are updated. The IT Auditor reviews the reports and confirms that internal controls over security applications are working as intended.</p>	<p>a. Implemented and ongoing.</p> <p>b. Implemented and ongoing.</p> <p>c. Implemented and ongoing.</p>
7. cash receipts	<p>We recommend that BCCC</p> <p>a. restrictively endorse checks immediately upon receipt, and</p> <p>b. ensure that receipts are deposited timely.</p>	<p>a. Checks are restrictively endorsed upon receipt.</p> <p>b. The location of the mail room and cashiers' office have been moved to ensure timely processing of checks.</p>	<p>a. Implemented</p> <p>b. Implemented</p>
<b>8. equipment</b>	<p>We recommend that BCCC</p> <p>a. ensure that the equipment records are complete and accurate;</p> <p>b. investigate the aforementioned missing equipment and take appropriate corrective action;</p> <p>c. conduct documented physical inventories of sensitive and non-sensitive equipment, as required, and reconcile the results to the detail inventory records; and</p>	<p>a. The College expects to address this issue now that a new director of facilities is on board.</p> <p>b. The equipment reported as missing has been identified and deployed.</p> <p>c. Resolution is pending procurement of an inventory service or tools to perform an inhouse physical inventory.</p>	<p>a. Partially implemented.</p> <p>b. Implemented</p> <p>c. Not implemented.</p>

<i>Finding</i>	<i>Recommendation (Excerpts from November 2017 OLA Report)</i>	<i>Observations</i>	<i>Status @ 08/31/2021</i>
	d. refrain from purchasing equipment that is not needed for immediate use.	d. All equipment must have a justified need that is approved at the executive leadership level.	d. Implemented
<p>Note: The complete OLA, November 2017 report can be viewed at:  <a href="https://www.ola.state.md.us/Search/Report?keyword=&amp;agencyId=5a8ac903cc9d721804e01114&amp;dateFrom=&amp;dateTo=&amp;reportTypeId=1">https://www.ola.state.md.us/Search/Report?keyword=&amp;agencyId=5a8ac903cc9d721804e01114&amp;dateFrom=&amp;dateTo=&amp;reportTypeId=1</a></p>			

## **Baltimore City Community College**

### **CABINET UPDATE**

#### **Board of Trustees, September 15, 2021**

##### *Advancement & Strategic Partnerships*

### **COMMUNICATIONS/MEDIA RELATIONS**

#### Media Mentions

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

- June 11, [In loving memory of Martha Trulester Dortch Wagstaff](#), Washington Afro
- June 12, [\\$195K Awarded to Maryland Nurse Faculty from MHEC](#), Eye on Annapolis
- June 21, [Harford Community College Joins the Maryland Community Colleges Jobs Consortium](#), I95 Business

#### Content writing/editing

- Publications
  - A Community Engagement publication is being finalized.
- Newsletter
  - Three editions were released to Faculty/Staff.
- Writing/Editing
  - Communication writing included advisor for Poly Senior Fest and Board minutes.

### **Marketing**

The College developed a community engagement brochure, adding additional information regarding free food, free internet, and Workforce development efforts for those impacted by COVID or other barriers to employment. Additionally, the College is seeking to build partnerships with churches, retail, and non-profit organizations to better serve the community.

Additionally, the College is developing efforts for our Workforce Development division by consolidating the array of program cards and materials into one cohesive publication. We are also completing a review of the Workforce Development web pages to bring clarity to the process and add images and updated information.

#### Rebranding

Efforts continue to evaluate and replace the website CMS, which includes researching information regarding best-practices, and third-party feedback of the current site. Reformatting the current web pages in an effort to strengthen and simplify copy while making pages more engaging. Additionally, we will participate in information presentations by third-party CMS vendors, media buyers, and brand experts to further develop our brand building goals.

#### Branding & Awareness

The department developed suggested creative for consideration by the Cabinet to consolidate Make It Happen campaigns with the introduction of the 75<sup>th</sup> anniversary. This one campaign requires additional conversation and feedback, however leveraging both campaigns into one extended, larger campaign could potentially double the advertising benefit while reinforcing an awareness campaign tied to BCCC Making It Happen for 75 years.

- A complete review of signage for the CUBE, bus, and bus shelter signage is pending final approval by Procurement.
- New signage for Liberty Heights, Towanda, West Pavilion, and main campus, with draft designs consolidating Make It Happen and BCCC's 75<sup>th</sup> anniversary rollout.

- Final letterhead
- Several newly branded videos were developed in-house for use on web pages, social posts, and digital advertising. These videos are both introductory and targeted toward MSP, Dual Enrollment, and Workforce Development
- Final edits to the current version of the Community Engagement publication are being made, while a new design is being conceptualized.

#### Market Research

- Solicited free third-party feedback about the BCCC website, enrollment, and social media platforms. This information is being used to develop creative changes and content proposals to ensure that the BCCC story and its brand are positively impacted while improving the complete user experience on our website, using social media, and in the enrollment campaigns we create. Ongoing research is planned.
- Additional CMS third-party information sessions are being developed by vendors as we continue to gather information about what software options are available to us.
- Institutional Research provided new research on statistics for the College, which we will use to update stats in our various publications.

#### Enrollment Campaigns and Metrics

- The College approved a plan to begin purchasing PSAT and SAT lists from the College Board, the sole source provider of this information. Once the list is received, a long-range marketing plan has been developed in tandem with Admissions with the desire these high-school age students to BCCC prospects.
- The Summer 2021 Campaign is complete. Below are stats regarding the reach, engagement, clicks and volume of website visits the College received as a result of the integrated campaign:
  - Total reach achieved: 978,600
  - Post engagement: 30,985
  - Link clicks: 22,213

#### Campus Beautification

- A new fall Register banner has been designed and is in production
- New international flags have been ordered for the main campus
- New pole sign designs that combine with the 75<sup>th</sup> Anniversary with enrollment campaigns are pending feedback and consideration

#### Website Highlights

- The College continues to make edits that improve the Website user experience while also investigating longer term CMS platform solutions. Additional external information from third-party analysis has been received as we analyze the current site as compared to Google and general public need.
- The Webmaster concentrated on a website content schedule while also working to replace old logos, place new images, and create a better user experience on Admissions website pages.
- In keeping with new brand standards, the Webmaster worked with Blackboard to unify our school colors on the web pages.
- Marketing department worked to modify the current CMS platform homepage to BCCC colors and reviewing third-party wrappers to ensure they meet brand standards.
- 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)

- Coronavirus Updates
  - Renewed Alert Banner
- Board of Trustees – June meeting agenda
- Billboards
  - Juneteenth Billboard
  - Free Summer Session Textbooks Billboard
  - LGBTQ+ Pride Month Billboard
  - MSP Billboard
  - Pure and Applied Mathematics Billboard
- Information to know
  - Congratulations 2021 Valedictorian Kendae Keziah Arnulf
  - BCCC President Dr. McCurdy Discusses Free textbooks for Summer Classes on WBJC
- Headlines
  - President Debra L. McCurdy’s Statement on Anti-Asian Violence and Xenophobia
  - Baltimore City Community College Joins Community College Awareness Month Campaign, #CCMonth
  - Baltimore City Community College Continues Free Textbooks Initiative for Summer 2021 Classes
  - High School Student Graduates From Baltimore City Community College, Receives Valedictorian Highest Honor
  - Juneteenth (June 19) Declared a Federal Holiday
- Routine Website Maintenance and Webpage Content Updates
  - Respiratory Care webpage update
  - BCCC Directory Updated
  - ABE webpage update
  - Basic Skills Prep webpage update
  - Website review for errors
  - Analytics review
  - Nursing webpage update
  - Scholarship's webpage update
  - Payroll webpage update
  - President’s cabinet update
  - Career’s webpage update
  - COVID19 webpage update
- Other
  - ITS Security Awareness training 3 (Social Engineering)
  - Acalog Training
  - Annual Review
  - Infosec Online Security training
  - Modern Campus meeting
- Ongoing
  - Reworking of hub pages project (Future Students)
  - Future Students (site map version 2)
  - SharePoint training and research
  - Commencement planning meetings
  - Strategy 1 Subcommittee meetings
  - Updated colors to BCCC website
  - Website color change

- Website Slideshows
- Student testing proposal

### Website Analytics

- Home page: Unique (new) pageviews are down from the prior year by 8.57%, or a decrease of 20,646 new visitors
- Apply page: Unique (new) page views are **up from the prior year by 120.87%, or an increase of 5,067 new visitors**
- Register page: Unique (new) page views are **up from the prior year by 241.85%, or an increase of 5,149 new visitors.**
- MSP page: Unique (new) page views are **down from the prior year by 22.61%, or a decrease of 545 new visitors.**

Website Overview: June 1 – June 27, 2021 vs June 1 – June 27, 2020

### Creative Design

- During the month of June, the College worked to execute the Summer 2021 Marketing Campaign, while developing creative for integrated efforts on the website, department and program pages.
- Additional edits and modifications to the new Brand Style Guide were made.
- Branding efforts were completed for new BCCC and presidential letterhead, with final designs pending approval.
- Several Workforce Development, introductory, Mayor’s Scholars and Dual Enrollment in-house videos were designed and are pending further discussion/approval.
- Several official holiday, program, enrollment, and other billboards were designed for use on the website home page.

### Future Plans

- Research :15 & :30 commercial details, including media buy cost for network and cable television, social platforms, and embedding on key web pages
- Research brand building ideas and media buy options, including requesting information and presentations by third-party agencies or vendors. Ideas include moveable digital signs, church, food or other partnerships, high school newspapers or websites, and a Mondawmin Mall takeover.
- Continue developing introductory videos to showcase the BCCC brand
- Research and request bids for a new virtual tour or series of short virtual tour videos (TBD)
- Finalize all components of the Fall 2021 Integrated Campaign
- Continue working with 75<sup>th</sup> Anniversary brandmark design, with integration into the Fall 2021 Marketing Plan
- Plan a late summer/early fall photoshoot and request bids
- Seek approval on street pole sign replacement

### Enrollment Campaign Stats Summarized

Summer 2021 Marketing Campaign Summary  
Run Dates: April 6 - June 28, 2021

Platform Stats				Website Stats: 2020				Website Stats: 2021			
Advertising Platform	Reach	Post Engagement	Link Clicks	Pageviews	Unique Page Views	Time on Page	Bounce Rate	Pageviews	Unique Page Views	Time on Page	Bounce Rate
Facebook/Instagram	219,600	30985	10313								
Google	759,000		11900								
Apply Web Page Unique Visitors				11,670	8,773	00:01:57	52.62	26,330	10,620	00:00:52	10.21
Register Web Page Unique Visitors				6,610	5,166	00:01:45	30.10	22,664	9,589	00:01:19	11.99
<b>Total</b>	<b>978,600</b>	<b>30985</b>	<b>22213</b>	<b>18,280</b>	<b>13,939</b>			<b>48,944</b>	<b>20,209</b>		
								Up 30,664	Up 6,270		Excellent



**FALL 2021**

BALTIMORE CITY COMMUNITY COLLEGE  
**PRESIDENT'S FORUM**

---

**MONDAY, AUGUST 16 AT 10:00 AM**

Dr. Debra L. McCurdy, President





# **“NEW EMPLOYEES”**

# New Full-Time Employees



## Academic Affairs

Becky Massey

Edward Burrell

Dr. Evelyn Garcia

Dr. Harriet Kamendi

Dr. John Schaumloffel

Dr. Joseph Neptune

Juli Murray

Dr. Mark Conard

Dr. Quincy Rose-Sewell

Sheri Luck

Dr. Timothy Delay

Assistant Professor of Nursing

Clinical Coordinator/Instructor of EMS

Program Coordinator/Asst Prof of Criminal Justice

Assistant Professor of Biotechnology

Dean, Business Science Technology Engineering & Math

Assistant Professor of Business

Assistant Professor of Psychology

Dean of Humanities & Social Sciences

Assistant VP of Academic Affairs

Program Coordinator/Asst Prof of EMS

Assistant Professor of Philosophy

# New Full-Time Employees



## Advancement & Strategic Partnerships

Jason Quick

Kim Chase

Richard Miles

Graphic Designer

WBJC Business Manager

WBJC General Manager

## Finance & Administration

Antoinette Gatewood-Sykes

Bryant Sebastian Knox

Danielle Porter

El-Hajj Cooper

Frederick Jasper

Patricia Raines

Nha Vo

Patricia Scott

Payroll Manager

Assistant Director of HR & Payroll

Director of Human Resources

Senior Budget Analyst

Director of Student Accounts/Bursar

Assistant Bursar

Secretary

HR Generalist

# New Full-Time Employees



## Information Technology Services

Arnette Morgan	Business Systems Analyst
Desmond Okougbo	Network Engineer

## Office of President

Aaries Reed	Director of Spec. Programs/ Assoc. Director of Admissions
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## Student Affairs

Elizabeth Purswani	Director of Student Life & Engagement
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## Workforce Development & Continuing Education

Geoffery Boyd	Assistant Director of Capital Projects
Noah Northcott-Grant	Director of English Language Services
Russell Watkins	Logistics Manager



**“MISSION,  
VISION &  
CORE VALUES”**

# “OUR MISSION”



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

# **“OUR VISION”**



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

# **“OUR CORE VALUES”**



## **LEARNING**

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

## **EXCELLENCE**

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



# **“OUR CORE VALUES”**



## **DIVERSITY**

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

## **TEACHING**

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

# **“OUR CORE VALUES”**



## **LEADERSHIP**

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

## **PROFESSIONALISM**

**Adhering to the highest standard of customer service.**

# **“OUR CORE VALUES”**



## **INTEGRITY**

**Unwavering adherence to a strict moral & ethical standard.**

## **RESPECT**

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

# Compliance Issues



- **Technology Controls**
- **Physical Inventory Controls**
- **Contractual Obligations – Only the President or her designee can enter into a contractual agreement or obligate the College.**
- **EEOC Complaints – Supervisors, managers, and administrators should adhere to regulations that govern workplace behavior, ethics and integrity including:**
  - **Workplace environment**
  - **Communication**
  - **Employee leave**
  - **Work assignments**

**“OUR CENTER”**



*Students First*

*Students First*

*Students First*

# **CARES Act Funding**

## **“Students First”**



<b>Institutional CARES (HEERF I)</b>	<b>\$727,263.84</b>
<b>PBI (HEERF I)</b>	<b>\$1,812.00</b>
<b><u>Institutional CRRSAA (HEERF II)</u></b>	<b><u>\$634,685.05</u></b>
<b>Total awards accrued to FY2021</b>	<b>\$1,363,760.89</b>

# Student Textbooks



	Summer 2020 (as of 8/7/2020)	Summer 2021 (As of 8/6/2021)
Textbook Requests	1,688	2,997 (+77%)
Number of Textbooks/Access Codes	2,127	3,027 (+42)
Total Cost of Textbooks	\$245,380	\$264,027 (+7%)

- **Bookstore Website includes Step-by Step Instructions for Ordering Textbooks**
- **Students Use Credit & Debit Cards & Financial Aid through the Online Bookstore Portal**
- **The College will Pay the Cost for Textbook Shipping for the Fall Semester**



# **“ERP UPDATE”**



# **Enterprise Resource Planning (ERP)**



## **Project Status**

- **The College maintains a GREEN status from the State's Department of Information Technology (DoIT).**
- **The Project Team meets weekly with DoIT's Oversight Project Manager to provide project updates; as well as exchange ideas with the Oversight Project Manager on implementation strategies.**
- **BCCC provides official monthly 'Health Assessment' Reports to the State on details of project activities, including milestones, deliverables and spending.**
- **The project is still on target for completion of all modules (Finance, Financial Aid, HR, Student, Student Accounts etc.) by December 2022.**

# Enterprise Resource Planning (ERP)



## Finance

- **The Finance team continues to make progress with their implementation and is now projecting a go-live in October of 2021.**
- **The Finance and Project teams are working to ensure that all integrations with the State systems are in place before “go-live.” These include, Accounts Payable, Journals, HR/Payroll, Vendors and Student Refunds.**
- **Once the integrations are in place and tested, Finance Training will be delivered to the faculty and staff on Finance.**

# **Enterprise Resource Planning (ERP)**



## **Financial Aid**

- **The Student Affairs and Financial Aid teams are working to implement the Financial Aid module for November 2021 to accommodate the 2022-2023 Financial Aid Award Year.**
- **Currently the Financial Aid, IT and Ellucian Teams are working to develop the interim business processes for the transition from the Regent Award System to the new Banner System.**

# **Enterprise Resource Planning (ERP)**



## **Human Resources**

- **The Human Resources (HR) team is working to implement the Human Resources Management module for December 2021.**
- **HR is ensuring that BCCC can benefit from the new integrated system that includes new onboarding processes, new leave and time reporting, and more streamlined payroll processing.**

# **Enterprise Resource Planning (ERP)**



## **2022 Implementations**

- **While Finance, Financial Aid and Human Resources are all slated to go-live in Calendar Year 2021, preparation and work is underway, now in 2021, for the remaining modules.**
  
- **The modules that are projected to be deployed in 2022 include:**
  - **Student Accounts**
  - **Recruit (Admissions)**
  - **DegreeWorks (Degree Audit)**
  - **Experience (Portal)**
  - **Elevate (Workforce Development and Continuing Education)**
  - **Student (Registration)**

# **On Campus Telephone Update**



## **Telephone Deployment**

- **The Office of Information Technology will be deploying new telephone handsets to the College at large to complement the implementation of Microsoft Teams as our voice over IP solution.**
- **Users will receive either a AudioCodes 445HD or a 405HD device.**
- **The deployment of these telephones will be coordinated with our return to campus where cabinet members' devices will be replaced first, then managers and directors and then general staff.**
- **In general, phone numbers will remain the same.**



# **“STRATEGIC PLANNING & ACCREDITATION”**

# 2021-2024 Strategic Plan

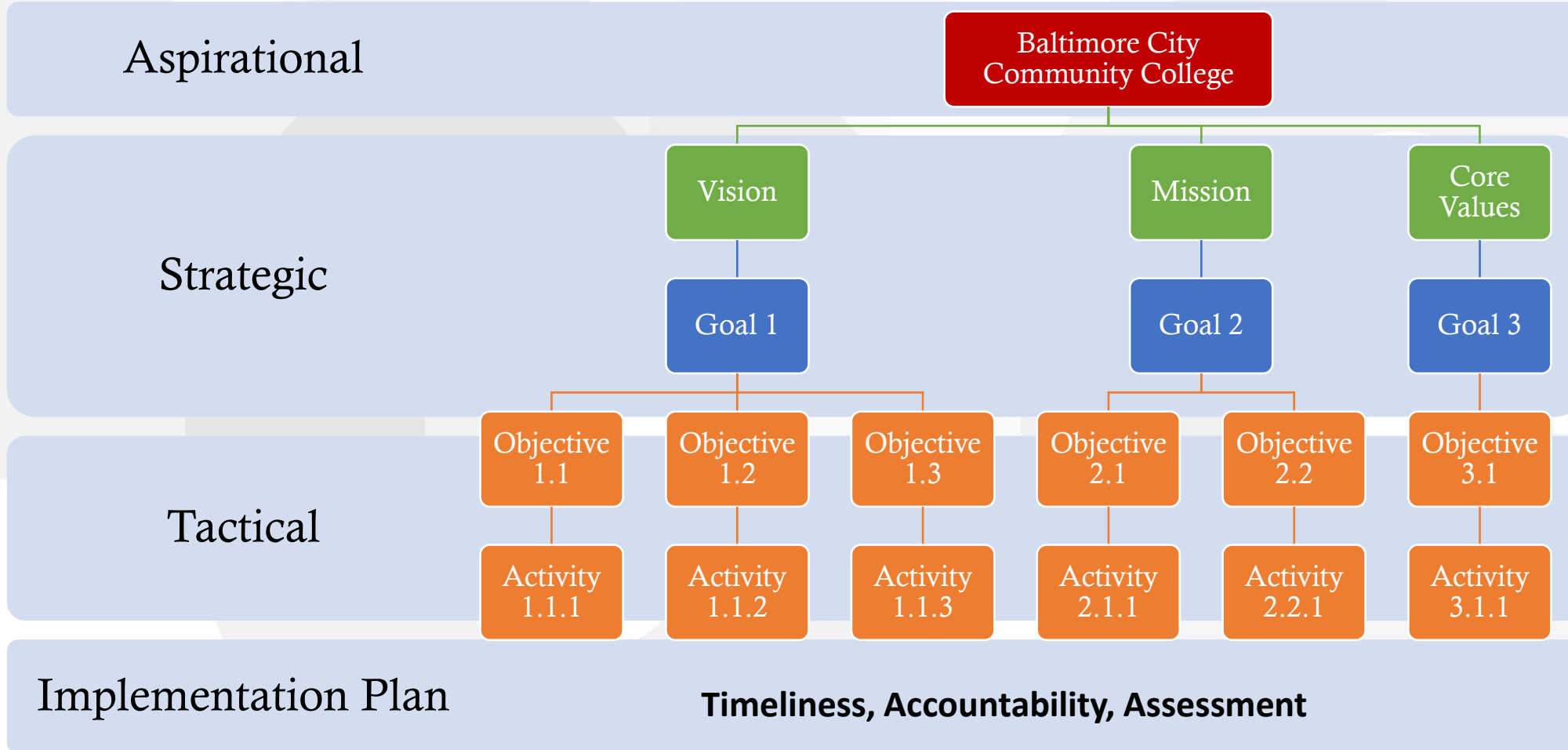


## Planning Timeline

- **April 2021**
  - Kick-Off w/ College Community
  - April – August “Information Gathering Interviews”
- **September 2021**
  - Refine Goals & Objectives
  - Define Department-Level Activities, Actions, Targets
- **October 2021**
  - Finalize Plan
  - Board Presentation & Approval



# Strategic Plan Construct



# **2021-2024 Strategic Plan**



## **Stakeholder Participation**

- **Board of Trustees**
- **President & Cabinet**
- **Administrative/Professional Staff**
- **Industry & Community Partners**
- **Faculty Representative Group**
- **Staff Representative Group**

# **Middle States Commission on Higher Education**



## **2023- 2024 Self-Study Timeline**

- **Annual Institute Update in August**
- **Self-Study Institute Fall 2021**
  - **October 5, 15, 19, 21 & November 16**
  - **The College will send 10 representatives**
    - **Self-Study Chair & Co-chair**
    - **Faculty & Staff Chairing Seven Standards Groups**
- **Self-Study Submission Due January 2024**
- **Site Visit Spring 2024**

# **Program Annual Reports & Site Visits**



## **Annual Reports 2021-2022**

- **Dental Hygienist (CODA) October 2021**
- **Nursing (ACEN & MBON) December 2021**
- **Physical Therapy Assistant (CAPTE/APTA) December 2021**
- **Emergency Medical Services (CoAEMSP) January 2022**
- **Business (ACBSP) February 2022**
- **Health Information Technology (CAHIM) May 2022**
- **Respiratory Care (CoARC) July 2022**
- **Surgical Technology (CAAHEP, ARC/STSA) July 2022**

## **Site Visits 2022-2023**

- **Surgical Technology (CAAHEP/ARC/STSA) March 2022**
- **Dental (CODA) March 2023**



# **“ACADEMIC AFFAIRS”**

# **Academic Affairs**



## **Prospective Academic Programs**

- **School of Arts and Social Sciences**
  - **American Sign Language**
  - **English Literature & Composition**
  
- **Business, Science, Technology, Engineering & Mathematics**
  - **Cybersecurity Digital Forensics**
  - **Sports Management**
  - **Culinary Arts & Hospitality Management**
  
- **School of Nursing and Health Professions**
  - **Radiology Technician**

# Program Brochures



# Academic Affairs



## Health Science Programs

- **Summer**
  - **Nursing and Health Science Faculty worked with their students on campus.**
  - **Emergency Medical Services Program Site Visit.**
  - **Respiratory Care had an 100% licensure pass rate.**
  
- **Fall**
  - **Faculty and students will be returning to campus for clinical labs.**
  - **Nursing & Health Science Programs will have Fall cohorts.**
  - **Review of Programs for Site Visits & Annual Reports.**



# Academic Affairs



## Revised Policies: Academic Standing

- **Previous policy categories:**
  - **Good Standing**
  - **Warning**
  - **Dismissal**
  
- **Revised policy categories:**
  - **Good Standing**
  - **Warning**
  - **Probation**
  - **Dismissal**
  
- **Impacts Enrollment & Retention**

# Academic Affairs



## Revised Policies: Course Placement Policy

- The previous policy relied heavily on ACCUPLACER to determine the level a student would start in Math and English. The policy did not use a student's high school GPA, dual enrollment credit or prior learning experience as a metric for placement into College Level courses.
- The revised policy while still using the ACCUPLACER when needed uses many more metrics to place a student into their start level for Math and English. BCCC like the other Maryland community colleges will now use a review of a student's HS transcript for placement considering GPA and other courses. The College will use prior learning experiences as well to place students and provide credit for courses.
- Impacts Enrollment & Retention

# **Academic Affairs**



## **College Catalog**

- **The 2021-2022 Catalog is under Final Review.**
  - **The Revision of the 2021-2022 Catalog included a Review of Course Descriptions and Removal of Old or Inaccurate Prerequisites.**
- **Revisions for the 2022-2023 Catalog will begin this Fall.**
- **The 2022-2023 Catalog will be a Collaborative Effort between Academic Affairs and Student Affairs.**



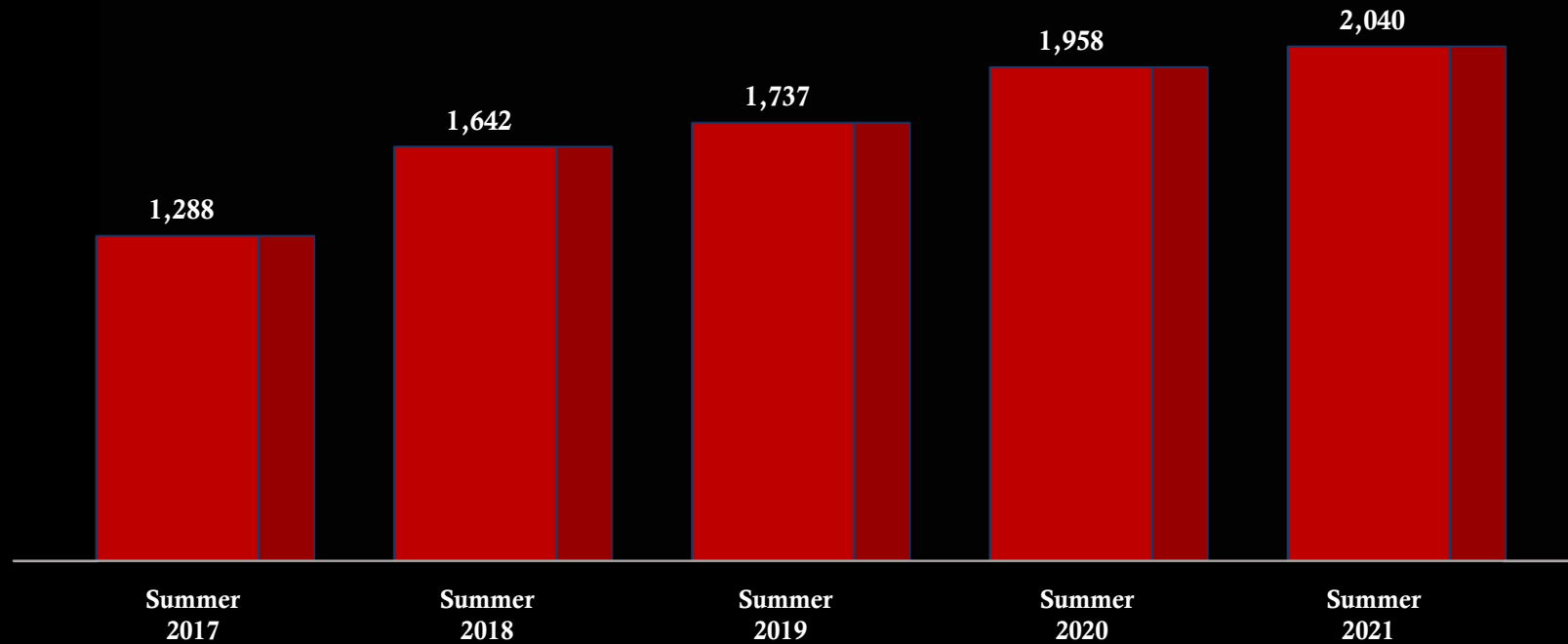
# **“INSTITUTIONAL ENROLLMENT”**

# Credit Enrollment



## Summer 2017 – Summer 2021 Headcount

+4% Change from  
Summer 2020 to  
Summer 2021

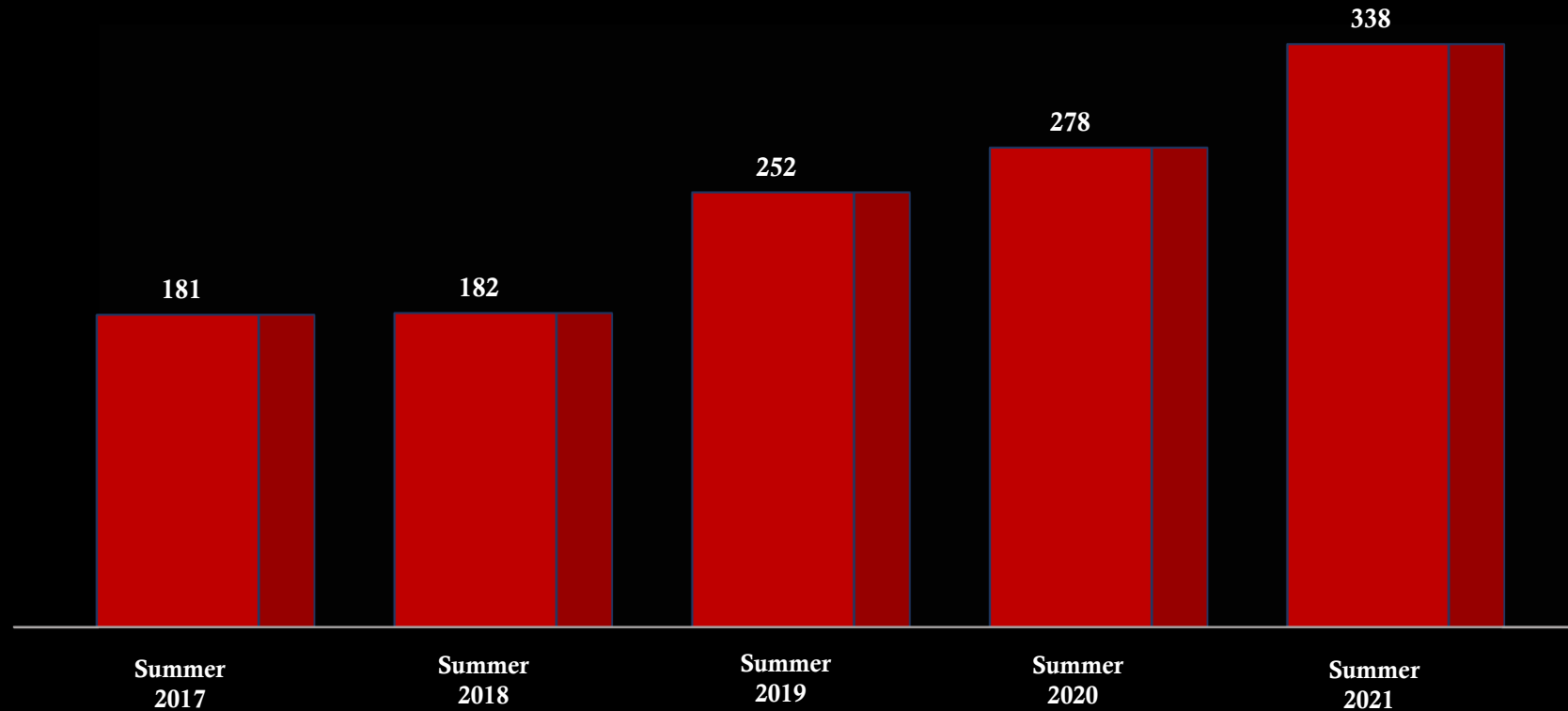


# Credit Enrollment



Summer 2017 - Summer 2021  
Summer FTEs

+22% Change from  
FY 2020 to FY 2021

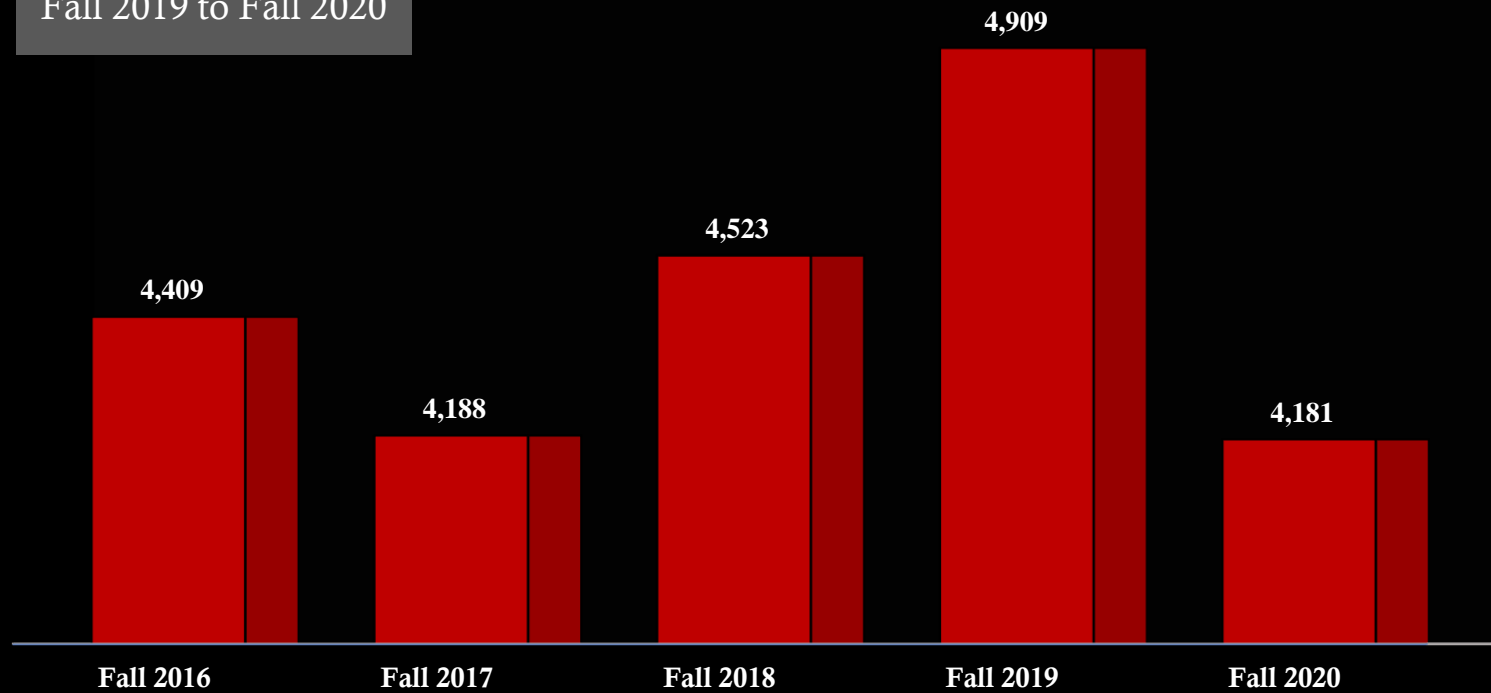


# Credit Enrollment



Fall 2016 - Fall 2020  
Headcount

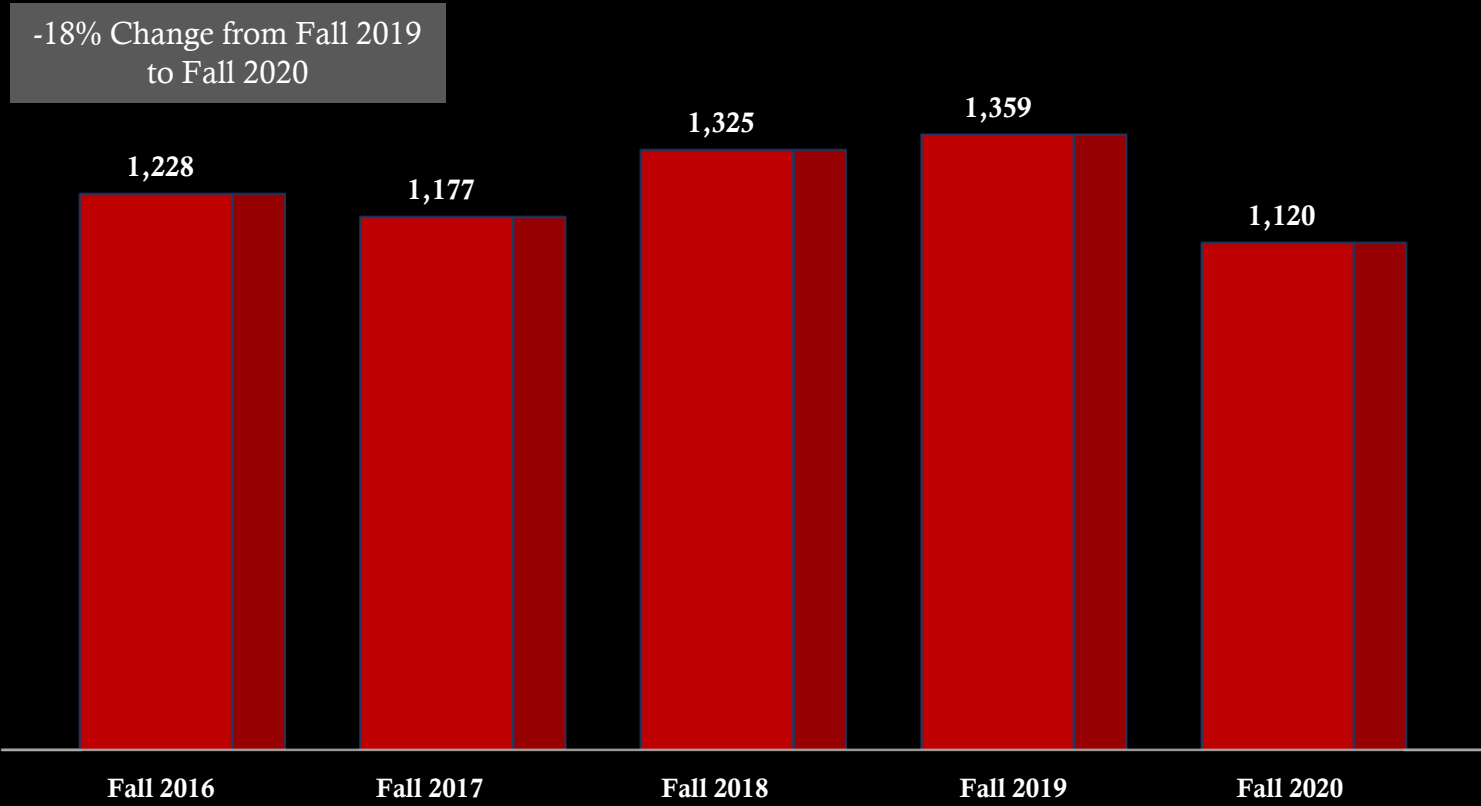
-15% Change from  
Fall 2019 to Fall 2020



# Credit Enrollment



Fall 2016 - Fall 2020  
Full-Time Equivalents (FTEs)



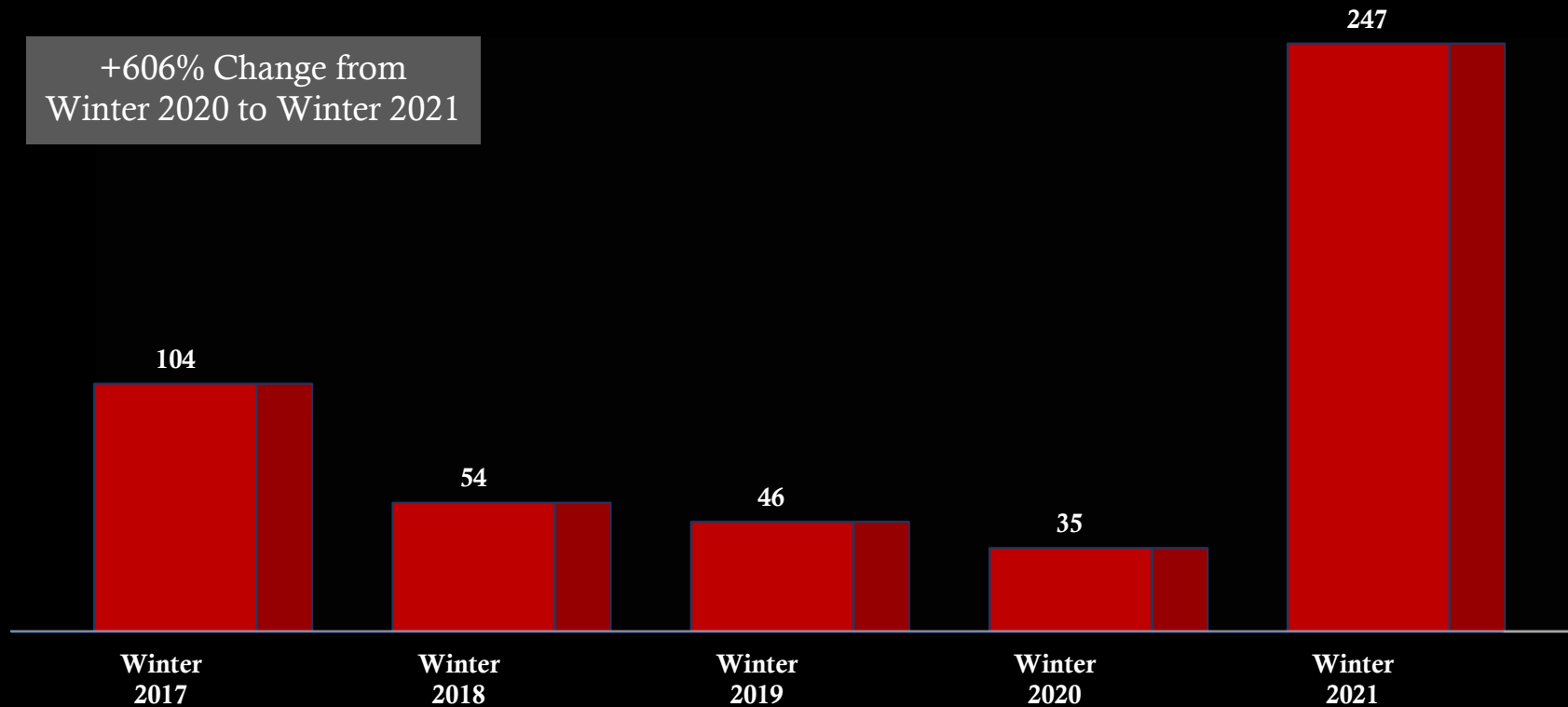


# Credit Enrollment



## Winter 2017 - Winter 2021 Headcount

+606% Change from  
Winter 2020 to Winter 2021

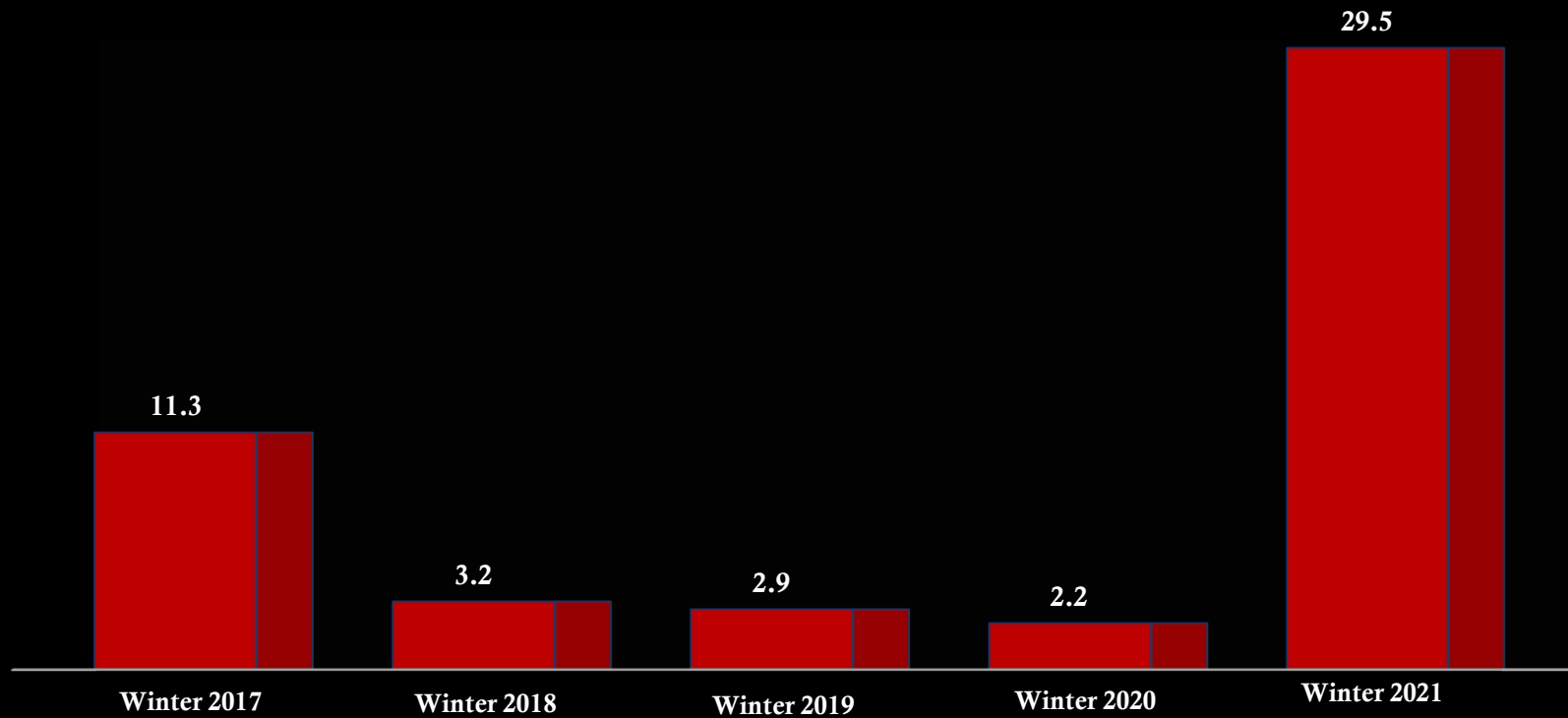


# Credit Enrollment



Winter 2017 - Winter 2021  
Full-Time Equivalents (FTEs)

+1243% Change from  
Winter 2020 to Winter 2021

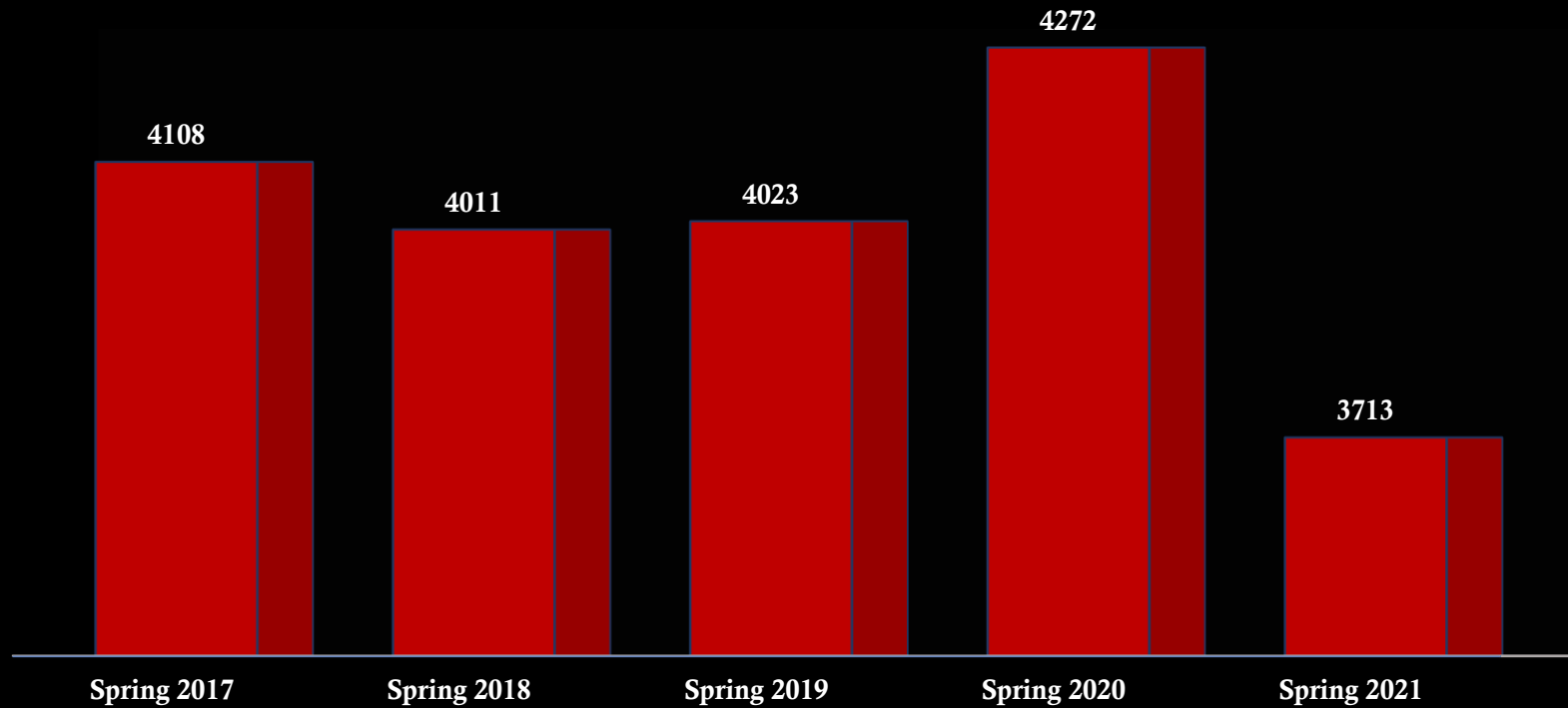


# Credit Enrollment



Spring 2017 - Spring 2021  
Headcount

-13% Change from  
Spring 2020 to Spring 2021

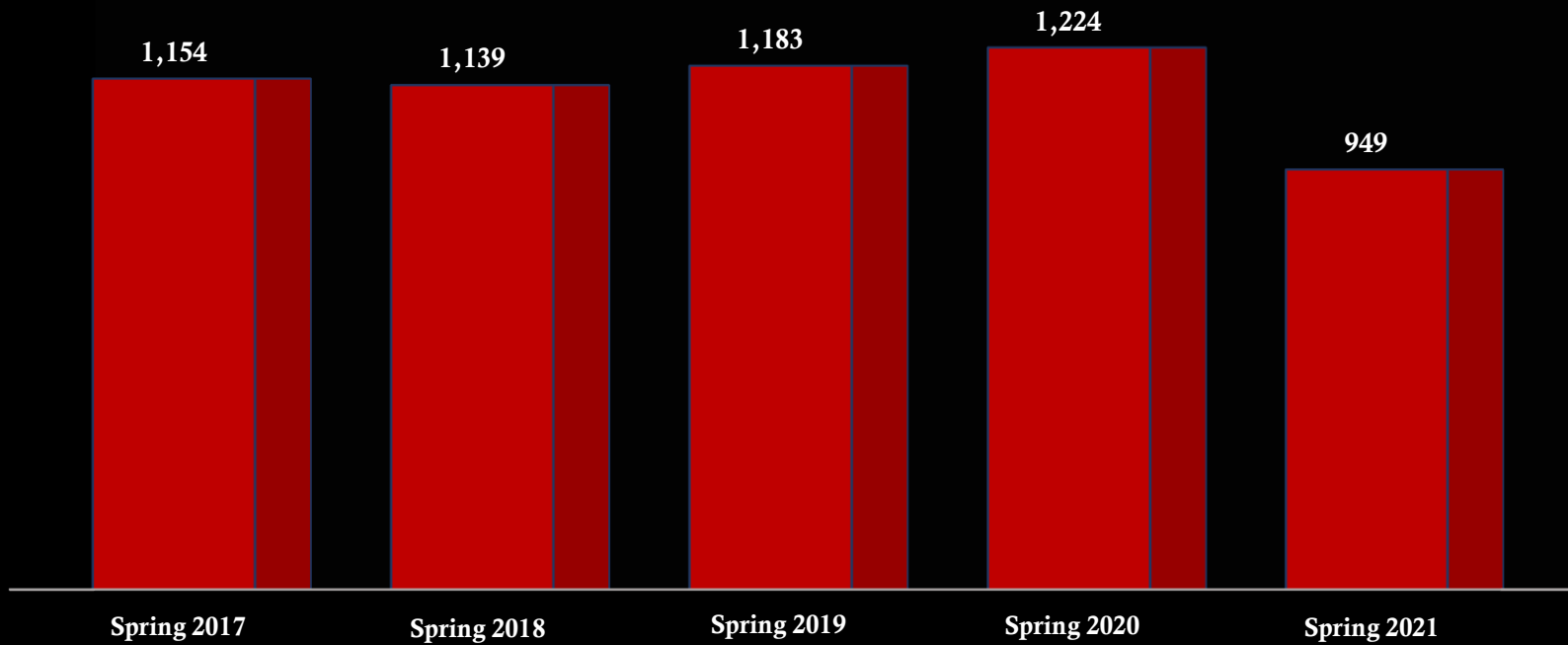


# Credit Enrollment



Spring 2017 - Spring 2021  
Full-Time Equivalents (FTEs)

-22.5% Change from  
Spring 2020 to Spring 2021



# Dual-Enrollment



Fall Credit Enrollment	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
Dual Enrolled High School Students (Including PTECH)	102	139	172	245	442
Total Fall Credit Headcount	4,409	4,188	4,523	4,909	4,181

Source: BCCC fall Enrollment Information System files prepared for the Maryland Higher Education Commission. Office of Institutional Research - June 2021

- **Enhanced partnership with Baltimore City Public Schools, and expanded opportunities to charter, private and home schools.**
- **Conducted orientation sessions for dual-enrollment students, faculty, and school administrators.**
- **Updated dual enrollment webpage to outline the application process and highlight high-interest courses for dual enrollment participants.**
- **Expanded the advertising of the dual enrollment program through direct contact with school points of contact, emails, social media, and school newsletters.**

-16.5%  
(431 students)  
from fall 2020 to  
fall 2021  
(7 days before start)

+80%  
(195 students)  
from fall 2019  
to fall 2020  
End of Term

# Mayor's Scholars Program



- **Summer enrollment target is 250 students each year.**

Summer	Applications	Enrollment	Yield
2018	1,050	335	32%
2019	810	381	47%
2020	858	258	30%
2021	625	318	50%

- **Participants must attend the Summer.**
- **Students choose academic, workforce or English language learning pathways.**
- **Last dollar scholarship funds up to 150% of a student's selected program.**
- **Scholarship does not fund books, transportation, technology, or other education-related costs. Federal financial aid can be applied to these education-related expenses.**

# Recruitment Campaign



## ➤ Two Call-to-Action Messages

- **Make It Happen:** Motivates and spurs applicants, current students and returning students to complete their associate degree or develop skills for their career growth.
- **Making It Happen:** For 75 years, BCCC has been Making It Happen. The concept will showcase our points of pride during 2022 for our 75th Anniversary milestone.

# Student Registration




- **New Applications Not Registered**
  - **Population – 2,200**
  - **711 Students requested registration assistance**
  
- **Near Completers**
  - **Population – 442**
  - **18 Students requested registration assistance**
  
- **Stop Outs**
  - **Population – 6,720**
  - **585 Students requested registration assistance**
  
- **Never Attends**
  - **Population - 741**
  - **78 Students requested registration assistance**



# Direct Mail



## Never Attend Postcard



**Baltimore City Community College**


**Restart Your College Journey!**  
Register now for tuition-free\* fall courses and flexible schedules.

**Classes start:**  
August 23  
September 7  
September 20  
October 4  
October 20

\*For eligible students.


[bccc.edu/registernow](https://bccc.edu/registernow)

**Baltimore City Community College**  
2901 Liberty Heights Avenue  
Baltimore, MD 21215-7807



I'm getting my degree.

Degree and certificate programs  
Tuition-free classes\*  
Flexible schedules




**Make It Happen**  
**BCCC**  
Baltimore City Community College

[bccc.edu/registernow](https://bccc.edu/registernow)

# Direct Mail



## Stop-out Postcard



**Baltimore City Community College**

**We Miss You!  
Restart Your College Journey.**

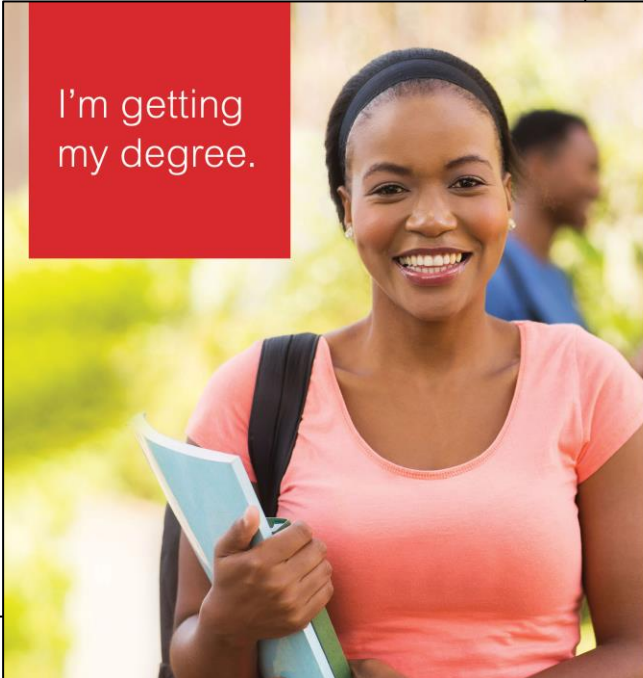
Register now for tuition-free\* fall courses and flexible schedules.

**Classes start:**  
August 23  
September 7  
September 20  
October 4  
October 20

\*For eligible students.

**[bccc.edu/registernow](http://bccc.edu/registernow)**

**Baltimore City Community College**  
2901 Liberty Heights Avenue  
Baltimore, MD 21215-7807




I'm getting my degree.


Degree and certificate programs

Tuition-free classes\*

Flexible schedules



**Make It Happen**



**[bccc.edu/registernow](http://bccc.edu/registernow)**

# Direct Mail

## Near-Completer Postcard



**BCCC**  
Baltimore City Community College

**You're So Close!  
Complete Your College Journey.**

Register now for tuition-free\* fall courses and flexible schedules.

**Classes start:**  
August 23  
September 7  
September 20  
October 4  
October 20

\*For eligible students.

[bccc.edu/registernow](http://bccc.edu/registernow)

**Baltimore City Community College**  
2901 Liberty Heights Avenue  
Baltimore, MD 21215-7807

I'm finishing my degree.

Degree and certificate programs

Tuition-free classes\*

Flexible schedules



**Make It Happen**

**BCCC**  
Baltimore City Community College


[bccc.edu/registernow](http://bccc.edu/registernow)

A photograph of a young Black man with glasses, wearing a light-colored button-down shirt, sitting at a desk and writing on a document with a pen. He is looking down at his work with a focused expression. The desk has several papers and a pen on it.

# Direct Mail



## Prospective Student Postcard



**Baltimore City Community College**  
2901 Liberty Heights Avenue  
Baltimore, MD 21215-7807

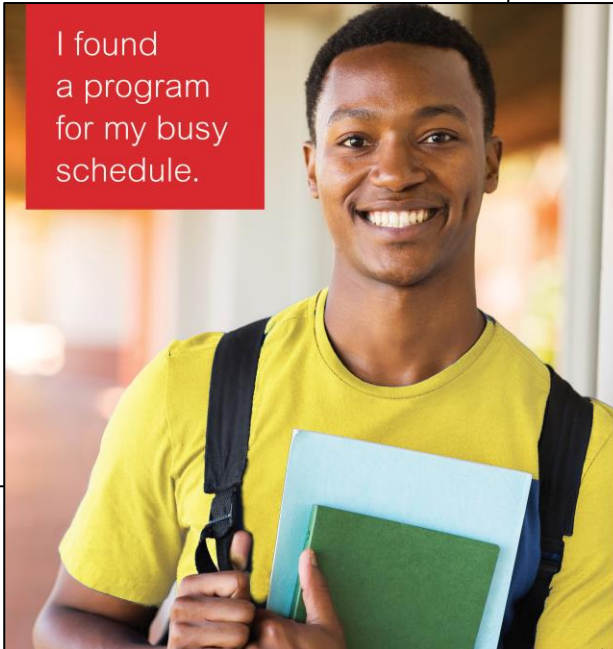
**Restart Your College Journey!**  
Register now for tuition-free\* fall courses and flexible schedules.

**Classes start:**  
August 23  
September 7  
September 20  
October 4  
October 20

\*For eligible students.


[bccc.edu/registernow](http://bccc.edu/registernow)

**Baltimore City Community College**  
2901 Liberty Heights Avenue  
Baltimore, MD 21215-7807



I found a program for my busy schedule.

Degree and certificate programs  
Tuition-free classes\*  
Flexible schedules



**Make It Happen**  
**BCCC**  
Baltimore City Community College

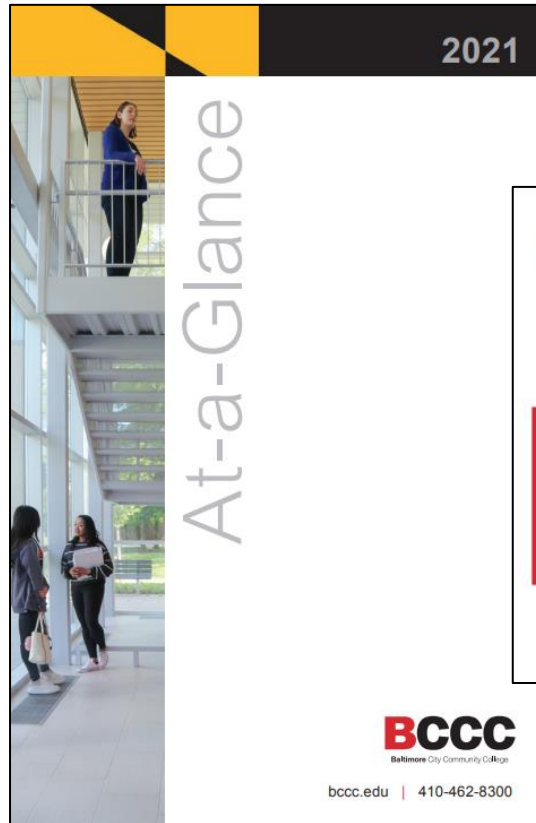
[bccc.edu/registernow](http://bccc.edu/registernow)

# Social Ads – Direct Mail



Sample Facebook Ad

# Creative Direction



At-a-Glance



Viewbook



Panther Card

# Mall Signage



# Brand & Awareness

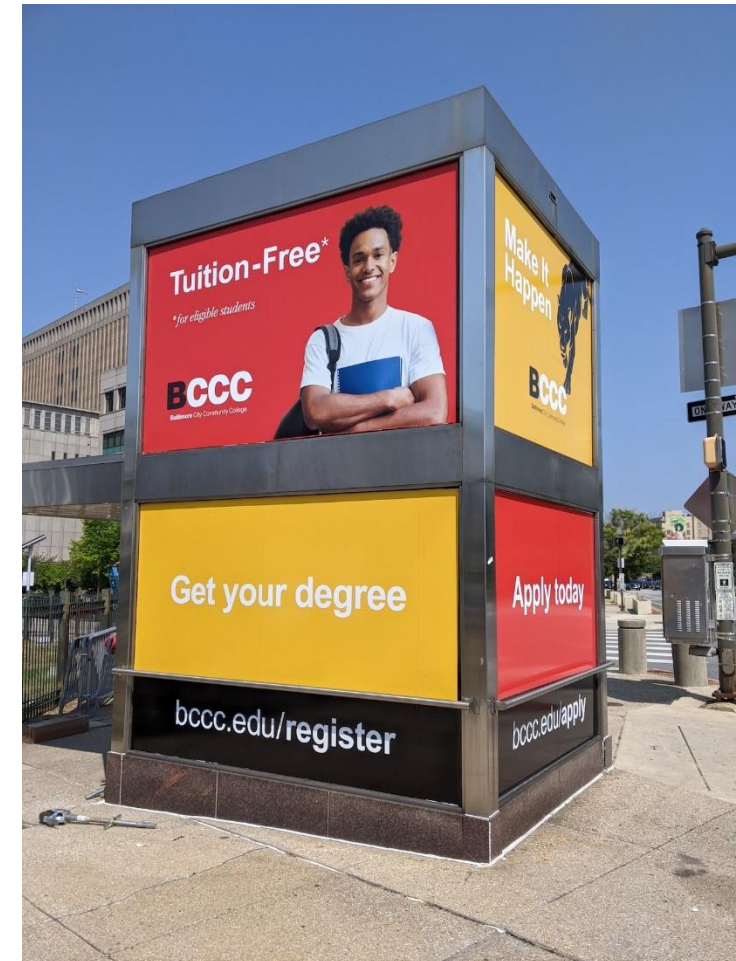


South Side

East Side

North Side

<p>Tuition-Free* <i>*for eligible students</i></p> <p><b>BCCC</b> Baltimore City Community College</p>	<p>Make It Happen</p> <p><b>BCCC</b> Baltimore City Community College</p>	<p>Restart Your Career</p> <p><b>BCCC</b> Baltimore City Community College</p>
<p>Get your degree</p>	<p>Apply today</p>	<p>Make dreams affordable</p>
<p><a href="http://bccc.edu/register">bccc.edu/register</a></p>	<p><a href="http://bccc.edu/apply">bccc.edu/apply</a></p>	<p><a href="http://bccc.edu/workforce">bccc.edu/workforce</a></p>





# **Student Life & Engagement**



## **Student Life Welcome Week**

**August 23-27, 2021**

- **Virtual Scavenger Hunt**
- **Virtual Yoga**
- **Clubs & Organizations Resource Fair**
- **Voter Registration Information Session**
- **Morning Meditation**
- **BCCC History Kahoot Game**
- **First Semester Success Tips**
- **Virtual Bingo**
- **BCCC Karaoke & Music Hour**

➤ **Appointment of Student Life & Engagement Director - August 23rd**

# **Student Support & Wellness Services**



- **Confidential Counseling for BCCC Students**
- **Wellness Workshops & Events (PD Hours)**
- **Classroom Presentations**
- **Support/Self-Improvement Groups for Students**
- **Connections to Community Resources**
- **Departmental Meeting Workshops**
- **Staff/Faculty Consultations to Support Students**

# **Employee Assistance Program**

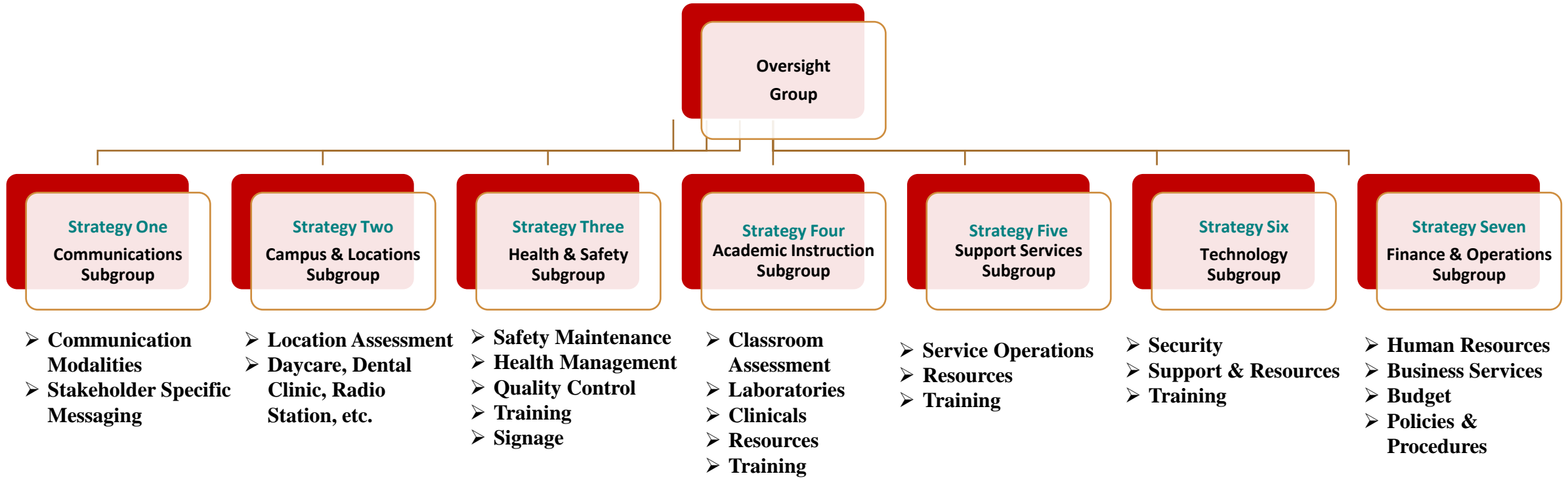


- **New Program – Deer Oaks Service Provider**
- **Services for Faculty, Staff & Employee Dependents/Household Members**
- **Program Services:**
  - **Six (6) Counseling Sessions**
  - **Legal & Financial Consultations**
  - **Wellness & Life Support Options:**
    - **Childcare & Eldercare Referrals**
    - **ID Recovery**
    - **Interactive Simple Will**
    - **Retiree Assistance**



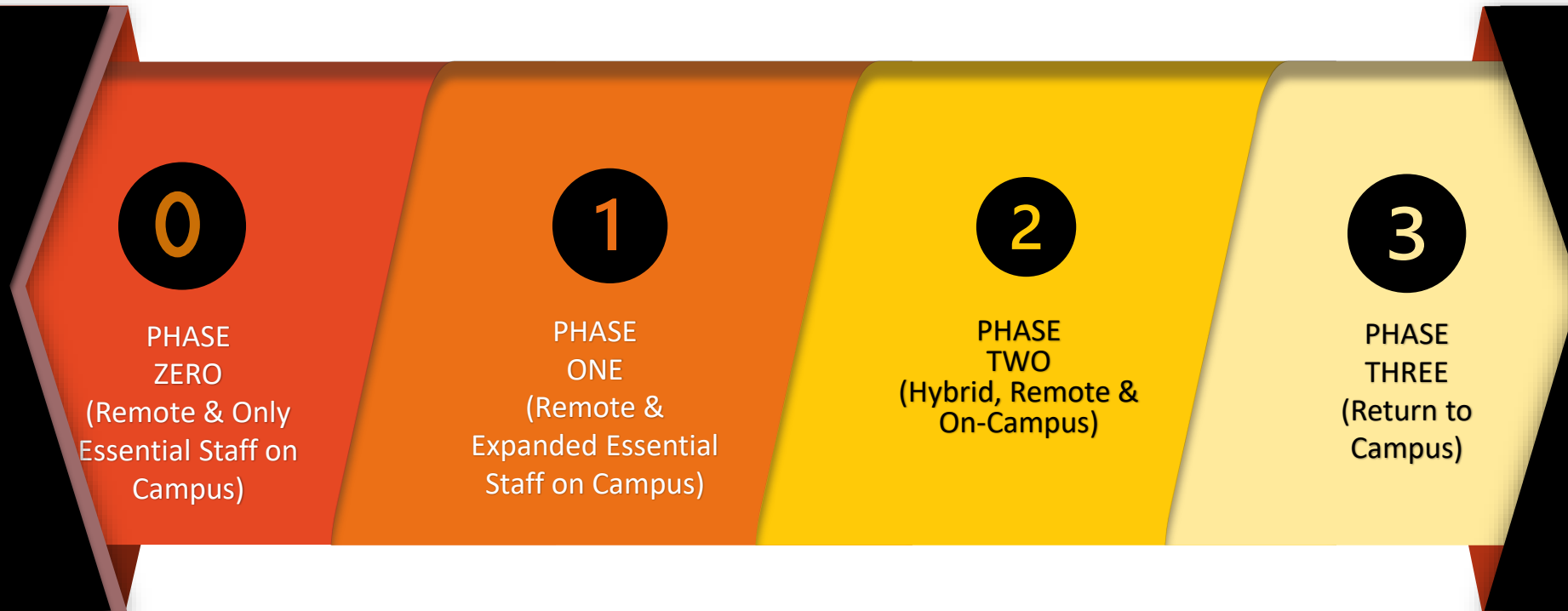
# **“RETURNING TO CAMPUS”**

# Returning to Campus



# Returning Framework

## Four Phases to Returning to Campus



# **Return to Campus Schedule\***



- **September 13, 2021 ~ Cabinet**
- **September 20, 2021 ~ Administrators & Cabinet**
- **October 4, 2021 ~ Staff, Administrators & Cabinet**
- **Four (4) Days Work on Campus, Mondays – Thursdays**
- **One (1) Day Work Remotely, Fridays**
- **Classes Held Remotely, Mondays – Saturdays**
- **SNHP Clinical Courses/Labs on Campus**

**\*Pending Guidance from Baltimore City & Baltimore City Health Department**

# COVID-19

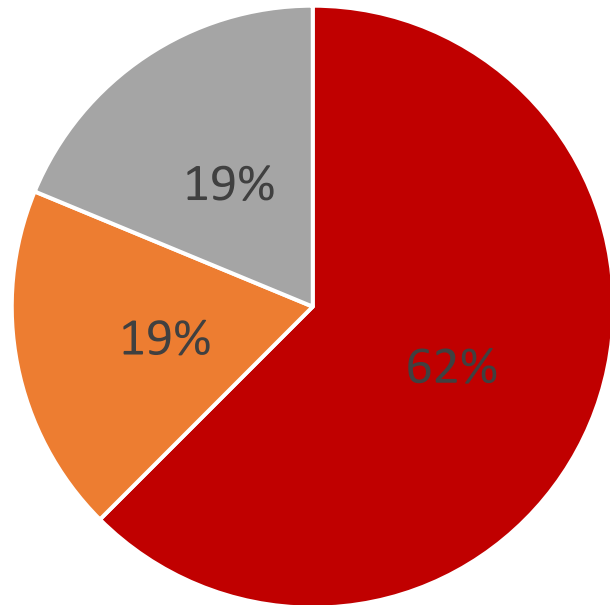


## 16 Community Colleges

- **Planning 20-70% Face-to-face Classes in the Fall**
- **Faculty & Staff Fall Campus Return**
  - **Fully Operational: 10**
    - **Most Fully Operational by August 16**
  - **Phased Reopening: 5**
- **Five (5) Colleges including BCCC offering a Vaccine Incentive**
- **Seeking Mobile Vaccine Unit at BCCC**



# Mask Requirement



- **Mask Required**
- **Required for Unvaccinated Personnel**
- **Optional**

Quantity	Percentage	Mask Requirement
<b>10 Schools</b>	<b>62%</b>	<b>All</b>
<b>3 Schools</b>	<b>19%</b>	<b>Unvaccinated Personnel</b>
<b>3 Schools</b>	<b>19%</b>	<b>Optional</b>

# COVID CASES



## Baltimore City COVID-19 Dashboard Overview

Page

Overview

GO

BALTIMORE CITY HEALTH DEPARTMENT



Brandon M. Scott Mayor

### Cases

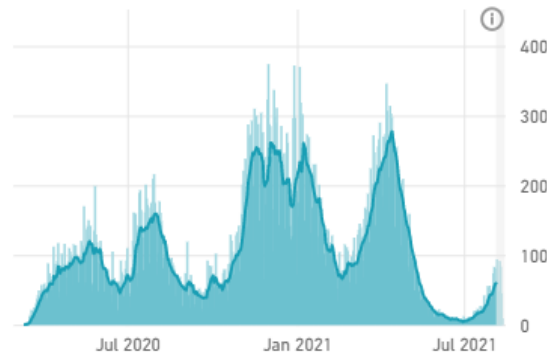
**9.8** Latest 7-Day Average, Daily New Cases per 100K People

**59.3** Latest 7-Day Average, Daily New Case Count

**+655%** Percent Change From 4 Weeks Earlier

**54,517** Cumulative Total Cases

Number of Cases by Test Date ⓘ



Data source for confirmed cases and deaths: Maryland Department of Health. Updated: 08/13/21. Latest 7-day averages: 08/05/21

### Positivity

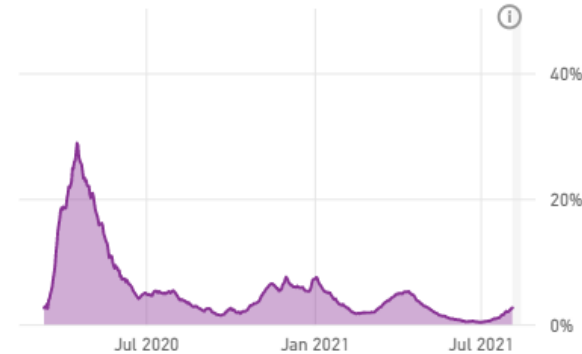
Test positivity is calculated by dividing the number of positive tests by the number of total tests for a given time period. It is not expressed per capita.

**2.6%** Latest 7-Day Average, Test Positivity

**+439%** Percent Change From 4 Weeks Earlier

**66,051** Cumulative Total Number of Positive Test Results

Test Positivity (%) by Test Date ⓘ



Data source for testing: National Electronic Disease Surveillance System. Updated: 08/13/21. Latest 7-day averages: 08/05/21

Name of Institution	Last		Mandatory Vaccine				Mandatory Masking			Testing		Capacity	
	updated	Semester start date	Students	Staff	Faculty	Notes	Indoors	Outdoors	Notes	Testing provided on campus	Notes	Indoor capacity limits	Notes
Allegany College of Maryland	8/23/2021	8/23/2021	N	N	N	Students and Faculty with clinicals in hospitals and nursing homes must be vaccinated. Vaccine clinics are provided on campus (8/18, 8/25).	Y	N	Outdoors when in crowded areas	N	Local health department offers drive through testing	N	Social distancing encouraged where possible.
Anne Arundel Community College	8/24/2021	8/28/2021	N	N	N	Encouraged	Y	N	Regardless of vaccination status	N		n/a	
Baltimore City Community College (BCCC)	8/30/2021	8/23/2021	N	N	N	\$200 Vaccination Incentive for Faculty & Staff	Y	N		Y	CVS COVID Testing Clinic on campus	Y	Social Distancing encouraged.
Carroll Community College	8/23/2021	8/30/2021	N	N	N	We are running a vaccine clinic during September with the Follow-up in October, and we are providing \$100 incentive to any student or staff who can provide evidence of their vaccination.	Y	Y		N		N	We are discouraging large gatherings indoors if possible and asking people to mindful of their social distance whenever possible.
Cecil College	8/23/2021	8/23/2021	N	N	N	Coordinated vaccination appointments for faculty/staff in January/February. Hosted a vaccine clinic on campus in May 2021. Scheduling a vaccine clinic on campus the week of September 13.	Y	N	Sharing the CDC recommendations on masking outdoors for unvaccinated.	Y	Take home tests available around campus.	Y	6' social distancing
Chesapeake College	8/23/2021	8/23/2021	N	N	N	Healthcare profession students may be required by clinical sites to vaccinate.	Y	N		N		N	Regular class sizes. No formal policy otherwise, but large gatherings have been moved to Zoom or socially distanced.
College of Southern Maryland	8/23/2021	8/25/2021	N	N	N	employees self-report vaccinations	Y	Y&N	outdoor masking for group events	N		Y	50% capacity for all spaces
CCBC	8/30/2021	8/30/2021	N	Y	Y	Faculty and Staff must have the vaccine or test weekly, effective 11/1/21. We will soon decide on a vaccine mandate for some student populations	Y	N		N	Testing will be available on campus when the vaccine/test mandate is effective on 11/1/21.	Y	75% for most classrooms, 50% for theatres, gyms and large venues
Frederick Community College	8/23/2021	8/21/2021	N	N	N	Hosting several on campus vaccination clinics with the Frederick County Health Department.	Y	N		N		N	Limited services and hours for Cougar Grille, Bookstore, and Learning Commons. Student Game Room is closed.
Garrett College	8/30/2021	9/8/2021	N	N	N	Residential students required to be vaccinated or complete waiver	Y	N	Required regardless of vaccination status in all indoor settings	Y	Testing available on Mondays in the on-campus health clinic; testing random sampling of athletes weekly	N	Strongly encouraging social distancing of 3ft in crowded settings
Hagerstown Community College	8/24/2021	8/30/2021	N	N	N	Highly encouraged. Vaccine bonus of \$500 for employees, \$100 for students if vaccinated by 10/1/21	N	N	Indoor masking required as of 8/30/21	N	Health Dept scheduled throughout Fall term for vaccine clinics	N	
Harford Community College	8/30/2021	8/23/2021	N	N	N	We ran a vaccine clinic during the first two days of classes in conjunction with the Harford County Health Department. We will host two opportunities in the next two months.	Y	N		N		Y	3' social distancing in classrooms; class sizes adjusted accordingly.
Howard Community College	8/23/2021	8/28/2021	N	N	N	Required for nursing /allied health students/employees in clinical settings and for student athletes in intercollegiate sports only.	Y	N		N		N	For unvaccinated individuals, it's recommended that they use social distancing of 3 ft.
Montgomery College	8/23/2021	8/30/2021	N	N	N	Vaccination mandate is currently in discussion	Y	N		Y	Coordinating with County Health Department	N	
Prince George's Community College	8/23/2021	8/23/2021	N	N	N		Y	Y		N		Y	Specialized labs and spaces
Wor-Wic Community College	8/23/2021	9/7/2021	N*	N	N*	Students and Faculty with clinicals in hospitals and nursing homes must be vaccinated. Vaccine clinics are provided on campus.	Y	N		N		N	Social distancing required in the cafeteria where masks are removed to eat.



# **“FACILITIES UPDATE”**

# Facility Updates



- **Safe Return to Campus**
- **Loop Road Improvements**
- **Bard Building Demolition**
- **Capital Budget FY23-FY27**
  - **Learning Commons**
  - **Deferred Maintenance**
  - **Nursing**
  - **Facility and Wellness**
- **Facility Renewal and Operating Budget Projects**
- **Nursing Emergency**



# Social Distancing



- **In areas where people cannot socially distance and to prevent the spread of viruses, plexiglass partitions are being installed throughout the campus at the following locations:**
  - **High traffic transaction counters**
  - **Faculty desks and podiums**
  - **Between students in labs**
- **Examples Installed in the LSB Dental Clinic, Dental Waiting Room Counter and Radiology desk**
- **Partitions will be Freestanding**



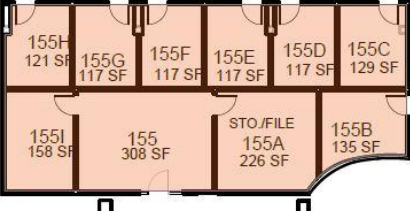
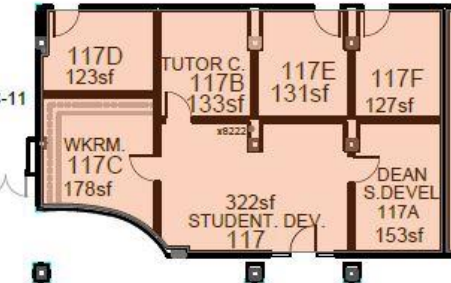
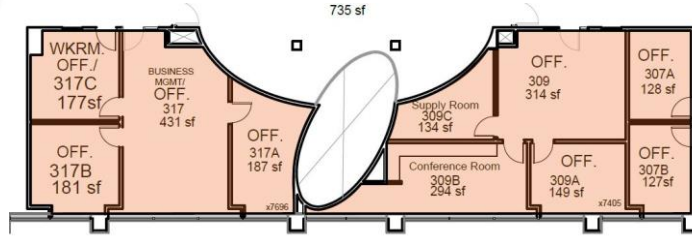
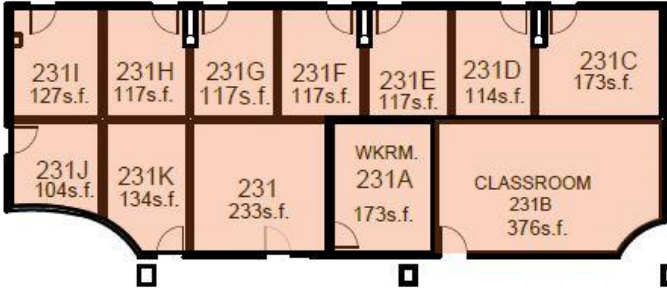


# Plexiglass Locations

➤ The following transaction areas are planned to have freestanding plexiglass partitions with cut outs:

➤ **STUDENT & ACADEMIC AFFAIRS**

- 30”x 36” with cut out
  - Main Room 117 (2) - Student Development
  - Main Room 155 (2) - Student Affairs
  - Registration counter
  - Main Room 231 – Student Affairs
  - Main Room 309 – Student Affairs
  - Main Room 317 – Business Management





# Plexiglass Locations

➤ The following transaction areas are planned to have freestanding plexiglass partitions with cut outs:

➤ **STUDENT AFFAIRS**

- 30”x 30” with cut out
  - Registration (3)
- 36”x 54” with cut out
  - Financial Aid (3)



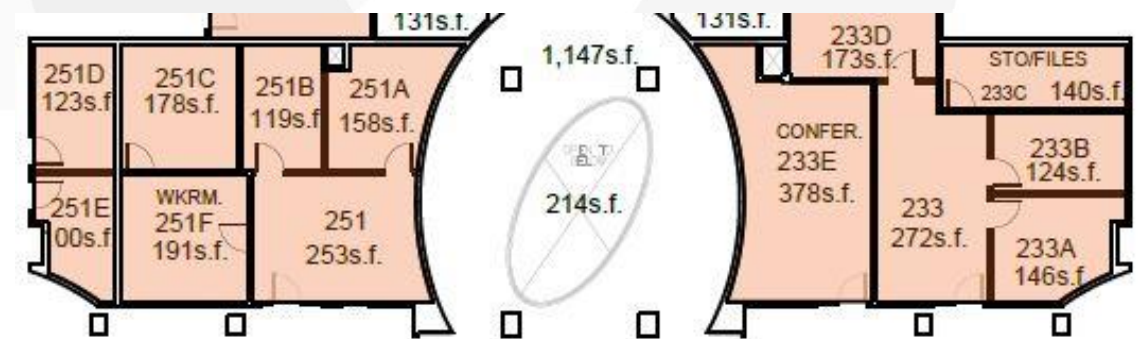
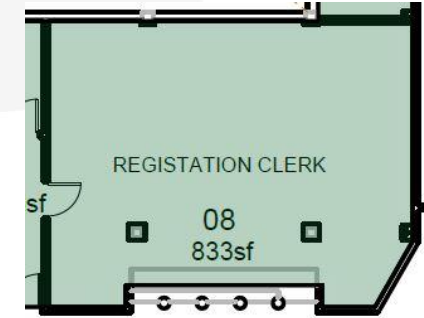
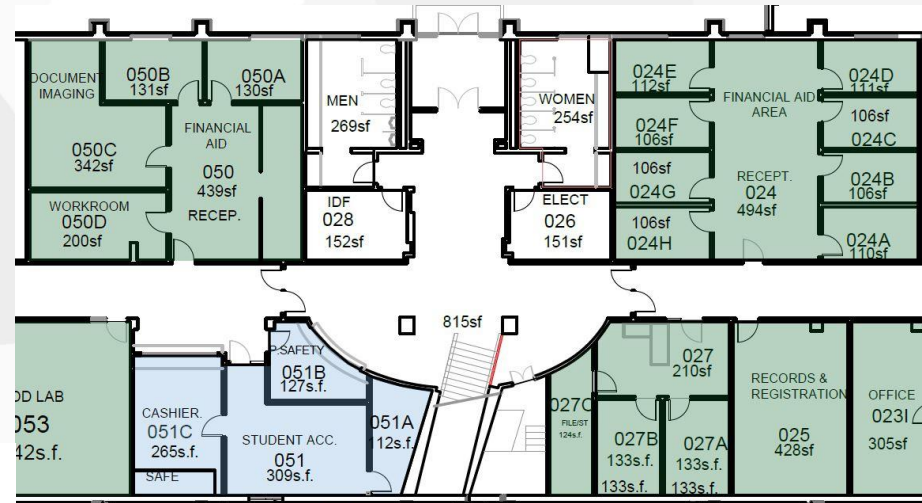
➤ **ACADEMIC AFFAIRS & FINANCE**

- 30”x 66” with cut out
  - Student Accounts
  - Main Room 251
  - Main Room 233



➤ **TRI-FOLDABLE PANELS**

- Financial Aid (2)
- Command Center (3) – between stations
- Workforce Development (5)





# Plexiglass Locations



- **CLASSROOMS:**
  - 91 classroom faculty desks
  - 91 faculty podiums
  - Samples have been installed in Main Room 258 as shown on a faculty desk and podium.
  - All new installations will be freestanding

- **30''x 30'' PANELS:**
  - Labs - 54 panels
  - Science Labs – 108 panels
  - Offices – 67 panels
  - Workforce – 10 panels



# Agency Coordination and Links for Testing



## Vaccine Incentive for Staff

- **\$200 incentive by September 30th for vaccinated staff**

## Agency Coordination

- **Maryland Department of Health**
- **Baltimore City Health Department: weekly coordination calls with all universities and follow-ups as needed**

## CVS Minute Clinic

- **Free Testing**

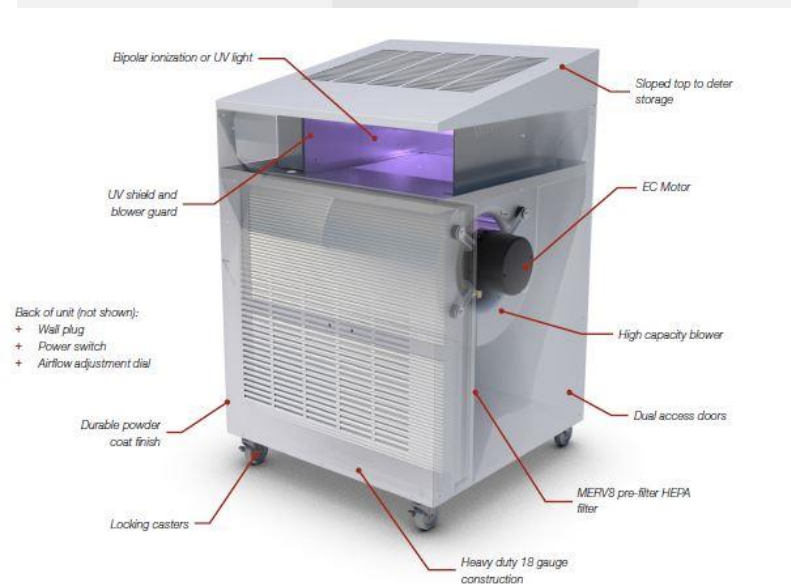
## COVID Links

- **Coronavirus - Maryland Department of Health**
- **Governor Larry Hogan - Official Website for the Governor of Maryland**
- **Coronavirus 2019 Disease (COVID-19) (baltimorecity.gov)**
- **Coronavirus Disease 2019 (COVID-19) | CDC**

# Additional Air Quality Measures



- Indoor Air Quality Testing All Buildings
- Fixed Humidity Control issue at LSB
- Installed Dehumidifiers
- Duct Cleaning at LSB
- Increased HEPA Air Purifiers for Classrooms

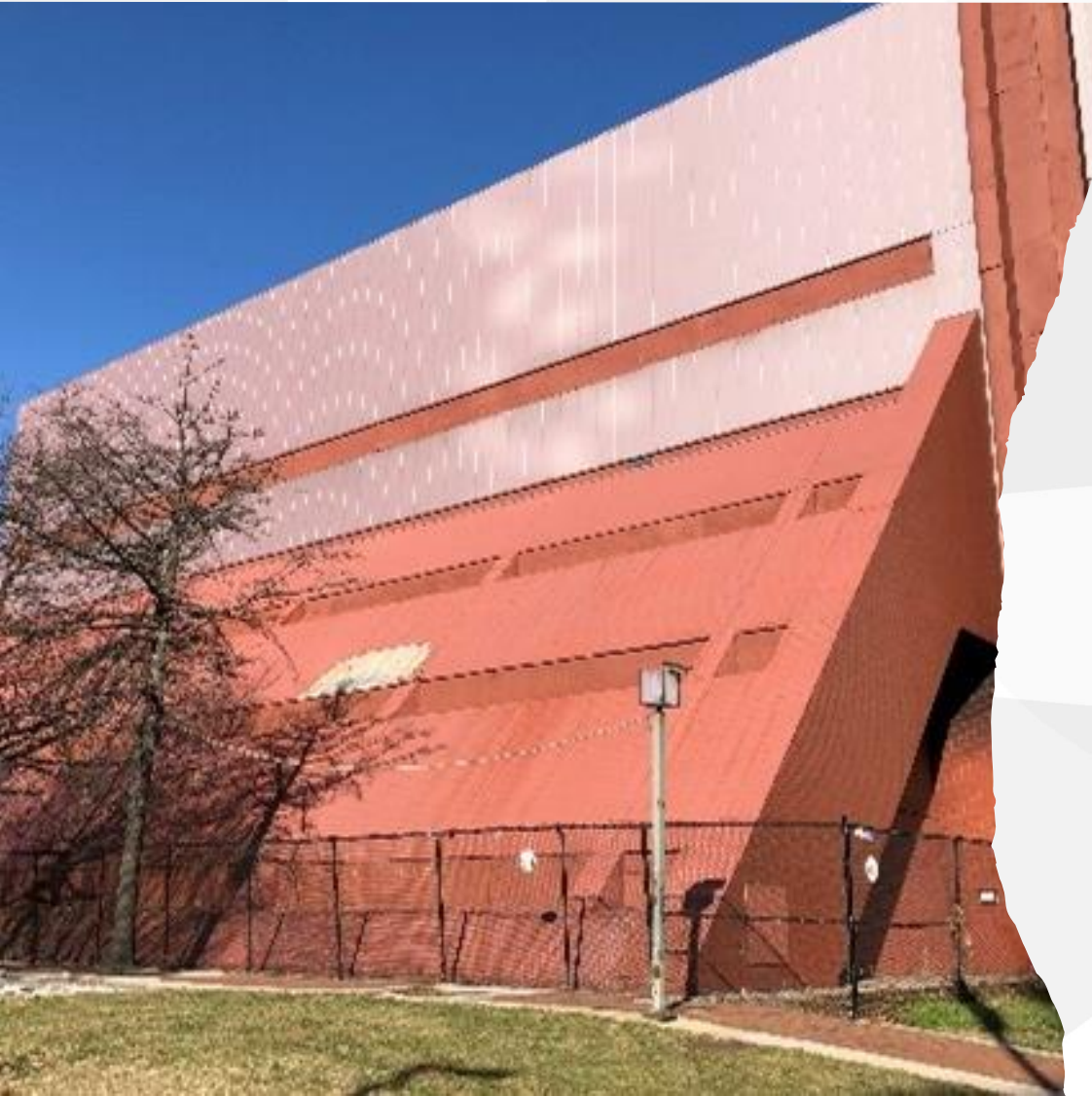


# Perimeter Loop Road Improvements



- **Construction Award at BPW: September 1, 2021**
- **Notice to Proceed: October 1, 2021**
- **18 months for construction**
- **Substantial Completion: March 1, 2023**
- **Loop Road extends existing vehicular access to the entire Liberty Campus, connecting all parking lots and easing vehicular circulation.**
- **This project will improve safety, security, emergency access, accessibility, and enhance the overall appearance and user experience of the campus.**
- **Additional items including the demolition of Harper Hall and replacement of the Security Kiosk.**

# **Bard Building Demolition**



- **Governor included \$7.4m for the Bard demolition in the FY22 Supplemental Budget.**
- **Based on the condition of the building, it is in the best interest of the College to demolish the Bard Building for future redevelopment.**
- **BCCC has a long-term strategy to redevelop the Site (1.24 acres) when market conditions permit.**
- **Once the hazardous materials have been removed and the building has been demolished, the site will be landscaped as a healing garden for the College and the community.**

# Five-Year Capital Improvement Program



Submitted to DBM on June 30, 2021

## FY23-FY27 CIP

		Total Request	FY23	FY24	FY25	FY26	FY27
1	Learning Commons	\$ 34,624,000	\$ 2,678,000	\$ 9,238,889	\$ 15,716,667	\$ 6,990,444	
2	Nursing	\$ 38,061,993		\$ 2,910,000	\$ 8,769,000	\$ 10,075,996	\$ 16,306,997
3	Deferred Maintenance	\$ 20,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000
4	Facilities Building	\$ 5,768,000			\$ 390,000	\$ 5,378,000	
5	Wellness Center	\$ 14,135,313				\$ 1,929,000	\$ 12,206,313
	<b>Total Request by Year</b>	<b>\$ 112,589,306</b>	<b>\$ 6,678,000</b>	<b>\$ 16,148,889</b>	<b>\$ 28,875,667</b>	<b>\$ 28,373,440</b>	<b>\$ 32,513,310</b>

# Five-Year Capital Improvement Program



## Learning Commons Renovation & Addition (Library)

- **Current FY23 request for \$2,678,000 in funding to plan the design of the renovation and addition to provide a modern learning commons, study space, electronic media space, and additional food service space.**
- **The entire project is estimated to cost \$34,624,000 and be completed in FY26.**



# Five-Year Capital Improvement Program



## Nursing Renovation and Addition

- **FY24 request for \$2,910,000 to start the design plans for the renovation and addition to the 1977 Nursing Building -- office, classroom, and hospital simulation space to contribute to the rising need for healthcare workforce in Baltimore.**
- **Programs include Respiratory Care, Surgical Technician, OB/Ped Skills Lab, Basic Skills Lab, and new programs for Radiology Technician & Occupational Therapy.**
- **The entire project is estimated to cost \$38,061,993 and will be completed in FY27.**
- **Minor repairs to the HVAC system on the 3rd floor and the Gaare auditorium in progress.**





# Five-Year Capital Improvement Program



## Deferred Maintenance

- The FY22 capital budget included \$4M for deferred maintenance including HVAC projects in the Life Science and Fine Arts Wing, skylight sealing, security cameras, a new roof, door replacements, chiller replacement, new fire alarm system and 4 new elevators.
- The College requested another \$4M in the FY23 budget for maintenance projects including electrical upgrades, doors, window replacements, a new elevator, new boilers, a chiller, and new campus water lines.



# Five-Year Capital Improvement Program



## Deferred Maintenance – FY22

<b>\$4M FY22 Deferred Maintenance (funding available June 1, 2021 - sits with DGS curently, needs to be transferred)</b>			
<b>FACILITY</b>	<b>PROJECT TITLE</b>	<b>ESTIMATE</b>	<b>NOTES</b>
Campus wide	Security Cameras/Access Control Upgrades	\$ 950,000	security consultant and scope/timeline
Life Science Building	Replace Domestic HW Boiler*	\$ 200,000	\$650,000; 3 project bundle - DGS to assist with Mechanical Engineer, site visit 7/22
Life Science Building	BAS System Upgrade w/ Controls and Dampers*	\$ 200,000	
Life Science Building	Replace Two (2) Heating Boilers*	\$ 250,000	
Life Science Building	Replace Exterior Doors	\$ 150,000	scope ready to bid
Life Science Building	Glass Sealing: Pavilions and LSB Skylight Repair	\$ 175,000	scope ready to bid
Fine Arts Building	HVAC: Replace Chiller - Centrifugal for Fine Arts Wing*	\$ 850,000	\$1M - bundle HVAC, DGS to assist mechanical engineer scope, site visit 7/22
Fine Arts Building	HVAC: Install Split System in Two (2) IT rooms*	\$ 75,000	
Fine Arts Buliding	Replace HVAC system in mini conference cafeteria*	\$ 100,000	
Physical Education	HVAC: Replace Package Unit Chillers	\$ 95,000	scoped by Loop Rd project
South Pavilion	Shell: Replace entire roof	\$ 250,000	scope ready to bid
Life Science Building	Replace two (2) Elevators*	\$ 250,000	Bundle elevator projects, DGS - elev. Consultant site visit 7/23
Nursing	Replace (1) elevator*	\$ 150,000	
West Pavilion	Replace (1) elevator*	\$ 150,000	
West Pavilion	Life Safety: Replace Fire Alarm Panel	\$ 100,000	scope ready to bid
West Pavilion	46 ton Chiller and Pump Replacement	\$ 145,000	scope ready to bid
<b>Subtotal</b>		<b>\$ 4,090,000</b>	

# Five-Year Capital Improvement Program



## Facilities Building

- The College requested \$5,678,000 in FY25-FY26 to replace the aged facilities building and expand workspace for maintenance with a new 12,000 GSF Facilities Building, demolish the current facilities trailer, and make space for the new Wellness Center.

## Wellness Center

- The College requested \$1,929,000 in FY26 to begin planning for the addition to the Physical Education Building with a new 38,000 GSF Wellness Center to contribute to the need for healthcare programs and student wellness. The proposal includes a basketball court, a full fitness center, and physical therapy clinic.
- The pandemic has brought the importance of health and wellness to the forefront of daily life, and the college anticipates being an active provider of wellness options through Human Resources for faculty and staff as well.

# Projects

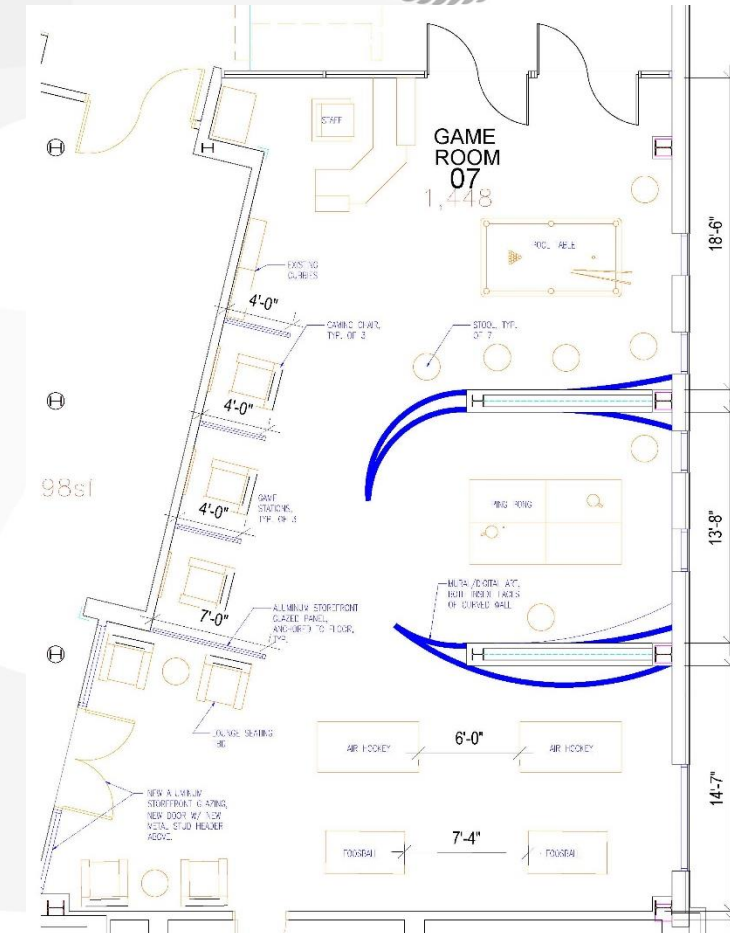


## ➤ FY 21 Facility Renewal Projects:

- **Accessibility: Fine Arts Restroom Renovation**
- **Accessibility: Physical Education Restroom Renovation**
- **Life Science Fire Alarm Panel**
- **PEC Water Heater**

## ➤ FY 22 Operating Budget Projects:

- **Gameroom Renovation**
- **Restroom Refresh Project**
- **Nursing Building Cooling Tower**
- **South Pavilion Renovation**
- **HVAC Improvements**
- **Additional Duct Cleaning**
- **Grounds Improvements**



**“OUR CENTER”**



*Students First*

*Students First*

*Students First*



**FALL 2021**

BALTIMORE CITY COMMUNITY COLLEGE  
**PRESIDENT'S FORUM**

---

**MONDAY, AUGUST 16 AT 10:00 AM**

Dr. Debra L. McCurdy, President

## Baltimore City Community College

Opening Week | Professional Development Activities

August 16 - 20, 2021

Zoom Link: <https://us02web.zoom.us/j/83324047785>

### Monday, August 16, 2021

➤ President's Forum

**10:00 am**

*Status of Operations at Baltimore City Community College.*

Attendees: All Faculty & Staff

Presenters: Dr. Debra L. McCurdy, President & Cabinet

Zoom Link: <https://us02web.zoom.us/j/86198086640>

Webinar ID: 861 9808 6640

➤ Maryland Ethics Laws

**1:00 pm to 2:30 pm**

*An attorney from the Maryland Ethics Commission will give a presentation and answer questions regarding ethics laws applicable to BCCC employees. She will address laws pertaining to: conflicts of interest; secondary employment; participation; gift solicitation; confidentiality; and post-employment issues.*

Attendees: Faculty and Staff

Presenter: Ms. Katherine Thompson, Staff Counsel, Maryland State Ethics Commission

➤ BCCC's Operating Budget

**2:45 pm to 3:35 pm**

*Overview of the College's Operating Budget. Attendees will gain a better understanding of the various components of the College's Operating Budget & CARES funding.*

Attendees: Faculty & Staff

Presenters: Ms. Channa Williams, Interim VP Finance & Administration & Mr. El-Hajj Cooper, Senior Budget Analyst

➤ Academic Resources & Equipment

**3:45 pm to 4:15 pm**

*Discussion about the College's resources and the need for equipment and other resources in support of the Academy.*

Attendees: Faculty, Deans, Associate Deans, Program Coordinators

Presenters: Dr. Debra L. McCurdy, President, Dr. Liesl Jones, VPAA, Mr. Michael Thomas, VP WDCE & Ms. Channa Williams, Interim VP Finance & Administration

## Baltimore City Community College

Opening Week | Professional Development Activities

August 16 - 20, 2021

Zoom Link: <https://us02web.zoom.us/j/83324047785>

### Tuesday, August 17, 2021

➤ BCCC Performance Indicators

9:00 am to 9:50 am

*Wondering how many degrees BCCC conferred? Curious about the College's retention rates? Attendees will dive into data with an overview of key performance indicators related to BCCC's enrollment and outcomes.*

Attendees: Faculty & Staff

Presenters: Ms. Becky Burrell, Vice President, Institutional Effectiveness, Research and Planning & Ms. Eileen Hawkins, Director of Institutional Research

➤ HyFlex: The New Hybrid Model for Teaching

10:00 am to 10:50 am

*Explore how to teach students virtually and face to face simultaneously. With the return to campus, students may want to continue to take courses virtually; this modality of teaching allows students to have options for face-to-face courses.*

Attendees: Faculty, Deans, & Associate Deans

Presenter: Mr. Brian Terrill, Director of E-Learning

Zoom Link: <https://zoom.us/j/92410237342?pwd=cFFZcDBXSmxTYXJ1dU5JVnNPTlg5Zz09>

Meeting ID: 924 1023 7342; Passcode: Y93Ff5

➤ Assessment Part I - A Review of the Academic Division Action Plans

11:00 am to 11:50 am

*The session will open with a summary of Assessment Day and an overview of the goals and expectations for the upcoming academic year. Deans will present in the breakout rooms and provide a review of the Action Plans for their respective School. Assessment Part II will be scheduled on a Friday in September/October.*

Attendees: Faculty, Deans, & Associate Deans

Presenters: Dr. Liesl Jones, VPAA & Dr. Quincy Rose-Sewell, AVPAA

Zoom Link: <https://zoom.us/j/92410237342?pwd=cFFZcDBXSmxTYXJ1dU5JVnNPTlg5Zz09>

Meeting ID: 924 1023 7342; Passcode: Y93Ff5

➤ New Policies at the College

1:00 pm to 1:50 pm

*Two new policies were approved by the Board of Trustees in the Spring of 2021: (1) Academic Standing and (2) Course Placement. The session will inform you about the procedures and implementation of the respective policy.*

Attendees: Faculty & Staff

Presenters: Dr. Liesl Jones, VPAA & Dr. Quincy Rose-Sewell, AVPAA

Zoom Link: <https://zoom.us/j/92410237342?pwd=cFFZcDBXSmxTYXJ1dU5JVnNPTlg5Zz09>

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## Baltimore City Community College

### Opening Week | Professional Development Activities

August 16 - 20, 2021

Zoom Link: <https://us02web.zoom.us/j/83324047785>

➤ Maryland Association of Community Colleges

2:00 pm to 2:50 pm

*An overview of the funding and legislative priorities and the strategic goals for the Maryland Association of Community Colleges (MACC).*

Attendees: Cabinet

Presenter: *Dr. Brad Phillips, Executive Director, MACC*

➤ Faculty Strategic Planning

3:00 pm to 4:30 pm

*Invited faculty will participate in an “Information Gathering Interview” as a part of the strategic planning process facilitated by consultants from Keeling & Associates. The session will capture the voice of the faculty to expand the current strategic goals and objectives to create sustainable change for teaching and learning. The planning process includes the collection of observations, ideas, and suggestions from the College’s critical constituents, including faculty, administrators, staff, students, board members, and community leaders.*

Attendees: Invited Faculty, Dr. Liesl Jones, VPAA & Dr. Quincy Rose-Sewell, AVPAA

Presenters: *Consultants from Keeling & Associates*

## Wednesday, August 18, 2021

➤ Investing in Perkins V

9:00 am to 9:50 am

*Explore how MSDE and Perkins help the students and the College be successful in our Career & Technical Education (CTE) programs. Learn how Perkins came about and how we can leverage the program to provide our students with opportunities and careers.*

Attendees: Faculty & Staff

Presenter: *Mr. Dean Kendall, Career Programs & Grants Specialist, MSDE*

➤ Faculty Reporting

10:00 am to 10:50 am

*Engaging presentation & discussion with Faculty and Registrar about critical activities and deadlines associated with Faculty reporting. Topics will include course certification, never attended reporting, and grades. This is an open dialogue. Come prepared with questions!*

Attendees: Faculty & Staff

Presenter: *Ms. Sharon Stoddard, Registrar*

**Baltimore City Community College**

Opening Week | Professional Development Activities

**August 16 - 20, 2021**Zoom Link: <https://us02web.zoom.us/j/83324047785>➤ Canvas Roll Call and Success Coaches**11:00 am to 11:50 am**

*Explore how to use Canvas Roll Call. The College will make this mandatory starting with the Fall 2021 semester. Retention starts with the students coming to class. Canvas Roll Call will help Advisors and the Student Success Coaches better track students and provide the needed support services. Training on the Performance Alert Intervention System (PAIS) will be scheduled on a Friday in September/October.*

Attendees: Faculty & StaffPresenter: Mr. Brian Terrill, Director of E-LearningZoom Link: <https://zoom.us/j/92410237342?pwd=cFFZcDBXSmxTYXJldU5JVnNPTlg5Zz09>Meeting ID: 924 1023 7342; Passcode: Y93Ff5➤ Curriculum Design: Part I of III**1:00 pm to 1:50 pm**

*This session is the first of three that will address Programs of Study and the goals and expectations for the upcoming academic year. Deans will present in the breakout rooms to plan curriculum development. Part II will be held on a Friday in September/October when Dr. Emily Dow from MHEC will come to discuss the process and timeline for programs to be reviewed by MHEC.*

Attendees: Faculty & StaffPresenters: Dr. Liesl Jones, VPAA & Dr. Quincy Rose-Sewell, AVPAAZoom Link: <https://zoom.us/j/92410237342?pwd=cFFZcDBXSmxTYXJldU5JVnNPTlg5Zz09>Meeting ID: 924 1023 7342; Passcode: Y93Ff5➤ Discrimination in the Workplace**2:00 pm to 3:20 pm**

*Attorneys from the Office of the Attorney General, Educational Affairs Division, will conduct a session regarding employment discrimination issues. This session is for those who make employment recommendations. The following topics will be discussed: Title VII, Title 20, Religious Accommodations, Age & Disability Discrimination.*

Attendees: Cabinet, Deans, Associate Deans, Program Chairs, Directors and ManagersPresenters: Lily Reynolds & Katie Levy - Lawyers from the Office of the Attorney General➤ Grants Development Funding Trends and Highlights**3:30 pm to 4:20 pm**

*An overview of institutional grant performance, processes, and resources from the Office of Grants Development.*

Attendees: Cabinet, Principal Investigators, Deans, Directors, Interested Faculty & StaffPresenters: Ms. Becky Burrell, Vice President, Institutional Effectiveness, Research and Planning; Ms. Alta Cannaday, Grants Coordinator & Mr. Bill Fleming, Grants Associate

## Baltimore City Community College

Opening Week | Professional Development Activities

August 16 - 20, 2021

Zoom Link: <https://us02web.zoom.us/j/83324047785>

### Thursday, August 19, 2021

➤ School Meetings (SASS, BSTEM, SNHP)

8:30 am to 11:30 am

*An Agenda for all three sessions will be sent in advance.*

Attendees: Faculty, Associate Deans & Academic Staff

Presenters: Dr. Mark Conrad, SASS; Dr. Enyinnaya Iweha, BSTEM; Ms. Dorothy Holley, SNHP

Zoom Links: Please join the link below for your School.

SASS - <https://zoom.us/j/99458676690?pwd=enl0SWtCaWhVS0h3YVNITUFqdmVFZz09>

Meeting ID: 994 5867 6690; Passcode: HJnxm5

BSTEM – <https://us02web.zoom.us/j/87474127914?pwd=Uk5leis2RlVqQm8yWWlIY2dCRGZBUT09>

Meeting ID: 874 7412 7914; Passcode: 2PUm7i

SNHP - <https://us02web.zoom.us/j/9719153406?pwd=QkZPOVBkamM1b0JBbFILZ01QZ0JlZz09>

Meeting ID: 971 915 3406

➤ General Session

8:30 am to 9:20 am

*Deans will welcome back faculty and provide an overview of the goals and expectations for the year.*

Attendees: Faculty, Associate Deans & Academic Staff

Presenters: Dr. Mark Conrad, SASS; Dr. Enyinnaya Iweha, BSTEM; Ms. Dorothy Holley, SNHP

➤ Assessment Session

9:30 am to 10:30 am

*This session is a continuation of the Assessment presentation earlier in the week. Deans will review the Action Plans for the Schools. Faculty will break out into their program areas to build assessment plans for the academic year.*

Attendees: Faculty, Associate Deans & Academic Staff

Presenters: Dr. Mark Conrad, SASS; Dr. Enyinnaya Iweha, BSTEM; Ms. Dorothy Holley, SNHP

➤ Curriculum Session

10:30 am to 11:30 am

*This session is a continuation of the Curriculum presentation earlier in the week. Faculty will work with the Deans to develop a timeline for bringing new programs to the CIC. Deans will begin a discussion of current prerequisites.*

Attendees: Faculty, Associate Deans & Academic Staff

Presenters: Dr. Mark Conrad, SASS; Dr. Enyinnaya Iweha, BSTEM; Ms. Dorothy Holley, SNHP

## Baltimore City Community College

Opening Week | Professional Development Activities

August 16 - 20, 2021

Zoom Link: <https://us02web.zoom.us/j/83324047785>

## The Faculty Senate

### Thursday, August 19, 2021

➤ Faculty Academy – Part I

1:00 pm to 3:00 pm

*Theme: The Health of the Academy*

Attendees: Faculty

Zoom Link: To be Provided

➤ Welcome

*Dr. Katana L. Hall, Faculty Senate President*

➤ Greetings

*Dr. Debra L. McCurdy, President & Dr. Liesl Jones, VPAA*

➤ State of the Academy

*Dr. Katana L. Hall, Faculty Senate President*

➤ Keynote Address and Workshop

*Theme: The Health of the Academy...Self-Care and Thriving in a Continuing Pandemic*

*Ms. Angela Donn, Coordinator Student Support and Wellness Services*

### Friday, August 20, 2021

➤ Faculty Academy – Part II

10:00 am to 1:00 pm

*Theme: The Health of the Academy...Making Technology Work for You in the Virtual/Online Classroom.*

➤ Using Creative Canvas Features in the Virtual/Online Classroom

➤ Using Creative General Zoom Features in the Virtual/Online Classroom

➤ Using Test Features in Canvas

Attendees: Faculty

Zoom Link: To be Provided

Keeling & Associates, LLC (K&A) is working with Baltimore City Community College (BCCC; the College) to assist, advance, and advise the College in reviewing and expanding its strategic plan. K&A convened multiple meetings with the cabinet, divisional leadership, and board members during May 2021, cumulatively 17 hours of interviews with dozens of participants. This document provides a summary of findings and themes from these discussions.

**How might BCCC reimagine credit and non-credit programs to be more responsive to the needs of the workforce, the city of Baltimore, and the interests and intentions of students?**

► **Identify areas in which to grow and expand; areas of need for the city and country.**

Ideas discussed included the following:

- BCCC's cybersecurity program is in the top 20 (#7) among community colleges; maintain its status but add others to that list—which programs could BCCC develop to reach that level of recognition?
- Build on what the school is known for: nursing, health sciences (create a center of excellence for health sciences—which will require careful review and improvement)
- Medicinal chemistry linked to biotech; opportunity to connect with regional industry and research institutions
- Clean energy
- Water plant/wastewater operators, environmentalists—direct need in the community and a serious concern as existing staff retire; wastewater apprenticeship currently leads to certification, but could be scaled up and be better known
- Communications—social media, radio station; provide internships, connect to branding and marketing
- Hospitality; plant-based culinary program
- Certificate in social advocacy; intersection between government, non-profit, and other sectors
- Gaming

- Instructional technology skills; certifications or credentials in educational content delivery, how to prepare faculty and instructors
- Office administration program; new administrative support skill sets
- ▶ **Faculty development**—who does BCCC have who can teach in these emerging programs, and where does BCCC need to recruit?
- ▶ **Claim expertise in emerging areas;** “get ahead” of the challenges before other institutions (e.g., contact tracing, post-COVID work)
- ▶ **Integrate into industry for retraining and be a “service provider”:** information technology certificate, scale up existing partnerships (take back BCCC’s leadership in that area)
- ▶ **Imagine one college that is focused on student success, bridging connections between non-credit and credit programs (a “one BCCC model”)**
  - Transform the culture to reduce barriers and improve communication, become more inclusive and innovative, and concentrate on what works best for students and employers
  - To help reduce silos, establish a vice president for learning, both credit and non-credit
- ▶ **Create areas of concentration** that make it easier for students to navigate pre-requisites, explore areas of interest, and identify alternative pathways
- ▶ **Broaden workforce advisory boards to represent the College, not just individual programs;** look at all programs, all sectors, and serve all students; opportunity to distinguish how BCCC does this compared to other institutions
  - Is BCCC training students for current and future careers? Are there the right partnerships to ensure students get hired and have mobility upward?
  - **Need to establish infrastructure and transform the culture to have an institutional advisory board;** better integration between general administration and program administration
- ▶ **Bring the community to BCCC; be the leaders in addressing social issues affecting the community**—events, media presence, “center of excellence for community outreach and community affairs”
  - Have the community come to BCCC, as well—be a vehicle for educational entrepreneurship (e.g., food trucks, food service)
  - What does BCCC create to improve quality of life for the community?

- ▶ **Lean into technology; be part of the transformation of Baltimore into a “tech hub”**
  - There are issues with technology in Baltimore City Public Schools; BCCC can help with solutions—which feeds into recruitment and relationships
  - P-tech programs
  - Coding, SwiftUI (Apple)
  - Training in new technology; identify niche areas of need where BCCC can claim expertise and “get ahead of the curve”
- ▶ ***Suggestions from Dr. Keeling:***
  - Partner with an institution to offer a credential for taking a course (e.g., contact tracing at Johns Hopkins)
  - Pandemic preparedness; workforce and credit components
  - Training in digital competency; opportunity as bandwidth increases, and then how to prepare for a more digitally competent community and workforce (e.g., working with seniors)

How might BCCC become more student-centered—through its programs and services, and in the ways in which students navigate the College, from enrollment and retention to completion and life/career?

- ▶ **Restructure advising;** integrate student support services into the curriculum, wrap-around support; proactive retention model
  - Student success model that brings together retention and individual engagement with students, community, wellbeing, and sense of belonging; render services in an authentic way
  - Permit advising in departments once they have declared their majors
  - Better training for advisors and more assessment
  - Better utilize Early Alert
  - Goal Attainment Plan (GAP) system too ensure proper course sequencing
  - Begin building relationships with students before they come to campus
- ▶ **Reimagine delivery of services to be more student-centered**—advising, registration (not rely on old ways of doing); prioritize accountable customer service
  - More clearly define student-centeredness; how to respectfully say no—“not no, but now what?”—retain students’ dignity while setting expectations and boundaries

- Ensure staff competency in all areas
- Respond to students' ability to navigate programs and resources
- ▶ **Maintain use of technology in supporting students**—virtual help desk, virtually embedded tutoring (more confidential, better access); where can students continue to be served remotely (transactional services), and where is in-person interaction vital (developmental support and advising)?
  - Consider long-term opportunities for hybrid and remote learning
- ▶ **Significantly revamp the website**—make it more representational of BCCC, create empowering experiences for prospective and current students; viable area of improvement—create videos, include faculty voices
- ▶ **Listen to students; how can BCCC make things better?** Create student advisory panels or boards, focus groups and surveys; more outreach and relationship-building with students, opportunity for competitive advantage
  - Better assess students' needs through existing and new programs, pre- and post-program surveys
  - This is the implementation of a BCCC core value—put students first
  - Gather perspectives from alumni, as well
- ▶ **Build lasting relationships with students:** create space for students to feel more comfortable to seek help, regardless of their program or interest; acknowledge importance of first impressions with students—always connect
- ▶ **Develop innovative mentoring programs;** mentors from both within and beyond BCCC, peer-to-peer or “buddy” programs so that students can help one another navigate the College
- ▶ **Students as part of BCCC operations;** best utilize work-study funds, create these opportunities for the student worker corps
- ▶ **More actively participate in students' transition to their next step post-BCCC** (four-year college, workforce, etc.); ensure students have a return on their investment
- ▶ **Extracurricular activities**—performing arts, recreation, study abroad; encourage student leadership about activities, to be architects of their own experience, develop skill sets
- ▶ **Access to basic resources:** laptops, textbooks
- ▶ **Improve way finding on campus**—signage, entrances, maps, etc.



How might BCCC establish more partnerships and relationships that establish meaningful connections and amplify awareness of the College and its connections to the community?

- ▶ **Provide services to the community that leverage the health sciences program:**
  - Scale up the dental clinic
  - Perform health screenings in local schools and on campus; occupational and physical therapy clinics; year-round (better use of existing resources, service to community, and more practical experiences for students)
  - Vaccination programs
  - EMS program
- ▶ **Trauma care—a priority in Baltimore;** ask where there are needs, connect and shift BCCC's resources, partnerships with social services; will require expertise
  - Addiction counseling — develop program to work directly with the community
  - Paralegal program — have students work with community members in the library
  - Combines work with the community and job training; BCCC as a clinical site
- ▶ Opportunity for partnerships in **tourism and hospitality** post-COVID
- ▶ **Corporate partnerships**—alignment of programs with corporations, and which have the setup in place? Need to craft the relationship
  - Selectivity, ensure it is a good fit, intentional
- ▶ **Amplify the use of the BCCC campus by community partners** (i.e., facilities to rent); better advertising about those opportunities
- ▶ **Build relationships with alumni**

How might BCCC become the employer of choice, transform institutional culture, and reward and celebrate areas of excellence?

- ▶ **Improve branding;** promote connections to organizations, volunteerism
  - Create a “rallying point,” internal marketing; enable employees to be ambassadors for BCCC
  - How your role supports the College's mission
  - Create mission and vision statements for academic affairs and student affairs
- ▶ **Establish sources of pride, what can BCCC claim as better than others**

- Highest safety rating among area colleges (confirming the data) and considered safer than the surrounding community
- Celebrate being #1; competition to encourage innovation, effort; non-monetary awards, “employee of the month”
- Establish a teaching award to top faculty members, service awards and other recognition that celebrates high performance and excellence; students can vote on the faculty award, as can faculty
- Unleash talent—showcase professional connections and skills
- ▶ **“Warm *and* demanding work environment”**
  - Establish a culture that is disciplined about high standards of performance *and* caring about its people
  - Management proposed employee of the quarter recognition award; opportunities to cultivate energy and enthusiasm; continuity and meaning/substance (what performance achievements are recognized?)
  - Encourage employee relationship building activities; team building; formal and informal, social; between employees and students (e.g., recreation)
  - Meeting efficiency/maximize efficiency - clear agendas and action items (project delivery management); centralized document management (Sharepoint); tools to improve workplace effectiveness
- ▶ **Improve staff retention:**
  - Ensure employees are able to utilize professional development; create clear professional development and mentoring tracks
  - Provide respite for those who go above and beyond
  - Shift culture so that employees feel comfortable expressing themselves, build trust
  - Value existing employees as new people and ideas are brought in
- ▶ **Leadership institute?** — promotion *and* development, investment in human resources
- ▶ **Reduce silos;** work more collaboratively, reduce duplication
- ▶ **Become more agile and flexible** in order to implement changes and respond to opportunities more quickly than competitors
- ▶ **Institutionalize planning and assessment** so that initiatives survive transitions in leadership and staff; revisit successful initiatives
- ▶ **Cabinet engagement with staff**

- ▶ **What to celebrate:** student completion rates, opportunities for employees to identify the success metrics—and how to get there
- ▶ **External messaging;** build pride, then celebrate it

### **Board of Trustees Comments**

K&A facilitated a discussion of BCCC’s strengths, challenges, and aspirations with the board of trustees during a meeting on May 19, 2021; below is a summary of comments from that conversation.

#### **Strengths and Assets:**

- ▶ **Resources and infrastructure to be the pre-eminent job training entity in the city, if not the region;** facilities, size; need to actualize that potential, city is “begging” for it/ gap and need in the city right now
  - Need to prioritize workforce development, “test the waters” with potential employers and deliver outcomes
- ▶ **Place to get training for career and preparedness;** both support their livelihood and achieve their aspirations
- ▶ **An institution in Baltimore,** the community college of the city
- ▶ **Present leadership** (president and cabinet)—the face of the college used to be the chairman, not the president
- ▶ Efforts to **transform the campus culture** will lead to positive external perceptions

#### **Challenges:**

- ▶ **Understand the college as more than “13th grade”**—something greater
- ▶ **Need to improve security and safety**
- ▶ **Meeting all of the legislative mandates**
- ▶ **Barriers for student entry and success;** challenges with financial aid, negative interactions, etc. leads to negative perceptions in the community
- ▶ **Relationships with philanthropic community,** corporations underdeveloped (still in the early stages)
- ▶ **Competition for resources**
- ▶ **Helping students tie their experiences into a well-supported and rich transition to their next steps**

## Opportunity and Aspiration:

- ▶ **Become the institution that people think of first;** “the go-to place,” become the school of choice for students, employers, and industry
- ▶ **External validation,** employer benchmarks, change perceptions in the community
  - Tell the story of student success and positive student experiences
- ▶ **Opportunity to upscale in different areas of the city:** alleviate poverty, create upward mobility, offer other support services
- ▶ **Extend BCCC’s reach into East Baltimore;** working with school counselors, workforce training organizations, transportation improvements or an East Baltimore location, etc.
  - Take a regional approach in thinking about opportunities, as well
- ▶ **More blended learning**
- ▶ **Rethink relationship with the City of Baltimore,** city government, etc.—nurture understanding of BCCC’s foundational role in workforce development; reinforce value of two-year graduates in supplying talent to industry and four-year colleges
- ▶ **Increase connections to public schools**
- ▶ **Better prepare students for four-year college**
- ▶ **Solid internship program**
- ▶ **Stable leadership;** continuity—this has been helped tremendously by current leadership
- ▶ **Better utilize existing infrastructure,** such as the downtown property
- ▶ **Elevate the profile of the faculty,** celebrate their achievements
- ▶ **Connections with specific industries** in the community
- ▶ **Tighter pipelines between the College and the community;** need to demonstrate that graduates are getting jobs in the community
- ▶ **Partnerships with other higher education institutions;** think about partnerships vs. competition



Strategic Planning

Articulating Action Steps

July 2021

Richard P. Keeling, MD  
Chairman and Senior Executive Consultant

Alex Vasquez, PhD  
Vice President and Senior Consultant

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Consultant

Rehshetta Wells, MS  
Project Assistant

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Keeling  Associates  
Change for Learning

# Introduction

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- ▶ Keeling & Associates, LLC (K&A) is working with Baltimore City Community College (BCCC; the College) to assist, advance, and advise the College in reviewing and expanding its strategic plan. K&A convened multiple meetings with the cabinet, divisional leadership, and board members during May 2021, cumulatively 17 hours of interviews with dozens of participants, and provided a summary from those interviews dated May 28, 2021. More recently, K&A also facilitated interviews with community partners and a small group of students.
- ▶ To support the next phase of work and transition from theme analysis to prioritization, direction setting, and articulation of action steps, K&A will facilitate an additional series of conversations with leadership and staff. This document provides a list of questions to guide these discussions; participants are encouraged to reflect upon them prior to the meetings, with particular attention to identifying action steps that respond to or support opportunities or possible directions reflected in the theme summary.



# Reminder: Primary Planning Questions

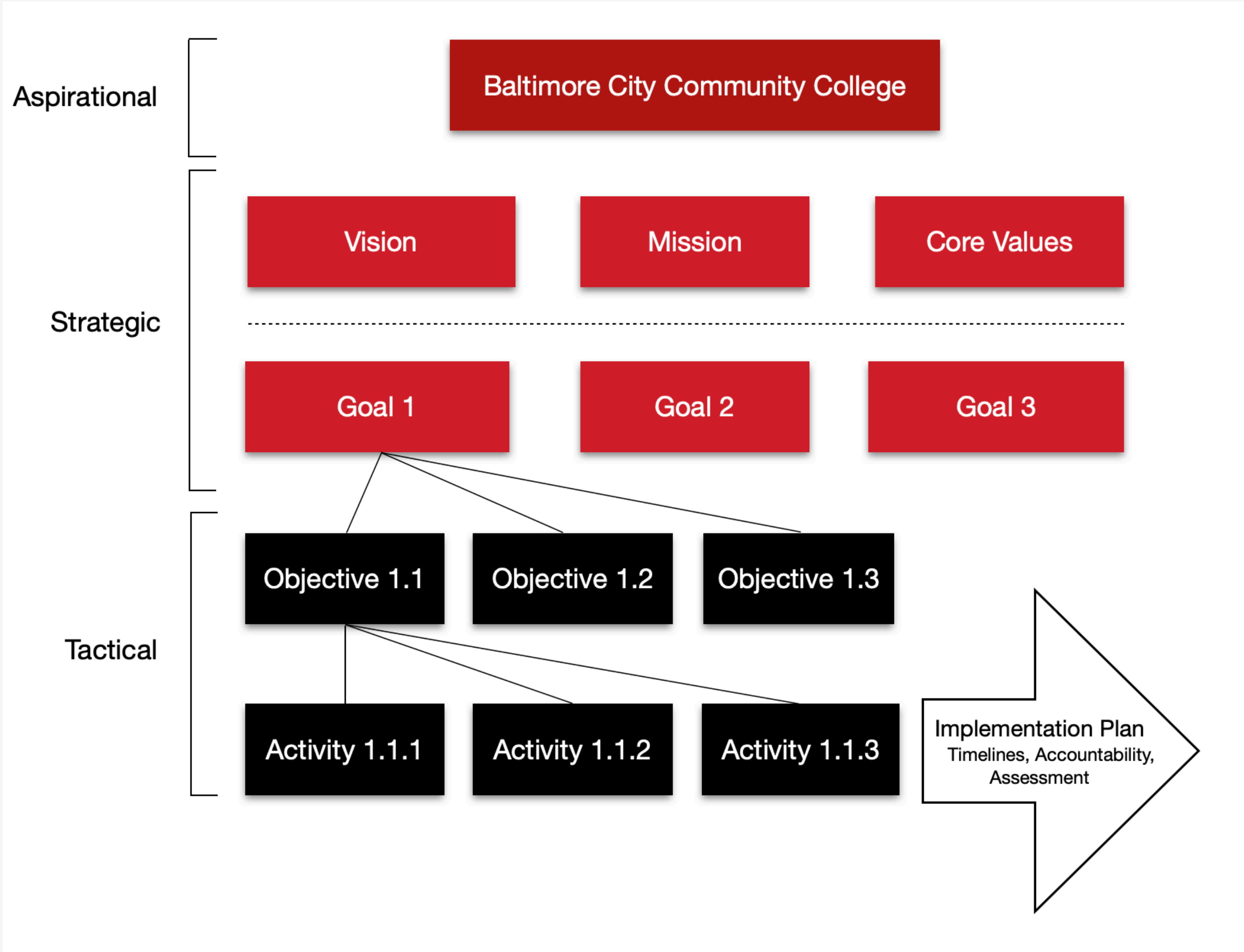
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- ▶ How might BCCC reimagine credit and non-credit programs to be more responsive to the needs of the workforce, the city of Baltimore, and the interests and intentions of students?
- ▶ How might BCCC become more student-centered—through its programs and services, and in the ways in which students navigate the College, from enrollment and retention to completion and life/career?
- ▶ How might BCCC establish more partnerships and relationships that establish meaningful connections and amplify awareness of the College and its connections to the community?
- ▶ How might BCCC become the employer of choice, transform institutional culture, and reward and celebrate areas of excellence?



# Structure of Strategic Plans

- ▶ Focus of action planning: what are the tactical steps, actions, and initiatives that will respond to BCCC's most pressing needs, opportunities, and priorities?





# Guiding Questions

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## Identifying key priorities and action steps:

- ▶ What is the College already doing that might support a particular opportunity or direction?
- ▶ Does the College need to address gaps in existing programs/services/initiatives and/or create something brand new?
- ▶ Should the College reduce or discontinue any particular programs or activities to build capacity for more important priorities?

## Assignments of accountability and responsibility:

- ▶ Who are the individuals, groups, partners, and/or departments who might contribute to deciding how the College implements an opportunity or initiative?
- ▶ Who should be involved in implementing an action step—including those who would either be involved in its execution or benefit from it (for example, community partners and/or students)?

## Assessment measures:

- ▶ What outcomes does the College hope to accomplish with this opportunity or initiative? How will it know if those outcomes are achieved?
- ▶ What, specifically, does the College hope will be different in five years if it fulfills the opportunity or initiative?

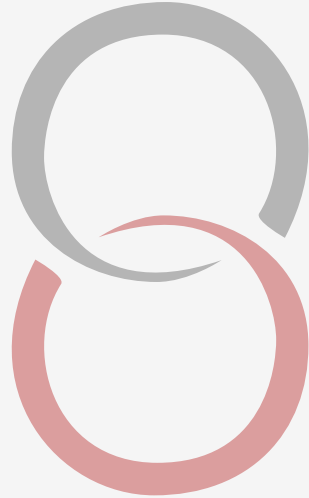
## Timeline:

- ▶ Which opportunities or initiatives can or should take immediate priority in the next year or two?
- ▶ Which might require more time to develop or allocate the resources to support them?



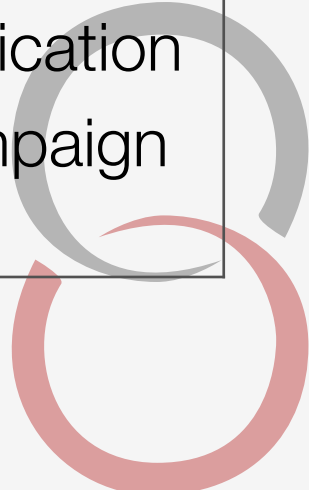
# Illustration of an Implementation/Action Plan

Objective #	Objective	Activity #	Activity	Accountable Person/Dep't	Assessment Metrics	Resources Required	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Goal 1: [Insert goal statement]</b>											
1.1	[Language of objective]	1.1.1	[language of activity]	[name of person or department]	[how it will be measured]	[cost, time, personnel, etc.]	[when will work on this activity begin, continue, end; action steps may differ year to year]				
		1.1.2									
		1.1.3									
1.2		1.2.1									
		1.2.2									
		1.2.3									
1.3		1.3.1									
		1.3.2									
		1.3.3									



# Illustration of Potential Action Steps

Objective #	Objective	Activity #	Activity	Accountable Person/Dep't	Assessment Metrics	Resources Required	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Goal 1: Student success – Provide equitable access to a learning environment that supports a diverse population of learners and promotes student goal attainment.</b>											
1.1	Align, support and deliver courses, programs, and services to ensure progression, transferability and employability.	1.1.1	Restructure advising to provide better wrap-around support and proactively support retention.	Student Affairs, Academic Affairs; program directors	Improvements in student retention, progress, and completion rates	Staff time; potential costs for technology improvements	Gap analysis of existing advising models	Articulation and launch of new advising models	Assess effectiveness of initial launch	Ongoing implementation, program modification, and assessment	
		1.1.2	Develop innovative mentoring programs.	Academic Affairs, Alumni Relations	Student retention, satisfaction rates	Staff time	Student information gathering	Pilot new programs	Assess initial pilot programs	Program expansion	Longitudinal assessment of student outcomes
		1.1.3	Actively promote innovations in courses, programs, and services.	Communications	Publication of stories, social media	Time; comm. resources	Limited initial implementation; prioritize for future years after initial programs are piloted or launched			Conduct information gathering, interviews	Launch publication campaign



# Keeling Associates

## Change for Learning

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## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, September 15, 2021**

*Dr. Liesl Jones, Vice President, Academic Affairs*

### **Realignment Task #1**

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

#### **Alignment of Academic Affairs programs and Workforce**

##### ***Baltimore Police Department (BPD) and BCCC Crosswalk***

The articulation agreement is in the final stages and will be reviewed by legal at BCCC and in advance of signing of the agreement. Students from the Police Academy have registered for the fall semester and will be eligible to participate in the program as outlined by the MOU. We anticipate bringing the MOU to the Board for the October meeting.

##### ***Scheduling of Courses***

Beginning with the development of the spring 2022 course schedule the Deans will align multiple-year schedules to the academic plans for each major. To accomplish this the Deans working collaboratively with program coordinators and the associate deans, will analyze the schedules from the last 2 years and use the enrollment reports by major to determine the need for courses. Students are admitted to the College at multiple start points which then requires offering courses for the traditional start of the fall based on the education plans and then offering off sequence courses for students being admitted to the College in the spring and summer terms. The Deans will be tasked with reviewing the enrollment by program to develop an enrollment campaign to keep students on track towards graduation, streamlining the schedule to efficiently match the number of courses offered to student demand, and developing a short-term action plan for under enrolled programs. The anticipated result is fewer low enrolled courses, better managed adjunct needs, and the ability to better determine and anticipate resource needs for programs.

##### ***Curriculum***

The Deans have been tasked with a complete review of their curriculum to determine which programs need to be revised to bring them in better alignment with workforce needs and transfer needs. The Deans have been tasked with the development of new programs in the respective Schools. The outcome is to bring 3 new programs to the Board that align with current trends in the workforce and that put the College on the forefront of education. One such program is the Cyber Forensic program currently under development that will link with the Cyber Security and Assurances program at the College and will help develop the College into a Center for Academic Excellence.



## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, September 15, 2021**

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

### **Realignment Task #2**

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

## **WORKFORCE DEVELOPMENT PROGRAM DEVELOPMENT**

### **Workforce Development Program Development and Expansion**

The Workforce Development Department develops training programs designed to meet industry requirements while advancing student opportunities for employment and career advancement. Workforce Development (WD) enrolled some 125 students in July and August and worked closely with the Career Services Office to support graduates transitioning to employment. Additional activities include:

- On June 28<sup>th</sup>, the Mayors Scholars Program (MSP) Summer Bridge opened with 34 Workforce Training Program (Continuing Education) students. These students are enrolled in Workforce Development programs with additional support for transition to employment.
- In July and August, more than 83 students benefitted from GEER 1, GEER 2, and Community College Relief Now funding scholarships. Students may select one of 15 training programs.
- New cohorts for several training programs were initiated under current Contract Training Agreements. Goodwill supported a new cohort for Pharmacy Technician, University of Maryland Hospital sponsored a cohort in Patient Care Technician (PCT), Johns Hopkins Hospital initiated two cohorts for CNA, and Concerted Care sponsored 17 students across several program areas (based on student interest).
- In partnership with Greater Baltimore Urban League, the college will provide a series of classes, including academic preparation and/or GED preparation, and Computer Literacy training for returning citizens to support their transition into employment.
- The Career Services team continues to work with hiring partners to place current students and graduates in employment. During the Summer Term, this office also conducted specific Job Readiness classes for cohorts of students preparing for Careers in Healthcare, including those from the UMMC Patient Care Technician (PCT) program, the Community Health Worker (CHW) Integrated Education and Training (IET) program, and BACH interns.
- In partnership with City Schools and the Mayor’s Office of Employment Development (MOED), the college supported a total of 145 Youth Works students. Several BCCC programs serving Baltimore City youth, such the MSP Summer Bridge and Refugee Youth Project, include this option for students.
- Under contract with Baltimore City Schools, students from Renaissance Academy High School will enroll in the BCCC Venipuncture/Phlebotomy Workforce Training program. Upon completion/graduation, students will be assisted with employment placement.



# Baltimore City Community College

## Realignment Tasks Update

**Board of Trustees, September 15, 2021**

*Dr. Liesl Jones, Vice President, Academic Affairs*

### **Realignment Task #3**

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

#### **Multiple Measures**

Prior to the use of multiple measures, approximately 90% of students at BCCC when placed using ACCUPLACER were placed into development courses. The new policy provides the use of other metrics as outlined in State’s guidelines for multiple measures to place students in math and English and other college level courses. With the pandemic, the College used high school transcripts to place students in math and English in the summer of 2020 and during the Academic year 2020-2021. The table below shows the pass rates for students who took developmental courses and entry level math and English classes. The columns labeled A201, A209 and A211 represent the semesters that the College has used multiple measures to place students. The data shows a decrease in the number of students enrolled in developmental courses (RENG 92 and MAT 92) and increase in the pass rate form MAT 128 and a steady pass rate for ENG 101. The data shows a positive impact on pass rates which will have a positive rate on retention and decrease time to graduation.

The table below includes pass rates for all students enrolled in the respective semesters and shows the most improvement in MAT 128 and MAT 92.

<b>BCCC</b> Baltimore City Community College				
<b>Course Pass Rates (ABCDP/ABCDFIW)</b>				
<b>Highest Level Development and Entry-Level College Math and English Courses</b>				
	A199	A201	A209	A211
RENG 92	68.5%	60.8%	61.9%	59.1%
RENG 92 Counts	511	401	197	127
ENG 101	74.4%	68.4%	65.0%	67.0%
ENG 101 Counts	672	521	589	324
MAT 92	60.7%	55.5%	69.0%	70.0%
MAT 92 Counts	107	110	87	40
MAT 107	57.2%	61.7%	61.1%	52.3%
MAT 107 Counts	472	394	493	352
MAT 128	55.8%	63.5%	64.6%	69.4%
MAT 128 Counts	104	104	127	108

Source: BCCC Student Information System. OIR - 08.14.2021

#### **Middle States Update**

The College successfully submitted the Annual Institute Update (AIU). This year’s update included two supplemental questions as a result of the Colleges Mid-Point Peer Review (MPPR) submission. The Commission after reviewing the MPPR required that the College answer the two additional questions with each AIU submission until the College completes its next Self-Study and Site Visit. Question 1 was: “Provide further evidence of improvement of key indicators of student success, including retention and graduation rates.” Question 2 was: “Provide further evidence of demonstrated strategies to measure and assess the adequacy of institutional resources to support mission and goals.” The College will be entering the Self-Study Academy this fall and is in the process of determining who will attend the meetings in preparation for writing the Self-



Study. The College has been assigned its third liaison from Middle States and will have an introductory meeting in advance of the Self-Study Academy.





## Baltimore City Community College

### Realignment Tasks Update

**Board of Trustees, September 15, 2021**

*Dr. Liesl Jones, Vice President, Academic Affairs*

### **Realignment Task #4**

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

#### **Dual Enrollment**

Courses for the fall semester have been added to the schedule. There are a total of 23 courses currently requested by both private and BCPS schools for the fall. This is an increase from fall 2020. Please see below for the courses requested for fall 2021.

Course	Start/End Date	Meeting Times	High School
ART 122	9/20 – 12/17	MWF 2:00 – 3:05PM	for August Fells Savage students only
SP 101	9/20 - 12/17	MWF 11:39AM – 12:36PM	for Green Street Academy students only
SP 101	9/20 - 12/17	MWF 12:39PM – 1:46PM	for Green Street Academy students only
H 111	9/20 - 12/17	MWF 8:00AM – 9:15AM	for Vivien T. Thomas students only
SP 101	9/20 - 12/17	S 9:00AM – 12:10PM	Baltimore School for the Arts students have first priority in registering.
PSY 101	9/20 - 12/17	S 9:00AM – 12:10PM	Baltimore School for the Arts students have first priority in registering.
SP 101	9/20 - 12/17	MWF 10:00AM – 11:10AM	For Dunbar students only.
SP 101	9/20 - 12/17	MWF 11:15AM – 12:25PM	For Dunbar students only.
PSY 101	9/20 - 12/17	MWF 8:45AM – 9:55AM	For Dunbar students only.
ENG 101	9/20 - 12/17	MWF 2:25 – 3:35PM	For Dunbar students only.
SOC 101	9/20 - 12/17	MWF 12:30 – 1:45PM	For Dunbar students only.
PSY 101	9/20 - 12/17	TR 2:05 – 3:26PM	For Western High School students only.
SOC 101	9/20 - 12/17	MWF 12:10 – 1:20PM	For Digital Harbor students only.
BIO 102	8/12- 12/17	MW 1:30-3:00	Bais Yakov
BIO 102L	8/12- 12/17	T 5:30-8:00	Bais Yakov
BIO 102	8/12- 12/17	MW 3:30-5:00	Bais Yakov



BIO 102L	8/12-12/17	W 5:30-8:00	Bais Yakov
MAT 107	9/20 – 12/17	MWF 9:00-10:03	Green Street
MAT 107	9/20 – 12/17	MWF 11:39-12:42	Green Street
MAT 128	9/20 – 12/17	MTWR 8:45-9:48	Dunbar
BIO 101	9/20 – 12/17	MWF 10:00-11:03	Dunbar

**P-Tech**

The P-Tech Coordinator and the Vice President for Academic Affairs meet weekly to review student progress, issues with the courses, and communications with the High Schools. P-Tech students have all been registered for fall courses. Tutors will be made available to work with the P-Tech students to help them be successful in the program. Please see below for the courses and current enrollment.

CHE 213	16-Week	10 students	Dunbar
PHY 101	16-Week	15 students	Dunbar
BIO 102	16-Week	25 students	Dunbar
CHE 102	16-Week	17 Students	Dunbar
BIO 212	16-Week	4 students	Dunbar
BIO 107	16-Week	4 students	Dunbar

MAT 107	12-Week	11 students	Carver / Dunbar
CRJ 101	12-Week	6 Students	Carver
MAT 125	12-Week	9 students	New Era
ENG 101	12-Week	16 Students	New Era
MAT 129	12-Week	4 students	Dunbar
MAT 128	12-Week	9 students	Dunbar
ENG 207	12-Week	13 Students	Dunbar
ENG 101	12-Week	40 students	Dunbar
ENG 101	12-Week	40 students	Dunbar
PSY 101	12-Week	41 students	Dunbar
PSY 101	12-Week	41 students	Dunbar
CLT 100	12-Week	30 students	Dunbar
SOC 101	12-Week	4 students	Dunbar
SP 101	12-Week	13 Students	Dunbar / New Era
PRE 100	12-Week	18 Students	Dunbar / New Era



## **Baltimore City Community College**

### **Realignment Tasks Update**

#### **Board of Trustees, September 15, 2021**

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

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

#### **Realignment Task #5**

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

### **STUDENT AFFAIRS**

#### ***Registration Activities***

- I. The following registration activities have improved operations and increased enrollment.  
Enhancements/Improvements
  - a. Registration process improvements
    - i. Processed virtual online registration when students could not self-register.
    - ii. Implemented more efficient registration processes, procedures and policies.
    - iii. Managed academic records more effectively:
      1. Cross-trained staff to make the most strategic use of employees by expanding their skills and knowledge to ensure stability and flexibility in the office.
      2. Reorganized the registrar public folder to ensure timely processing of registrations, transcripts, enrollment verifications, and emails received from students.
      3. Improved compliance to eliminate potential fraudulent grading activity by only allowing Registrar and Associate Registrar to process grades and change of grades.
      4. Enhanced and streamlined graduation degree audit process by collaborating with Academic Affairs Coordinators to request supporting documentation weekly.
    - iv. Collaborated with IT to maximize technologies to support internal business processes:
      1. Worked with IT to code student records to reflect new academic standing.
      2. Created internal audits to review critical transactions of all staff for the purpose of quality checks.
      3. Worked with IT to create reports to inform faculty to submit timely grades and course certifications to improve student support services.
- II. Enrollment Initiatives
  - a. Collaborated with Admissions, Advising, and Marketing to create outreach initiative to reengage students and support increase in enrollment for fall 2021.
  - b. Initiated *Make It Happen* campaign to promote enrollment for new recruitment and continuing students for fall 2021.
    - i. Identified four student groups to engage:
      1. New students who did not enroll;
      2. Students who were at one-time enrolled but stopped out;
      3. Students who registered but were dropped during the add-drop period by faculty because they never attended; and
      4. Near completers (One Step Away Grant), students who completed 45 plus credits and who stopped attending.



- ii. Created templates with course options for students to select.
- iii. Email and text communications were sent regularly to inform students of course options, registration timelines and other important information to keep students informed.

**Degree Audits**

581 Degrees and Certificates awarded for 2020-2021:

- Degrees 426
- Certificates 155

SEMESTER CONFERRED	YEAR	AA	AAS	AS	ASE	AAT	TOTAL DEGREE	CERT	TOTAL DEGREE & CERT CONFERRED
SUMMER	2020	25	34	7	1	0	67	24	91
FALL	2020	41	54	50	0	0	145	62	207
SPRING	2021	67	100	44	1	2	214	69	283
TOTAL 2020-2021		133	188	101	2	2	426	155	581
SUMMER	2021	7	13	5	1	0	26	6	32
FALL	2021	0	0	0	0	0	0	0	0
SPRING	2022	0	0	0	0	0	0	0	0
TOTAL 2021-2022		7	13	5	1	0	26	6	32

PENDING COMPLETION	2021
SUMMER	98

**Transcripts**

2,624 transcripts were processed totaling \$13,100 in revenue for the college between May 1, 2021, and August 31, 2021.



## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, September 15, 2021**

*Advancement & Strategic Partnerships*

### **REALIGNMENT TASK # 8**

*“Develop and market a brand for BCCC.”*

#### **Communications/ PR**

July marked the last month at the College for longtime ASP employee Daviedra Sauldsberry, Director of Communications. There were no newsletters distributed as the employee was using leave much of the time. The following noteworthy deliverables occurred:

1. Reestablished working relationship with The AFRO-American newspaper for continued promotion of BCCC; set up TBD interview with President
2. Drafted press release announcing new general manager of WBJC
3. Published to media announcement of new general manager of WBJC

#### **Marketing**

The Marketing team concentrated on several areas to advance brand recognition and build brand awareness: Completion of the Summer Marketing Campaign, initiating the Fall Marketing Campaign, Website enhancements, developing new creative approaches, and researching best practice for font and color palette use.

The new senior designer is adding new components to the Style Guide as we map a new creative direction that is both distinctive, approachable, and is enhanced throughout any integrated marketing plan. These additional components include refinements to letterhead, business cards, dual logo use, co-branding, stacked logos, primary and secondary color palette and additional toolbox needs are being added. Additional efforts at developing a unique 75<sup>th</sup> Anniversary landmark in keeping with our new creative approach are also underway. Upon completion and approval, the new Style Guide will become the basis to introduce campus brand education and provide brand direction for cohesive efforts moving forward.

The summer marketing campaign has been executed across all platforms, with exceptional response as measured from the advertised website URLs to actual pages. Volume and response are detailed further below. The department also finalized the Fall 2021 Marketing Plan, including efforts on all platforms to build brand awareness while also enhancing brand presence with sophisticated designs that bring clarity to BCCC’s value propositions and student outcomes. Messaging surrounds flexible degree and certificate programs, tuition-free classes, and multiple start dates, and seeks to weigh outcomes to those value propositions. Messaging examples are shown below.

#### **Marketing/Advertising/Collateral/Outreach/Community Engagement**

The College is working in partnership with Kaiser Permanente and the Community College of Baltimore County (CCBC) on a strategic messaging campaign via print, electronic, social, and streaming music to heighten the awareness of no cost and low-cost education and training opportunities with a multi-pronged media campaign that targets individuals living above the Federal Poverty Level, but below the basic cost of living. The ALICE initiative, defined as Asset Limited Income Constrained Employed, is to build understanding and interest in associate degrees, certifications, and workforce training and, and will strengthen the livelihoods of families in the communities that we support because of program completion. The campaign will commence in October 2021.



## **Rebranding**

The College continues to rebuild and aggressively market its brand to increase recognition and awareness with all stakeholders. Core ways of amplifying and differentiating the brand includes producing compelling and creative brand and enrollment campaigns for digital, print, website, outdoor, and in-home with a clear call to action for engagement and enhanced student experience.

Continuing efforts to evaluate existing CMS website pages by opening design to a less cluttered look via a new template. These efforts also include replacing or placing images, video, new buttons, and other cross-referencing where needed. The College will pursue additional third-party feedback regarding the current CMS and obtain information on the site conversion using best practices.

The College has invested additional time to finalize the Style Guide and make additional decisions regarding secondary color pallet, logo, and font use. Brands and websites need more than one font to establish hierarchy, keep visitors engaged where a lot of text is located, and to subliminally tell visitors more about the brand's personality and approach. Font pairings must have balance, readability and complement one another. Additionally, the primary color palette of red, black, and white is complimentary to and influenced by the Maryland State flag and the Baltimore City flag and colors. These colors historically represent the College, and they connect the school to the greater city of Baltimore and state of Maryland. Supporting secondary palette colors provide variation and highlight primary colors. While minimal secondary colors are generally selected as a best practice, the colors will complement each other and allow BCCC to forge its own identity. Limiting the number of secondary options provides the College with both recognition and consistency. Upon completion, the consistent use will bring long lasting stability to creative design efforts and ensure appropriate and consistent use of the BCCC landmark and style.

Other rebranding efforts include updates to the viewbook, At-a -Glance, and Panther postcard publications, completing final edits to design of letterhead for consideration, and analysis of content on updates for the Apply webpage and BCCC homepage.

## **Branding & Awareness**

The College began executing deliverables below for building brand and creating awareness:

- Outdoor signage (CUBE, Bus, Bus Shelter, campus, and road signage)
- Get to Know BCCC videos posted on YouTube, online, and via digital advertising
- Updated publications (viewbook, Panther card, At-a-Glance)
- Get to Know BCCC social campaigns
- Social campaign

Additionally, the College began investigating alternative brand advertising options for presentation in the Spring 2022 Marketing Plan.

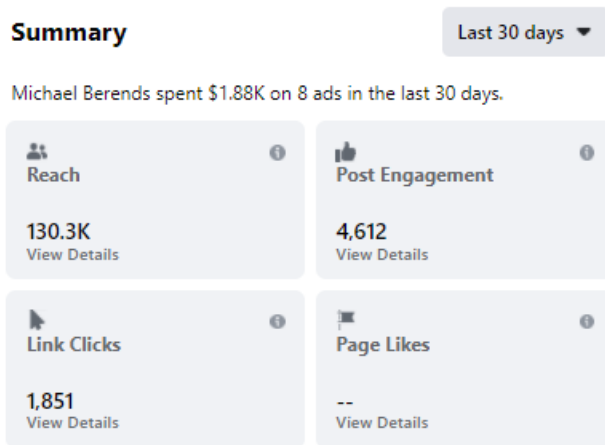
## **Market Research**

- New opportunities to expand brand growth have been researched, including advertising in Maryland MVAs, out-of-home opportunities, and Afro.com digital advertising.
- An information meeting has been arranged with Modern Campus to discuss a CMS model while also reviewing other school web practices
- Research on multiple websites has resulted in BCCC taking a more contemporary direction via the current website template, opening, and uncluttering pages, adding photography, buttons, and generally reviewing all pages to reflect a more unified appearance that improves the user experience

- Institutional Research provided new research on statistics for the College, which was used to update stats on the Panther postcard, viewbook, and At-a-Glance brochures, all of which are used during the student recruitment process.
- The College has invested additional time to review secondary color pallet, logo and font use. The consistency of the end result will bring long lasting stability to brand creative approach.

### Enrollment Campaigns and Metrics

- The College approved a plan to begin purchasing PSAT and SAT lists from the College Board, the sole source provider of this information. The list has been ordered, received, and uploaded. The following components of a larger College Board Marketing Plan have been executed:
  - A welcome letter from Dr. McCurdy with a view book is being mailed to each student
  - Additional Information Sessions promoted with a postcard are being sent
  - High-quality HTML email designs are pending approval
  - A postcard will be mailed to encourage applications
  - Campus tours and a tour postcard are pending the reopening of campus.
- The College approved a fall 2021 Marketing Campaign that has been launched. The plan includes outdoor signage, print mailings, digital advertising on Facebook, Instagram and Google, social posts promoting enrollment, posts and billboards promoting programs on a rotating basis. Campus banners and international flags are also included. Digital advertising began on July 20, and initial results are shown below.



Active	Jul 20	<a href="#">View Results</a>	...
<b>Website Visitors</b>			
Get to Know BCCC. Associate degrees, certification...			
11,275	422	\$234.38	
Reach	Link Clicks	Spent at \$40.00 per day	
Active	Jul 16	<a href="#">View Results</a>	...
<b>Website Visitors</b>			
Advance your career or start a new one. BCCC Tuiti...			
34,543	227	\$235.13	
Reach	Link Clicks	Spent at \$20.00 per day	
Active	Jul 16	<a href="#">View Results</a>	...
<b>Website Visitors</b>			
Almost finished your degree? Register now for Fall ...			
17,338	207	\$298.03	
Reach	Link Clicks	Spent at \$30.00 per day	
Active	Jul 16	<a href="#">View Results</a>	...
<b>Website Visitors</b>			
Are you ready for your next career move? Make It ...			
14,385	198	\$298.19	
Reach	Link Clicks	Spent at \$30.00 per day	
Active	Jul 16	<a href="#">View Results</a>	...
<b>Website Visitors</b>			
Apply now for fall 2021 tuition-free classes and flex...			
18,328	176	\$236.00	
Reach	Link Clicks	Spent at \$30.00 per day	
Active	Jul 15	<a href="#">View Results</a>	...
<b>Website Visitors</b>			
Apply now for Fall 2021 tuition-free classes. Multipl...			
32,901	269	\$261.92	
Reach	Link Clicks	Spent at \$20.00 per day	
Active	Jul 15	<a href="#">View Results</a>	...
<b>Website Visitors</b>			
Register now for Tuition-Free Fall 2021 classes. Cho...			
33,984	322	\$292.18	
Reach	Link Clicks	Spent at \$25.00 per day	

- **Google Paid search: Advertising began in mid-April and ended June 30, 2021**  
(These stats reflect the total spring and summer 2021 summary)



## 90-day Campaign Summary

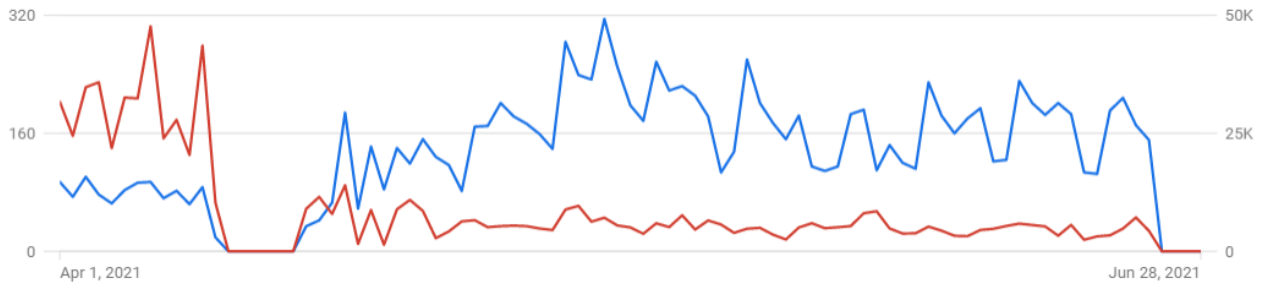
**Impressions:** 759,000

**Clicks:** 11,900

**Average CPC:** .30 cents (cost per click)

**Cost:** \$3,530

Clicks ▾	Impressions ▾	Avg. CPC	Cost
11.9K	759K	\$0.30	\$3.53K



## Most shown ads

Most-shown search ads

- Summer 2021 Enrollment Campaign
- Summer 2021 Enrollment Campaign

[Dynamically generated headline]

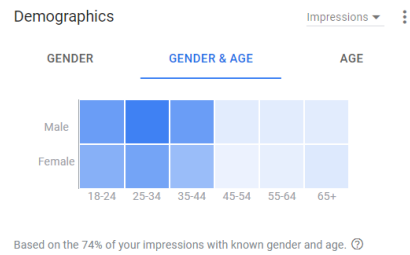
[Ad] [Dynamically generated display URL]

Tuition-free classes and multiple start dates  
Professional development · Workforce development...

Call 410-462-8300

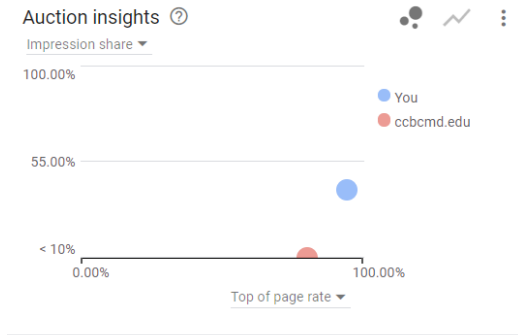
Ad	Impressions	Clicks ▾	CTR ▾
● Enabled	19,228	7,893	41.05%

## Gender breakdown for viewing ads



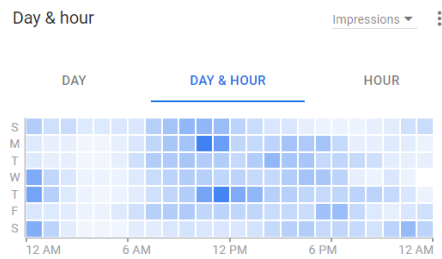


## Auction insights

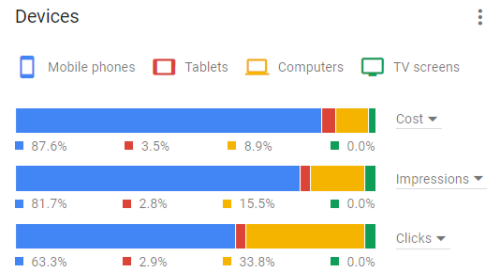


AUCTION INSIGHTS

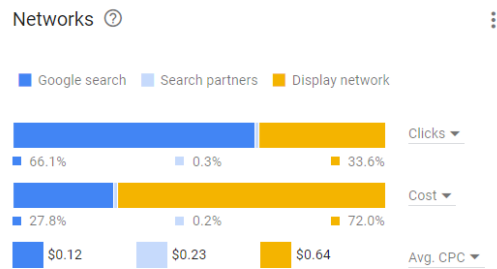
## Day and hour for viewing ads



## Devices used while viewing ads



## Networks used while viewing ads



## Campus Beautification

- A new fall Register banner has been placed at the main entrance
- New international flags have been ordered for the main campus
- New pole sign designs that combine with the 75<sup>th</sup> Anniversary with enrollment campaigns are pending feedback and consideration

## Social Media Analytics

### Facebook

During July Facebook experienced:

812 page views

38 page likes

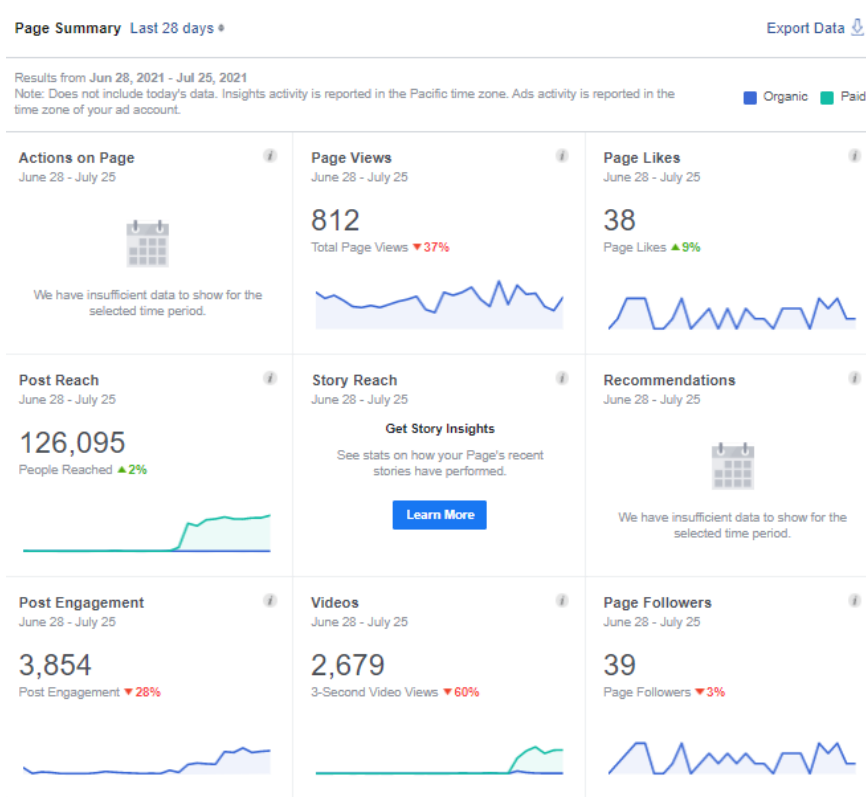
126,096 post reach

Post engagement in the form of likes, forwards, etc. reached 3,854 (Note: post-commencement volume)

2679 Video Views, down 60% (post-commencement)

Page followers were 39

BCCC is rated #4 as Pages to Watch



- **Instagram**

1,769 posts  
 1,299 followers  
 787 following

- **Twitter**

# Tweets: 10 (down 9.1%)  
 Tweet Impressions: 6,363 (down 12.5%)  
 Profile visits 813 (down 23.4%)  
 Mentions: 12 (down 33.3%)  
 Followers 1,695 (up 5)

**28 day summary** with change over previous period



**Website Highlights**

- The College continues to make edits that improve the Website user experience as related to streamlined design and use of photography and video, while also investigating longer term CMS platform solutions.



Additional external information from our current CMS (Blackboard) and third parties (Brightedge) is scheduled as we continue to analyze the current site as compared to Google and general public user experiences.

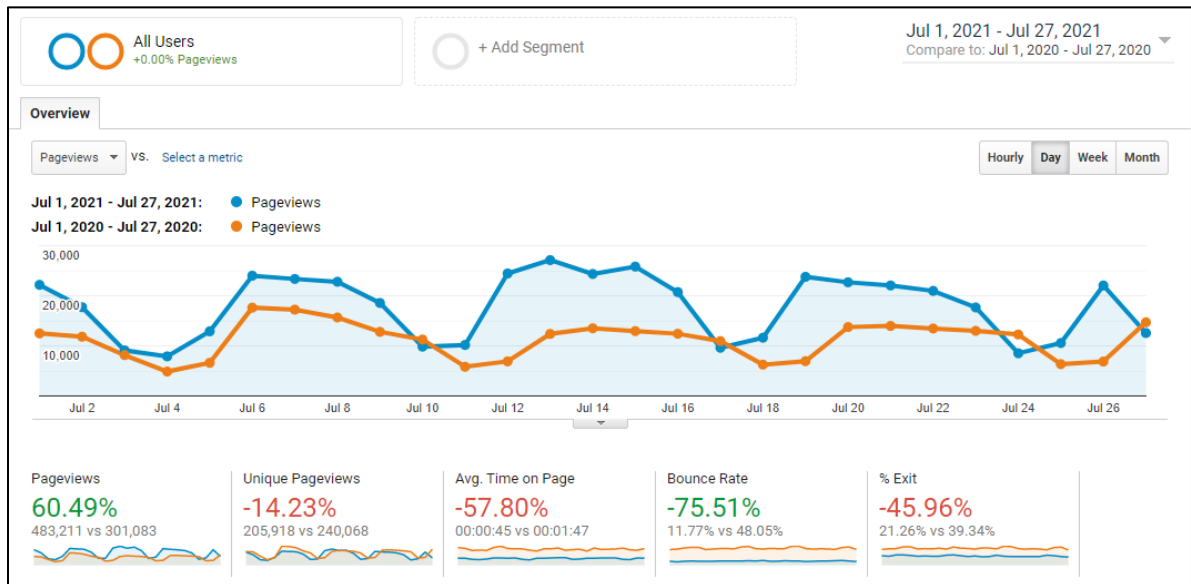
- The Webmaster concentrated on a website content schedule while also working to replace old logos, place new images, and create a better user experience on Admissions website pages. Additionally, the Admissions Apply web page was completely redesigned.
- In keeping with new brand standards, the Webmaster worked with Blackboard to unify our school colors on web pages by making additional changes to graphics and primary background colors.
- 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)
  - Coronavirus Updates
    - Renewed Alert Banner
  - Billboards
    - Free Summer Session Textbooks Billboard
    - MSP Billboard
    - Early Childhood Education Billboard
  - Information to know
    - Friendly Reminder – Closed July 5th
  - Headlines
- Routine Website Maintenance and Webpage Content Updates
  - RBCCC Directory Updated
  - Website review for errors
  - Payroll webpage update
  - ESL webpage update
  - ABE webpage update
  - Alumni webpage update
  - EMS Accreditation update
  - Paramedicine webpage update
  - Analytics review
  - Nursing webpage update
  - Scholarship's webpage update
  - Payroll webpage update
  - President's cabinet update
  - Careers webpage update
  - COVID19 webpage update
  - NEW Apply webpage launched
  - BCCC Online video launched
  - About BCCC webpage update
  - Heartland deferred payment webpage update
  - Upward Bound webpage update
  - International Students webpage update
  - ITS Apply URL update request and launched
  - New Student Orientation Information published

- Other
  - Acalog Training
  - Bi-Weekly Reviews
  - Infosec Online Security training
  - Modern Campus meeting
  - Website CSS Review
- Ongoing
  - Rework 3 webpages per week
  - Future Students (site map version 2)
  - Strategy 1 Subcommittee meetings
  - Updated colors to BCCC website
  - Student testing proposal

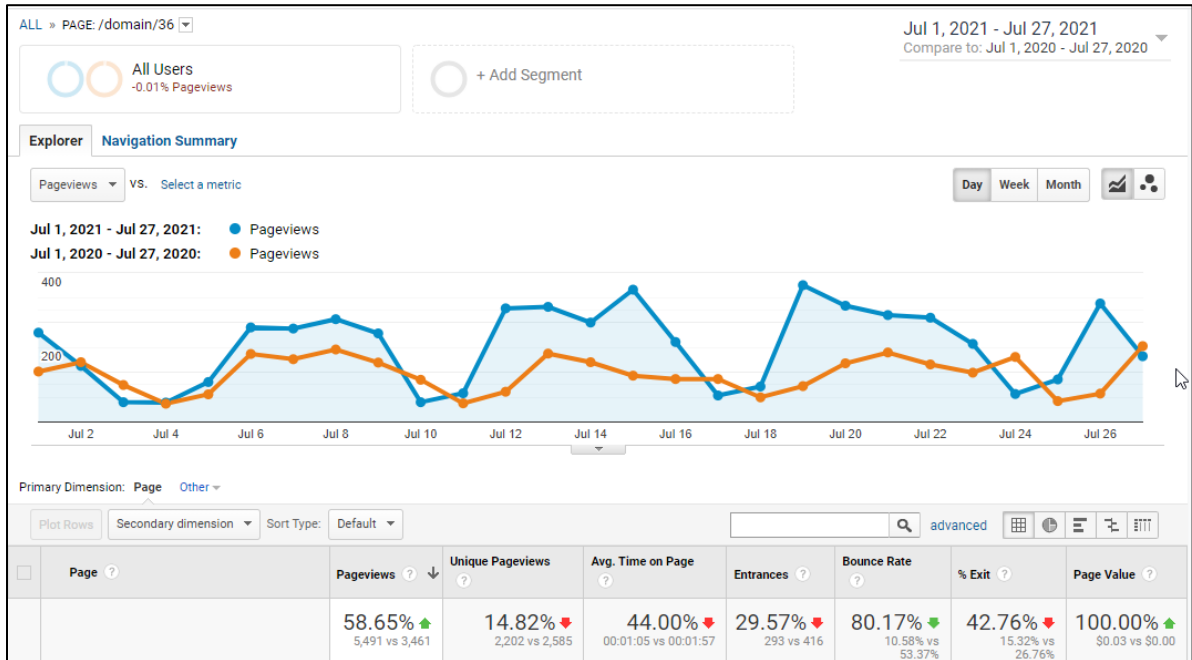
- **Website Analytics**

- Home page: Unique (new) pageviews are down from the prior year by 14.23%, or a decrease of 34,150 new visitors
- Apply page: Unique (new) page views are down from the prior year by 14.82%, or a decrease of 383 new visitors
- Register page: Unique (new) page views are up from the prior year by 82.61%, or an increase of 1,378 new visitors.
- Note: Digital campaigns ended June 29 for the Summer 2021 Marketing Campaign and Fall 2021 Marketing Campaign began July 15 for a gap period of 16 days.

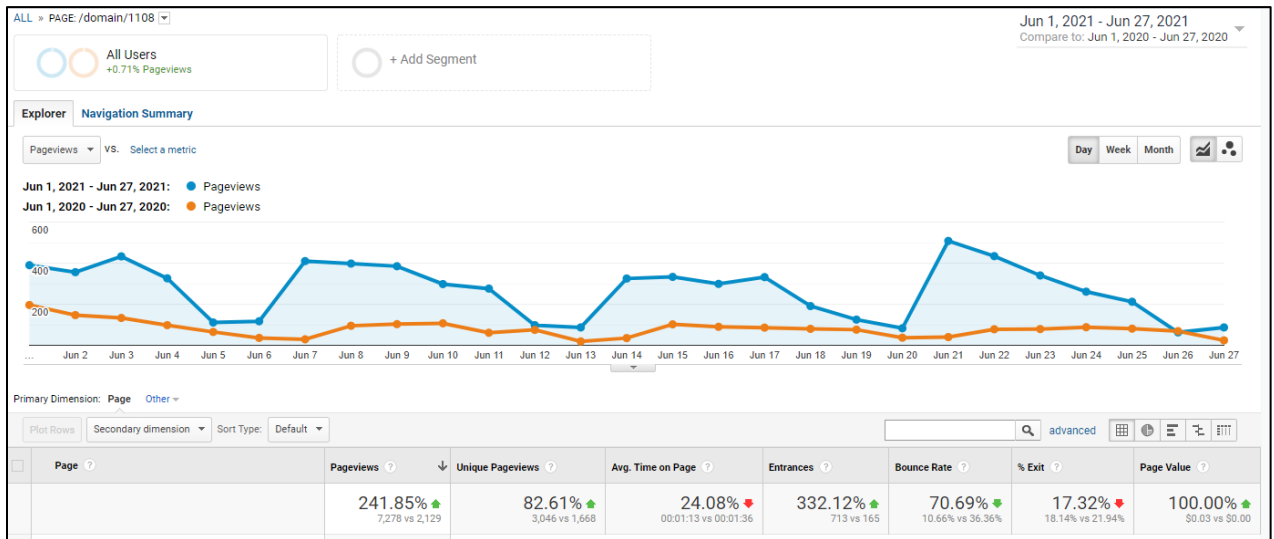
**Website Main Page Overview: July 1, 2020 – July 27, 2020 vs. 2021**



### Apply Webpage: July 1 – July 27, 2020 vs. 2021



### Register Webpage: July 1 – July 27, 2021 vs. 2020



### Creative Design

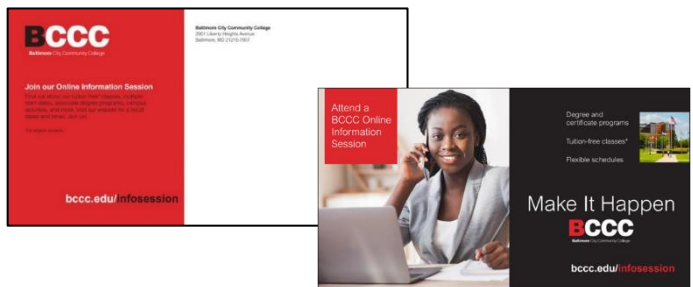
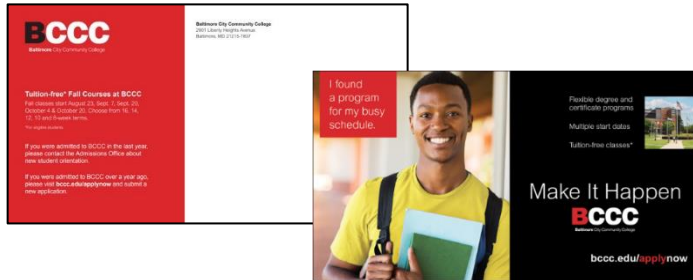
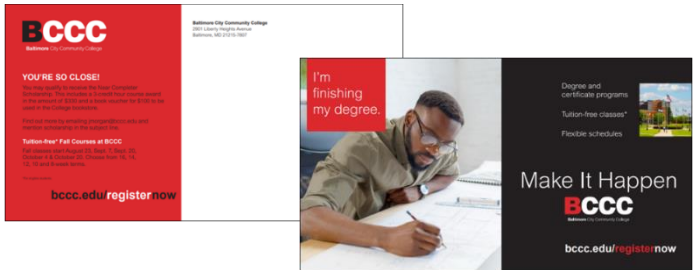
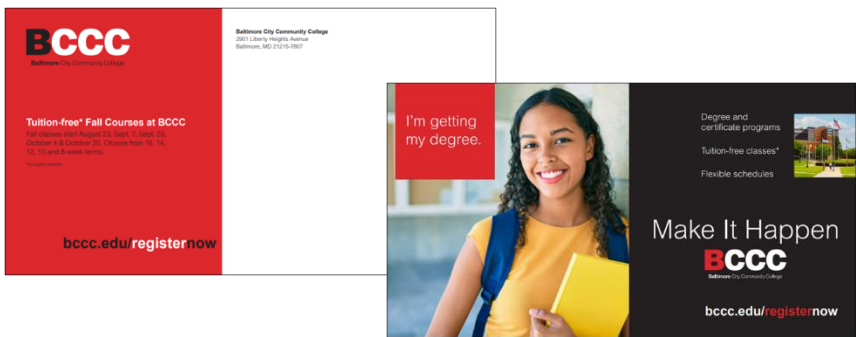
- During the month of July, the College worked to execute the Summer 2021 Marketing Campaign while developing and implementing the Fall 2021 Marketing Campaign. Integrated efforts include print, outdoor signage, website enhancements and promotion of enrollment, social, digital, and internal components.



- Additional edits and modifications to the Brand Style Guide are being made following additional research regarding brand use of a secondary color pallet, stacked logo use, email signatures, and approved fonts.
- Branding efforts were completed for new BCCC and presidential letterhead, with final designs pending approval.
- Several videos promoting programs, Workforce Development, Get to Know BCCC, MSP, and Dual Enrollment were designed and are pending final edits and approval.
- The College continues to promote its programs via website home page hero images and social posts.

## Renderings

### Recruitment Postcards





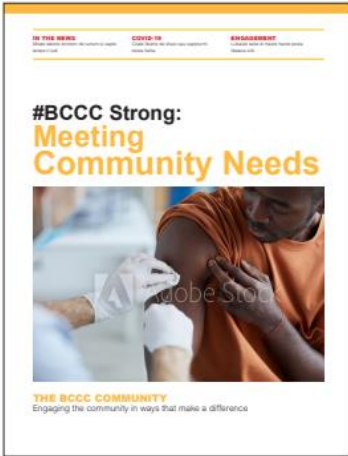
## Digital Advertising



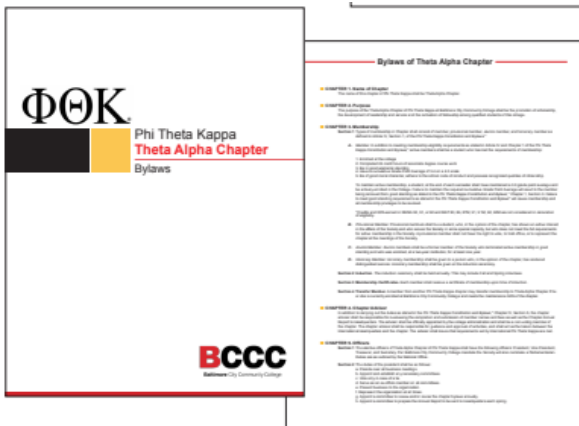




## Community Engagement



## Honors By-Laws



## MSP



Viewbook, Panther Quick Facts, At-a-Glance Print Publications



Digital projects, forms and image Carousels





Fall 2021 Email Ads, Email Headers & Footers, Church Ads



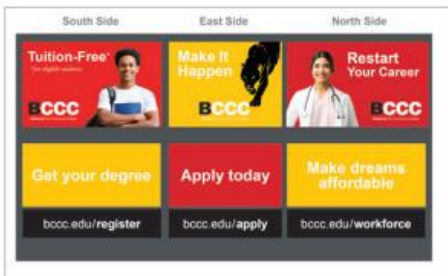
Workforce Development Brochure (consolidation)



Letterhead

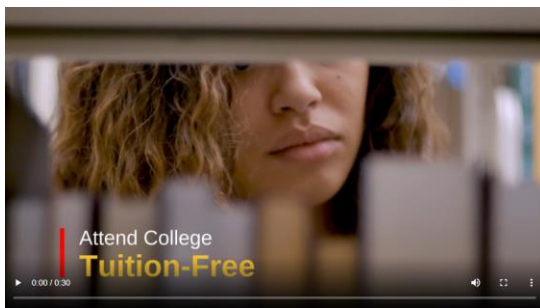


## Outdoor Advertising



## Video

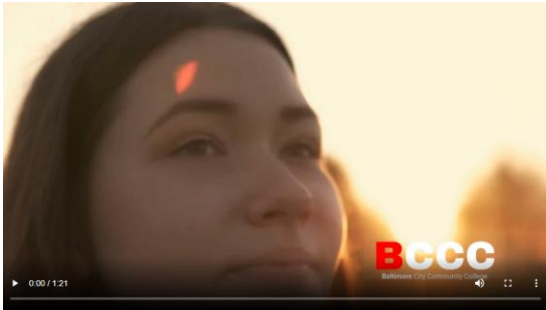
### MSP



### Workforce Training



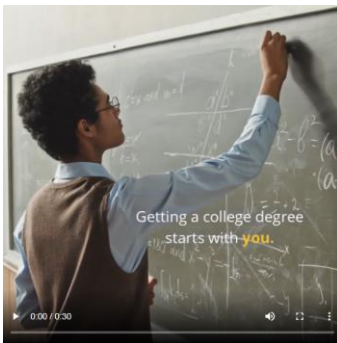
## Workforce Training



## Get To Know Us (Introductory)



## Dual Enrollment

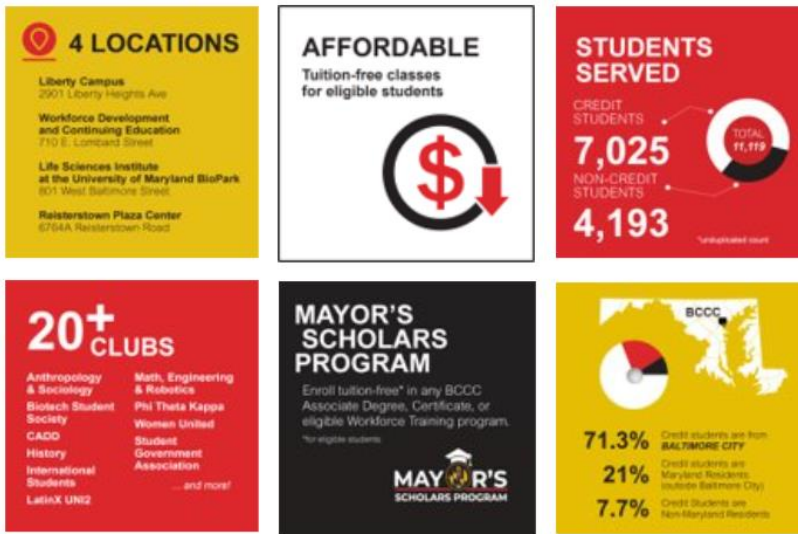




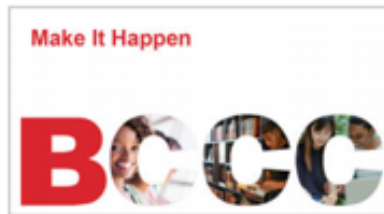
## Recruitment Email



## Social Media Get to Know BCCC tiles



<p><b>DUAL ENROLLMENT</b></p> <p>Earn college credit while in high school.</p> 	<p><b>74+</b> International countries represented among students &amp; faculty.</p> <p><b>WE ARE A GLOBAL COMMUNITY</b></p> 	<p><b>SCHOLARSHIP OPPORTUNITIES</b></p> <p>Both credit &amp; non-credit scholarships available</p> 
<p><b>TRANSFER</b></p> <p>Top 5 Institutions BCCC students transfer to after degree completion</p> <ol style="list-style-type: none"> <li>1. Coppin State University</li> <li>2. Morgan State University</li> <li>3. Towson University</li> <li>4. University of Baltimore</li> <li>5. University of Maryland, Global Campus</li> </ol>	<p><b>JOB TRAINING</b></p> <p>programs leading to careers in high-demand industries, including:</p>  <p>Pre-Cyber Security Diesel Mechanic Construction Pre-Apprenticeship CNA/GNA</p>	<p><b>STUDENT TO FACULTY RATIO</b></p> <p><b>18:1</b></p> 



## Future Plans

- Continue discussion of several :15 and :30 commercial spots and associated media buy.
- Price a summer photoshoot
- Research additional new brand building ideas and media buy options, including requesting information and presentations by third-party agencies or vendors. Ideas include moveable digital signs, church, food or other partnerships, high school newspapers or websites, a Mondawmin Mall takeover, and advertising in MVA locations.
- Continue developing introductory videos to showcase the BCCC brand for use on social media and via paid digital advertising.
- Research and request bids for a new virtual tour or series of short virtual tour videos (TBD)
- Finalize all components of the Fall 2021 Marketing Campaign
- Continue working with 75<sup>th</sup> Anniversary landmark design, with integration into the Fall 2021 Marketing Plan
- Develop new pole banner signs
- Develop additional street pole sign replacements
- Convert multiple website pages to a more open, contemporary design template



## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, September 15, 2021**

*Mr. Stephan Byam, Chief Information Officer*

### **REALIGNMENT TASK #9**

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

#### **Enterprise Resource Planning (ERP):**

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

Current State: The ERP Project has continued to maintain a “Green” status from Maryland’s Department of IT (DoIT). While the College continues to benefit from this positive outlook from the state, there are challenges that the College is working to overcome to ensure that this status is upheld. These include newly developed resource constraints, scheduling conflicts and turnover in key areas.

#### **Implementation Engagements**

The Implementation Teams continue to be engaged with their respective Ellucian teams. Finance, Human Resources, Student and Student Accounts teams have been continuing their work with configuration and alignment of business processes to the system capabilities and functionalities.

#### **Data Migration**

A decision was made to reload the round 1 General Person (students, employees and vendors) data extraction due to the large number of errors in the first load.

The plan for the second round General Person data extraction was subsequently changed to include separate data migrations for vendors, students and employees. This change in plan occurred in order to minimize the number of manual updates in Banner that would be needed for functional areas including student and employee data prior to student and HR Go-live dates. The vendor data extraction was successfully completed on 6/24/2021.

Financial Aid round 1 data was successfully loaded into Banner on 5/24/2021. This load will be used for testing and data validation in the coming weeks.

Finance Vendor round 2 data was successfully loaded into Banner on 5/31/2021. This load will be used for data validation and data mapping in Banner in the coming weeks.

General Student round 1 data was loaded into Banner on 7/26/2021.

Academic History round 1 data was loaded into Banner on 8/2/2021.

Overall (Holds and Testing data) round 1 data was loaded into Banner on 7/26/2021.

Human Resources Position control round 1 data was loaded into Banner on 8/30/2021.

Human Resources Leave Balances round 1 data was loaded into Banner on 8/30/2021.

**State Interfaces (FMIS, Workday etc.)**





Due to the nature of the College’s designation as a state agency, the College’s Financial and Human Resources data must be integrated with the State’s own Financial and Human Resources systems. As such, it is the imperative that these integrations exist prior to “go-live” to avoid additional double entry by the College’s teams. The following is the status of the integrations:

“HX file” Integration The “HX File” is a file that is produced from the State’s Financial Management Information System (FMIS) that details all of the College’s financial transactions in the form of journal entries. These include payroll, payments, credits etc. The College has enlisted the vendor, Ellucian, to develop the integration that will use the data from the “HX File” to populate the Banner system for reconciliation. The projected completion date is October 1, 2021, and testing is scheduled to begin on September 6, 2021. In order to successfully implement the “HX File” integration, the College’s Finance team will be developing use case scenarios for User Acceptance Testing (UAT). This UAT exercise will confirm for the College whether all of the types of transactions that are present on the HX file, are successfully transmitted into Banner.

Vendor Integration (At Risk): The “Vendor” integration ensures that any new vendors that the College on-boards will be automatically transmitted to the State’s FMIS system with the details to allow for payment. The Vendor integration is developed, however partially tested due to Finance resource constraints. The projected completion date is October 1<sup>st</sup> 2021, but is at risk of missing this target.

Transaction Integration (Invoices and General Ledger Transactions) (At Risk): Due to resource constraints, the development of the Transaction Integration remains in analysis phase. The projected completion date is October 1<sup>st</sup> 2021, but is at risk of missing this target.

Payroll Integration (At Risk): The Payroll integration will allow the College to transmit its payroll information to the State’s Central Payroll System. The State has advised the College that it has significant blackout dates in both November and December where they will not engage in new integrations; and has advised the College that the payroll integration should be targeted for the latter part of the 2022 calendar year.

**Human Resources**

While the Human Resources team continues to make progress in many of the areas of configuration, the team has encountered a unique challenge where the State’s requirements and the functionality of the Banner system *do not* align. The Banner system relies upon workdays in a year whereas the State of Maryland uses calendar days. This, in turn, exposes a limitation in the Banner system whereby the system cannot account for more than one decimal place in a salary calculation. The HR, Finance, Ellucian and IT Teams are working to determine a resolution.

**Organizational Readiness**

The BCCC Finance team is still working on commanding their knowledge and readiness for using Banner Finance. Due to resource constraints, the team has not been able to begin any work in the Banner Test environment. Additionally, IT is coordinating Finance Security Testing which needs to be completed by September 30<sup>th</sup>. The Chief Financial Officer is working with the Finance team to address the outstanding items in the Finance go-live checklist.

**Future Engagements**

The following are the scheduled engagements through September:

**ii. Student Accounting**

Engagement	Dates	Status
Fee Assessment Configuration	7/1/2021	Complete
Touchnet Cashiering/Advisor Working Session	7/28/2021	Complete



TouchNet and Baltimore City CC - Cashiering Close/Balance, Advisor and Marketplace	8/18/2021	Complete
BCCC - AR Data Validation	8/24/2021 - 8/26/2021	In Progress
BCCC Fee Assessment Student AR Training	9/7/2021 - 9/9/2021, 9/14/2021-9/16/2021	Scheduled

### iii. Human Resources

Engagement	Dates	Status
Position Training	7/7/2021 - 7/8/2021	Complete
Position Configuration	7/9/2021	Complete
Leave Training	8/2/2021, 8/3/2021, 8/5/2021	Complete
HR Leave Technical Overview and Mapping	8/6/2021	Complete
Leave Simulation	8/11/2021	Complete
BCCC HR Onboarding and Hiring Technical Overview and Mapping	8/12/2021	Scheduled
Functional-Technical Review of Data before loading	8/24/2021	Cancelled
Onboarding and Hiring Validation	9/8/2021, 9/9/2021	Scheduled
Simulation Onboarding and Hiring	9/14/2021	Scheduled
Life Cycle of an Employee Training	9/15/2021, 9/16/2021, 9/21/2021	Scheduled
Banner Payroll Training and Simulation	9/30/2021	Scheduled

### iv. Student

Engagement	Dates	Status
Banner General Person Security	7/14/2021	Complete
Records Management Security	7/21/2021	Complete
Security for Banner Catalog/Schedule	7/27/2021	Complete
Buildings and Rooms	7/28/2021	Rescheduled
Buildings and Rooms	8/3/2021	Complete
Faculty/Advisor records in Banner	8/4/2021	Complete
Configure/Train- Student Records Management	9/7/2021	Scheduled
Student Records simulation review	9/9/2021	Scheduled
Registration Management Review	9/10/2021	Scheduled
System Education for Compliance Monitoring I & II	9/14/2021, 9/15/2021	Scheduled

### v. Financial Aid

Engagement	Dates	Status
Train to Student Employment	7/14/2021	Complete
Train & Sim Student Employment	7/22/2021	Complete
Security Training/Discussion	7/23/2021	Complete
Design & Train R2T4	7/26/2021	Complete
Train& SIM R2T4	8/4/2021	Complete
Design SAP	8/5/2021	Complete
Train SAP	8/9/2021	Complete
SAP Simulation	8/10/2021	Complete
Configuration Self-Service Training	8/11/2021 - 8/12/2021, 8/20/2021	Complete



Follow up Training Data Load/Tracking	9/7/2021 - 9/9/2021	Scheduled
Follow up Training Period Budgeting /Packaging	9/14/2021 - 9/16/2021	Scheduled
Follow up Training COD, Pell and Disbursement and SAP	9/21/2021 - 9/23/2021	Scheduled
Follow up Training Student Employment	9/28/2021 - 9/30/2021	Scheduled

**vi. Information Technology**

<b>Engagement</b>	<b>Dates</b>	<b>Status</b>
BCCC: Advanced Form Fusion Training	8/4/2021	Complete
BCCC - ADAP Service Preparation Call	8/6/2021	Complete
BCCC - ADAP Blueprint Review and Server Validation	8/12/2021	Complete
BCCCS: Prod Ethos/Banner Functional Mapping	8/26/2021	Complete
Form Fusion Training	9/17/2021	Scheduled



## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, September 15, 2021**

*Office of the President*

### **REALIGNMENT TASK #10**

*“Develop or sell all unused or underutilized real estate, including the Inner Harbor Site.”*

#### **Inner Harbor Site**

The costs of demolishing the Bard Building and creating a temporary green space on the property were included in the most recent state budget. Regular meetings that will result in a procurement are underway.

#### **The Lockwood Property**

The College agreed in March, 2020 to defer the receipt of rent payments from Lockwood Associates pending at least partial recovery from a pandemic-related downturn in revenue generation. In July, 2021, BCCC and Lockwood Associates executed a Forbearance Agreement whereby the parties agreed to a schedule that called for the payment of all deferred rent plus a 1.5% late fee in two installments: Lockwood Associates paid BCCC \$1,015,000 in July, 2021 and is obligated to pay another \$1,086,674.62 before the end of July, 2022. All regularly scheduled Rent payments recommended in July, 2021.

#### **Radio Tower Leases**

BCCC owns the radio tower used to operate WBJC and leases space on that radio tower to 3 separate entities. The lease to NOAA began on August 1, 2018 and is a 15 year term, with the College receiving \$17,646 per year for the first 10 years of the lease. The iHeart Media lease began on October 1, 2020 and is for five years with three additional five year terms. IHeartMedia pays the College \$5377.63 per month. The AT&T lease, (which is in the process of being renegotiated and renewed) will yield the College approximately \$50,400 per year.



## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, September 15, 2021**

*Office of the President*

#### **REALIGNMENT TASK #11**

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

As reported earlier, newly enacted state law has changed BCCC’s procurement authority. BCCC contracts that are exempt from State oversight are now subject to the following requirements:

- contracts with a value of \$100,000 or less must be reviewed and approved by the president of BCCC or the president’s designee; and
- contracts with a value of more than \$100,000 but no more than \$500,000 must be approved by the BCCC Board of Trustees.

BCCC’s capital improvement and service contracts valued at more than \$500,000 are still subject to review and approval by BPW.

Specified provisions in State procurement law that also apply to other State higher education institutions also apply to BCCC, most notably provisions governing the State’s Minority Business Enterprise program.

The Maryland State Board of Contract Appeals’ authority over contract claims related to BCCC contracts terminates for any contracts awarded on or after July 1, 2021, but the BCCC Board of Trustees can elect to restore its authority, subject to approval by BPW.

Subject to the review and approval of the Board of Public Works (BPW) and the Joint Committee on Administrative, Executive, and Legislative Review, the BCCC Board of Trustees must develop policies and procedures governing procurement by the College, including those governing conflict of interest issues. The policies and procedures must promote the purposes of State procurement law. The Board of Trustees must also develop an IT plan that includes IT policies and standards that are functionally compatible with the statewide IT master plan and BCCC’s strategic plan.

BCCC hired a Procurement Director who began work on September 9, 2021 and will begin drafting the appropriate policies and procedures, which will then be presented to the BCCC Board of Trustees for review and approval before being forwarded to the State.



## **Baltimore City Community College**

### **Realignment Tasks Update**

**Board of Trustees, September 15, 2021**

*President McCurdy & Cabinet*

### **REALIGNMENT TASK #12**

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

The 2021-2024 Strategic Plan activities continued with a representative group of faculty on Tuesday, August 17, 2021 with Keeling & Associates facilitating an “Information Gathering Interview”. The agenda included:

- Review of themes from prior interviews (cabinet, divisional leadership and staff, students, community/industry partners, & Board of Trustees);
- BCCC’s legislative mandates—areas of necessary focus;
- Strategic planning during COVID-19; and
- Faculty engagement and discussion: establishing directions.

The following primary themes emerged from the interviews:

- Modernize programs; build links between academics and workforce development, faculty and industry partnerships; develop in areas of growth and innovation, and shape the curriculum (including program prioritization as well as additions) to respond to student interests
- Put students first; enhance the student experience through seamless customer service and improved technology, build affinity and pride; reach a sustainable enrollment and improve retention; stay affordable while becoming more efficient
- Build and invest in partnerships, relationships with industry and city schools; capitalize on connections with the City of Baltimore; get external perspectives and bolster brand, identity, and reputation
- Become the employer of choice; recruit, develop, retain, and celebrate employees who are student-centered and committed to creating a high-functioning institution and environment
- Restore and steward facilities and infrastructure

Keeling & Associates facilitated conversations with faculty to assist in exploring how BCCC might:

- Reimagine credit and non-credit programs to be more responsive to the needs of the workforce, the city of Baltimore, and the interests and intentions of prospective students and their communities?
- Become more student-centered—through its programs and services, and in the ways in which students navigate the College, from enrollment and matriculation to completion and life/career?
- Become the employer of choice, transform institutional culture, and reward and celebrate areas of excellence?

The “**Strategic Planning Sessions**” will be held in September & October 2021 where an expanded group of faculty and staff will help to reach consensus about the College’s strategy, priorities, goals, and objectives for the strategic planning period.



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

TAB 11 | Active Search Listing

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**HR Active Search List As of August 31, 2021**

Baltimore City Community College						
	Div	PIN #	Position	Oversight	Date posted	Status 8/31/21
1	AA	66711	Coordinator of E-Learning	Dr. Liesl Jones	8/21/2020	Resumes forwarded to Vice President
2	AA	66725	Dean, School of Nursing & Health Professions	Dr. Liesl Jones	11/4/2020	Resumes forwarded to Vice President
3	AA	66789	Assistant Professor of Nursing-Mental Health	Dr. Liesl Jones	11/10/2020	Resumes forwarded to Vice President
4	AA	TBD	Assistant Professor of Nursing-Adult Medical/Surgical	Dr. Liesl Jones	3/12/2021	Resumes forwarded to Vice President
5	AA	TBD	Assistant Professor of Nursing-Adult Medical/Surgical	Dr. Liesl Jones	3/12/2021	Resumes forwarded to Vice President
6	AA	TBD	Assistant Professor of Microbiology	Dr. Liesl Jones	3/15/2021	Resumes forwarded to Vice President
7	SA	66948	Director of Testing & Accommodative Services	Dr. Debra McCurdy	5/15/2020	Resumes forwarded to President
8	SA	TBD	TRIO-STAIRS Director	Dr. Debra McCurdy	4/12/2021	Resumes forwarded to President
9	SA	TBD	Director of Financial Aid	Dr. Debra McCurdy/ Channa Williams	4/21/2021	Resumes forwarded to President, Vice President
10	SA	TBD	Student Support & Wellness Counselor	Dr. Debra McCurdy/Angela Donn	6/14/2021	Resumes forwarded to President, Oversight
11	ASP	66960	Assistant Director of Development	Dr. Debra McCurdy	5/4/2021	Resumes forwarded to President
12	ASP	67013	Senior Accountant	Channa Williams	5/12/2021	Resumes forwarded to Vice President
13	ASP	66686	Vice President of Advancement	Dr. Debra McCurdy	7/23/2021	Resumes forwarded to President
14	WDCE	73965	Director of Business Development Services	Michael Thomas	11/12/2020	Resumes forwarded to Vice President
15	WDCE	66722	Director of Workforce Development	Michael Thomas	3/2/2021	Resumes forwarded to Vice President
16	WDCE	TBD	Maintenance Supervisor	Michael Thomas/ Kate Dixon	4/21/2021	Resumes forwarded to Vice President
17	WDCE	66853	Property Control Specialist	Michael Thomas/ Kate Dixon	5/26/2021	Resumes forwarded to Vice President
18	WDCE	TBD	HVAC Technician	Michael Thomas/ Kate Dixon	5/26/2021	Resumes forwarded to Vice President
19	WDCE	R74213	Refugee Services Program Manager	Noah Grant/ Michael Thomas	10/28/2020	Resumes forwarded to Oversight & VP
20	WDCE	86279	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President



21	<b>WDCE</b>	<b>86277</b>	Police Supervisor	Michael Thomas	11/9/2020	Resumes forwarded to Vice President
22	<b>WDCE</b>	<b>66649</b>	Workforce/Operations Specialist	Michael Thomas	8/5/2021	Resumes forwarded to Vice President
23	<b>WDCE</b>	<b>81695</b>	Director of Adult Basic Education Programs & Alternative Diploma	Michael Thomas	8/5/2021	Resumes forwarded to Vice President
24	<b>A&amp;F</b>	<b>TBD</b>	Assistant Director of Human Resources- EEO & Compliance	Danielle Porter/Channa Williams	4/16/2021	Resumes forwarded to Oversight & VP
25	<b>A&amp;F</b>	<b>TBD</b>	Assistant Director of Procurement	Channa Williams	4/21/2021	Resumes forwarded to Vice President
26	<b>A&amp;F</b>	<b>TBD</b>	Assistant Vice President of Finance & Administration	Channa Williams	6/8/2021	Resumes forwarded to Vice President
27	<b>A&amp;F</b>	<b>TBD</b>	Reconciliation Clerk	Fred Jasper/Pat Raines/Channa Williams	6/17/2021	Resumes forwarded to Oversight & VP
28	<b>A&amp;F</b>	<b>66982</b>	Director of Budgets	Channa Williams	7/29/2021	Resumes forwarded to Vice President
29	<b>OP</b>	<b>66855</b>	Special Assistant to the President	Dr. Debra McCurdy	4/20/2021	Resumes forwarded to President
30	<b>OP</b>	<b>TBD</b>	Programmer/Analyst	John Schiesler/Stephan Byam	5/10/2021	Resumes forwarded to Oversight & CIO